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AGENDA OF THE COUNCIL MEETING

Held on Monday 20 May 2019

Public question time will
commence shortly after 1.00pm



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

Darebin City Council acknowledges the Wurundjeri people as the traditional owners and custodians of the land we now call Darebin and pays respect to their Elders, past, present and future.

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

This is the Agenda for the Council meeting. For assistance with any of the agenda items, please telephone 8470 8888.

Arabic

هذا هو جدول أعمال اجتماع المجلس. للحصول على المساعدة في أي من بنود جدول الأعمال، يرجى الاتصال بالرقم 8470 8888.

Chinese

这是市议会会议议程。如需协助了解其中的任何议项，请致电8470 8888。

Greek

Αυτή είναι η Ημερήσια Διάταξη (Agenda) της συνεδρίασης του Δημοτικού Συμβουλίου. Για βοήθεια σε οποιοδήποτε θέμα της ημερήσιας διάταξης, παρακαλούμε τηλεφωνήστε στο 8470 8888.

Hindi

यह काउंसिल की बैठक के लिए एजेंडा है। एजेंडा के किसी भी आइटम के साथ सहायता के लिए कृपया 8470 8888 पर टेलीफोन करें।

Italian

Questo è l'ordine del giorno per la riunione municipale. Per assistenza su uno dei punti dell'agenda chiamate il numero 8470 8888

Macedonian

Ова е дневен ред за состанокот на Советот на Општината. За помош за било која точка од дневниот ред, ве молиме телефонирајте на 8470 8888.

Nepali

यो एजेण्डा काउन्सिल बैठकको लागि हो। कुनै पनि एजेण्डाका वस्तुहरूको सहायताको लागि कृपया 8470 8888 मा फोन गर्नुहोस्।

Punjabi

ਕੌਂਸਿਲ ਮੀਟਿੰਗ ਲਈ ਇਹ ਏਜੰਡਾ ਹੈ। ਏਜੰਡੇ ਦੀਆਂ ਕਿਸੇ ਵੀ ਆਈਟਮਾਂ ਨਾਲ ਸਹਾਇਤਾ ਲਈ, ਕਿਰਪਾ ਕਰਕੇ 8470 8888 ਤੇ ਟੈਲੀਫੋਨ ਕਰੋ।

Somali

Kani waa ajandaha kulanka Golaha Degmada. Wixii caawima ah oo ku saabsan qodob kasta oo ka mid ah ajandaha fadlan la xiriir tel: 8470 8888.

Spanish

Este es el orden del día para la reunión del Concejo Municipal. Si necesita asistencia para cualquiera de los temas del orden del día, llame al teléfono 8470 8888.

Urdu

یہ کاؤنسل میٹنگ کا ایجنڈا ہے۔ ایجنڈا کے کسی مندرجات میں مدد کے لئے، براہ کرم 8470 8888 پر فون کریں۔

Vietnamese

Đây là chương trình buổi họp của Hội đồng Thành Phố. Muốn biết thêm các thông tin về chương trình buổi họp, xin hãy gọi số 8470 8888.

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Agenda

1. MEMBERSHIP

Cr. Susan Rennie (Mayor) (Chairperson)

Cr. Susanne Newton (Deputy Mayor)

Cr. Gaetano Greco

Cr. Tim Laurence

Cr. Kim Le Cerf

Cr. Trent McCarthy

Cr. Lina Messina

Cr. Julie Williams

2. APOLOGIES

Cr. Steph Amir is on an approved leave of absence.

3. DISCLOSURES OF CONFLICTS OF INTEREST

4. CONFIRMATION OF THE MINUTES OF COUNCIL MEETINGS

Recommendation

That the Minutes of the Ordinary Meeting of Council held on 29 April 2019 be confirmed as a correct record of business transacted.

5. 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 two (2) questions at an Ordinary Council meeting.

Questions submitted online will be responded to in the first instance. If you are not present at the meeting, the Chairperson will read the question and provide a response. The Chairperson may then take questions from members in the gallery.

Any question not answered at the meeting will be taken on notice and a written response will be provided to the person asking the question.

In accordance with the Darebin Governance Local Law, the Chairperson may disallow a question if it:

- is defamatory, indecent, abusive, offensive, irrelevant, trivial or objectionable in language or substance; or
- deals with a subject matter already answered; or
- is aimed at embarrassing a Councillor or an officer.

If you are unable to submit your question prior to the Ordinary Council meeting, the Chairperson may take questions from the floor.

SUBMISSIONS OR COMMENTS

Members of the public may make a comment or 2 minute submission on a matter listed on the Agenda prior to the item being debated.

A person who is unable to stay at the meeting until the Agenda item is heard, may make their comment or submission during Question Time.

HOW TO SUBMIT YOUR QUESTION OR MAKE A COMMENT OR SUBMISSION

Members of the public who wish to ask a question, or make a comment or submission to an agenda item, at an Ordinary Council meeting are encouraged to do so in one of the following ways:

- (a) online at darebin.vic.gov.au/questionsandsubmissions by 3pm on the day of the meeting; or
- (b) by email to Q&S@darebin.vic.gov.au; by 3pm on the day of the meeting; or
- (c) in person at the Preston Customer Service Centre, 274 Gower Street, Preston; or
- (d) by mail to PO Box 91, Preston 3072; or
- (e) with a Council officer prior to a Council meeting.

Council meetings can be viewed at the Watch Council and Planning Committee meetings page.

Agenda's will be 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.

6. PETITIONS

7. URGENT BUSINESS

8. CONSIDERATION OF REPORTS

8.1 YOUTH SERVICES STRATEGY 2019 - 2021

Author: Coordinator Youth Services

Reviewed By: General Manager Community

PURPOSE

To seek Council's endorsement of the Youth Services Strategy 2019-2021 and to provide a final progress report on the Young Citizens Jury Solutions Implementation Plan 2018-2019.

EXECUTIVE SUMMARY

The Youth Services Strategy 2019-2021 is Council's key strategic document in regard to young people. It provides clear strategic direction to guide and focus Council's work with, and for, young people who live, work, study, socialise and/or play in the City of Darebin.

The principle of co-design and youth led has underpinned every aspect of the Strategy's development. Over 1000 young people's voices have been heard in the development of the Strategy, and the Young Citizen's Jury has been co-leading its development every step of the way. Darebin young people are passionate change makers, at the forefront of progressive thinking and policy. They are highly engaged in social issues and have a strong sense of social justice.

The Youth Services Strategy comprises three parts:

- A comprehensive background report (**Appendix A**);
- A public facing, youth friendly Strategy, the primary audience being young people aged 12 to 25 years (**Appendix B**), and
- A two year action plan (still to be developed).

The Young Citizens Jury was established in September 2017. The Jury developed a Solutions Implementation Plan 2018-2019 and the Jury has been working with Youth Services staff, local agencies, schools and external contractors to inform the implementation of the Plan. The Solutions Implementation Plan is due to expire June 2019.

This report provides the final overview of the work undertaken by the Young Citizens Jury over 2019 with the Solutions Implementation Plan 2018-2019 Final Report (**Appendix C**). The Jury will continue to co-lead the implementation, monitoring and evaluation of the Youth Services Strategy 2019-2021.

Recommendation

That Council:

- (1) Endorses the Youth Services Strategy Background Report and Youth Services Strategy 2019 -2021.
- (2) Notes the Young Citizen Jury Solutions Implementation Plan 2018 -2019 Final Report.

- (3) Thanks the members of the Young Citizens Jury for their invaluable contribution and congratulates the Jury on their achievements since the Jury's establishment in September 2017.
 - (4) Thanks the Youth Citizens Jury representatives, Darebin Information Volunteer Resource Services (DIVRS) and Inner Northern Local Learning and Employment Network (INLLEN) for their participation in the Youth Services Strategy Reference Group.
-

BACKGROUND / KEY INFORMATION

The Youth Engagement Strategy 2012-2017 expired at the end of 2017. The Youth Citizen Jury was established in September 2017 and the Solutions Implementation Plan 2018-2019 developed. This Plan outlined the top seven recommended solutions, and corresponding actions, identified by the Jury members. The Jury has been working with Youth Services staff, local agencies, schools and external contractors to inform the implementation of the Plan.

The Young Citizen Jury 2018-2019 Solutions Implementation Plan has provided the link and direction for Youth Services, the organisation as a whole, and the local service sector since the expiry of the Youth Engagement Strategy in 2017; and until the development of the Youth Services Strategy 2019-2021. The Young Citizen Jury 2018-2019 Solutions Implementation Plan is due to expire in June 2019. The Jury has provided a final overview of the work undertaken over the past 18 months and the outcomes of the Solutions Implementation Plan 2018-2019 (**Appendix C**).

The Youth Services Strategy 2019-2021 will provide the strategic direction, and framework for action, that will guide future engagement with, and service provision to, the young people of Darebin.

The purpose of the Darebin Youth Services Strategy is to:

- Guide future engagement with young people;
- Identify service provision requirements through directing resources to areas of most need;
- Provide the strategic direction for planning and policy development and;
- Highlight future investment and partnership opportunities, and services that support young people.

The principles of co-design has been integral to the development of the Strategy. The Young Citizen Jury has been engaged as expert consultants to support the governance, consultation and community engagement activities, content and design of the Strategy. This approach has ensured that young people have been at the centre of the project.

Previous Council Resolution

At its meeting held on 19 June 2017, Council resolved:

'That Council

Makes the following commitments as part of the 2017 INLLEN Jobs for Youth Campaign in line with the Council Plan'

- 4) *Convenes a 'young citizens jury' in September and October comprised of local young people as part of the Jobs for Youth campaign. The young citizens jury will provide recommendations to:*
 - a. *Council and other relevant bodies on what young people want and need to thrive in a rapidly changing world.*
 - b. *Council's new Youth Strategy and other Council strategies where relevant.*

At its meeting held on 4 December 2017, Council resolved:

That Council

- 1) *Notes the report and the recommended solutions identified by young people through the conduct of the Darebin Youth Citizens Jury*
- 2) *Notes that new initiative applications to support the Darebin Young Citizens Jury recommendations will be referred to the 2018/20 budget process*

At its meeting held on 3 December 2018, Council resolved:

- (1) *That Council*
- (1) *Notes the report.*
- (2) *Thanks the members of the Darebin Young Citizen's Jury for their invaluable contribution to civic life supporting the health, wellbeing, education and employment outcomes of Darebin's young people; and congratulates the Jury on their many achievements since the Jury's establishment in September 2017.*
- (3) *Notes that the Young Citizens Jury project is funded until 30 June 2019; and that new initiative applications to extend the Jury until 2021, in line with the Youth Services Strategy, will be referred to the 2019/20 budget process for consideration.*

This matter was the subject of Council Briefing sessions 9 July 2018 and 6 May 2019. It is also in response to the Council Action Plan 2018/2019, action 5.2.04 "Deliver the recommended solutions identified by the Young Citizens Jury that respond to the key issues currently affecting Darebin young people" and to the Council Action Plan 2018/2019, action 2.1.1.7 "Continue the implementation of the Youth Services Strategy that will guide future engagement with, and future service provision to, the young people of Darebin.

COMMUNICATIONS AND ENGAGEMENT

Consultation

Consultation and community engagement have been undertaken with a range of stakeholders, leveraging off existing events and activities taking place across the organisation and within the community, to ensure an integrated approach and a wide range of stakeholder engagement.

Stakeholders have included:

- Young people aged 12-25 years
- Young Citizens Jury
- Secondary schools
- Service providers and peak bodies
- Council staff

Consultation with Young People

Over 1,000 young people's voices have been heard in the development of the Strategy.

Previous consultation with young people has been used to guide the recent consultation and community engagement activities for the Strategy. 250 young people participated in the 2016 and 2017 Youth Summits and the 2017 Young Citizens Jury Workshop series. A further 369 young people participated in the 2017 online survey.

A further 394 young people have participated in recent face to face consultation activities including 8 pop ups at a range of community locations and public spaces, 10 focus groups and at the Darebin Community and Kite Festival. Around 80 young people also participated via an online survey in April 2019.

Targeted consultation has occurred to ensure all young people have a voice and their views are reflected in the Strategy. This has included consultations and/or targeted focus groups with LGBTIQ young people, newly arrived migrants, Aboriginal and Torres Strait Islander young people, people with disabilities, young carers and young people from across the socio-economic spectrum.

Local service providers and peak bodies who support young people in Darebin have also been engaged. Their perspectives and insights have provided an invaluable contribution to the Strategy's development.

Consultation with service providers and peak bodies

To explore further the issues raised by young people, face to face interviews were conducted with 21 service providers and peak bodies. The table below lists who were interviewed.

The interviews focussed on the following:

- Current support and engagement with Darebin young people
- Key challenges and issues that affect young people
- Priorities the Strategy should focus on
- Opportunities for partnerships and creating a strong, integrated local service sector

The areas of focus that emerged from these consultations mirrored the views of the young people.

Headspace	Minus 18	Inner Northern LEN
YMCA Victoria	Youth Projects	Victoria Police
Your Community Health	Darebin Community Legal Centre	Arabic Welfare
Women's Health in the North	VICSEG New Futures	Victorian Aboriginal Health Services
Darebin Information and Volunteer Resource Service	Youth Affairs Council of Victoria	Youth Support and Advocacy Service
Spark Health	Spectrum Migrant Resource Centre	Merri Health
West Side Circus	Merri Outreach Support Services	PRACE (Preston Reservoir Adult Community Education)

Youth Services Strategy Reference Group

In February 2019, the Youth Services Strategy Reference Group was established to provide support and guidance in the development of the Youth Services Strategy 2019-2021 and associated two year action plan. The Reference Group meets at key milestones throughout the project with a focus on providing strategic advice and feedback to the project team.

Membership includes:

- Manager Families, Youth and Children (Chairperson)
- Coordinator Youth Services (Project Manager)
- 2 x Young Citizens Jury Representatives
- 2 x External Service Providers
 - Executive Officer, Darebin Information Volunteer Resource Services (DIVRS)
 - Executive Officer, Inner Northern Local Learning and Employment Network (INLLEN)
- Manager Equity and Wellbeing
- Manager Creative Culture and Events

Communications

A Communication Plan has been developed for the Youth Services Strategy in consultation with the Young Citizen Jury. Social media and word of mouth are the primary strategies to engage and communicate with young people. This is based on feedback received from young people about their preferred communication methods with Council and how information is accessed.

ANALYSIS

Alignment to Council Plan / Council policy

Goal 2 - Opportunities to live well

2.1 We will ensure health and social services meet our community's needs across their life-course. Action 2.1.1.1: Develop and enact a Youth Strategy

Environmental Sustainability Considerations

Through the consultation process, the majority of young people identified climate change and the environment as an area of focus for the Strategy. They see climate change being an issue that affects all generations and should be a key priority for the community as a whole, not just young people. From a practical perspective consultation have attempted to have minimal environmental impacts. This included the use of digital technology (iPads and laptops) rather than paper when capturing consultation notes and undertaking stakeholder interviews.

Equity, Inclusion and Wellbeing Considerations

The Youth Services Strategy and subsequent Action Plan will have a profound impact on the equity, inclusion and wellbeing of young people. This has, and will continue to be, a key consideration at each phase of its development and implementation. The Strategy identifies 6 principles that will guide all aspects of Council's work with young people.

Principle 1 (Equity, Inclusion and Human Rights) ensures that all young people will have a voice and that the Strategy, and subsequent action plan, reflects their diverse needs. The principles of co-design and youth led practice are embedded within all aspects of the Strategy. Young people will continue to play a critical role as co-designers and advocates based upon their lived experience and content expertise.

Cultural Considerations

Cultural considerations play an important role in the health and wellbeing outcomes of young people and the services that they receive through Council and its partners. Access to arts and culture help young people develop their creativity, build self-esteem and encourage self-expression. Cultural considerations were an important ingredient in the consultation and design of the Youth Services Strategy. Cultural and creative methods have been used in the consultation process. This has included the provision of creative ways for young people to express their aspirations and challenges.

Economic Development Considerations

Young people were engaged to support the consultation and community engagement activities in the development of the Strategy. This has provided direct economic participation outcomes for young people. This approach is unique and reinforces Darebin Council as a leader in addressing youth employment while also strengthening young people's voices. Improving pathways to education, training and employment is a key focus of the Strategy.

Financial and Resource Implications

As part of the 2018-2019 operation budget \$50,000 has been allocated to support the development and commence the implementation of the Youth Services Strategy.

Key Expenditure for the project (to date and projected) includes:

- Remuneration of Young Citizens Jury members \$7,500
- Consultant \$17,000
- Consultation prizes and incentives \$500
- Strategy design and printing \$7,500
- Launch and celebration event \$5,000
- Implementation projects and actions (Year 1) \$5,000
- Casual staffing/additional hours \$3,000

In addition, the Young Citizen's Jury has a budget allocation, some of which, could be utilised to support the implementation of the Strategy. Any additional resource allocation required to support the implementation of the Strategy will be referred to future budget processes for consideration.

Legal and Risk Implications

While no strategic risks have been identified with the project, a risk assessment has been undertaken which is common practice for all youth service projects, programs and events. Risks identified will be managed through the existing operational channels.

DISCUSSION

Youth Services Strategy

The Youth Services Strategy 2019-2021 consists of the following documents:

- A Background Report (**Appendix A**) and;
- A public facing, youth friendly, Strategy (**Appendix B**) and;
- A two year action plan, to be developed.

Darebin young people are passionate change makers, at the forefront of progressive thinking and policy. They are also highly engaged in social issues and have a strong sense of social justice. The consultation, analysis and literature review undertaken has provided great insight into the strengths, aspirations and challenges faced by young people in Darebin.

Through these consultation activities, young people have identified 18 consistent areas of focus and/or challenges that affect them and/or their friends. The 18 areas of focus are represented in the table below in no particular order and are consistent with the findings of the literature review.

Mental and emotional wellbeing	Financial stress
Employment and jobs	School, training and education
Climate change and the environment	Young people's voices and sense of belonging
Personal safety	Respectful relationships
Public transport	Family conflict
Housing and accommodation	Discrimination and identity
Drug and alcohol	Communities perception of young people
Sexual health	Population growth
Access to local service systems	Social isolation

Darebin young people are most concerned about:

- Their own mental health and wellbeing, and that of their friends (Mental Health)
- Finding and keeping a job and in turn having enough money to survive (Employment and Financial Security)
- How their friends consume alcohol and drugs (Drugs and Alcohol)
- Issues associated with equity and discrimination (Equity, Racism and Discrimination)
- How young people are portrayed in the community and media (Perceptions of Young People)
- Climate Change and what that means for the future (The Environment)

The Strategy identifies the goals and focus areas that young people have said are the most important areas for Council, and the community, to work on with them over the next two years.

Five Goals

The Strategy's five aspirational goals developed with, and for, young people are:

Goal 1: Healthy, Connected and Resilient

Goal 2: Employed, Educated and Financially Secure

Goal 3: Safe and Welcomed

Goal 4: Empowered, Confident and Engaged

Goal 5: Hopeful about the Future

Fifteen Focus Areas

Under each goal, focus areas have been identified that will direct Council's work, and that of its partners, over the next two years. They are:

Goal 1 Focus Areas:

- Improve physical and sexual health
- Improve mental health and emotional wellbeing
- Promote harm minimisation with drug and alcohol

Goal 2 Focus Areas:

- Strengthen engagement to learning
- Support skill development and training
- Improve employment pathways and address under-employment
- Advocate to increase social housing

Goal 3 Focus Areas:

- Create safe, inclusive and welcoming spaces
- Support a positive sense of self and freedom of expression
- Promote respectful relationships

Goal 4 Focus Areas:

- Support young people to have a strong voice
- Create opportunities for young people's in local decisions
- Promote gender equity and non-discriminatory practices

Goal 5 Focus Areas:

- Support young people's passion to be change makers in addressing the climate emergency
- Promote the strengths of young people within the community and media

The Strategy will be operationalised through a Youth Services Strategy Action Plan 2019-2021 and will provide the roadmap for the Youth Services team, broader organisation and local youth services sector over the next two years.

The development of the Action Plan will be supported by the Young Citizens Jury and the Youth Services Strategy Reference Group to ensure it is co-designed and delivered by relevant stakeholders and that young people are leading the way.

The lifespan of the Strategy aligns with the Darebin Early Years Strategy 2011-2021. An integrated Families, Youth and Child Plan will be developed in 2021 that will ensure a more holistic, transitional life stage approach.

Engagement with the families of young people has emerged as a gap within the Youth Services Strategy consultation and community engagement process. Traditionally, Youth Services have not consistently engaged with families, as the primary client group has been young people. A key action within the 2019-2021 Youth Services Strategy Action Plan will be to build stronger connections with families of Darebin.

Similarly, the middle years has been an area of little focus within the youth services sector, yet there is an emerging need to do more in this space. The middle years is a time of significant physical, social, emotional and psychological change for children. It is a critical transition period from childhood to adolescence. Greater independence and responsibility mean that young people of this age start to spend more time away from adult supervision. This stage also provides an important opportunity to identify and respond to any early warning signs. It is acknowledged that these are service gaps that exist currently, and further work needs to be undertaken to better understand the needs of this cohort. Consideration is also required regarding Council's role within this space. Exploring these issues will also be a key action in the Youth Services Strategy 2019-2021 Action Plan.

The collective efforts of young people, Council and its partners will be monitored and evaluated to ensure implementation of the Strategy remains on track and is achieving what it set out to achieve. Council and Darebin's Young Citizen Jury will have primary responsibility for this, with input from Council's partners and research bodies. Progress will be reported to Council and the community on an annual basis.

Young Citizens Jury Solutions Implementation Plan 2018-2019

The Young Citizens Jury continues to go from strength to strength. The Jury enables young people to contribute to Council's decision making about issues that directly affect them and have a voice about possible solutions.

Following on from its success in 2018, the Jury refocused its priorities for the remaining six months until June 2019. The Solutions Implementation Plan 2018-2019 Final Report (Attachment C) provides an overview of, and showcases, the significant achievements of the Jury over this almost 18 month period. Every recommendation has been actioned; with every action either completed or now embedded into the business as usual activities of Council, and/or its partners. The Jury will continue to play a critical role, through its leadership and advocacy, to further enhance the health and wellbeing outcomes of young people.

IMPLEMENTATION STRATEGY

Details

Youth Services Strategy

Following the endorsement of the Youth Services Strategy 2019-2021, the public facing document will be professionally designed and produced with young people engaged in the process including their comments, quotes, artwork and photography.

The Strategy will be launched in July 2019 and will focus on:

1. Highlighting Council's commitment to young people
2. Celebrating young people's participation and contribution to Darebin
3. Showcasing young people's vision for the future
4. Setting the direction for the next two years

Planning has commenced with the Young Citizen Jury regarding the launch of the Youth Services Strategy. This event will provide a further opportunity to acknowledge the strengths and aspirations of Darebin's young people as well as the challenges they face in an ever changing world.

Importantly it will also demonstrate that Darebin's young people are visionaries who have a clear idea of what they want, and need, to thrive and clear ideas about how we can best support them to do so.

A two year action plan will also be developed. A significant amount of rich information currently exists which has been collected through the Strategy's consultation and community engagement activities. This information will help populate the Youth Services Strategy Action Plan 2019-2021. A draft action plan will be presented for workshopping at an action planning forum in July 2019, with a final version developed by September 2019.

Communication

The public facing Strategy and the details of the launch and the action planning forum will be advertised and promoted widely using a diverse range of mediums to ensure that all young people are aware of the newly endorsed Strategy, and have the opportunity to participate, these events. This is especially important for the action planning forum to ensure there is a diversity of views heard in its development. Social media will be an important communication platform used, along with word of mouth, Council's website, the local paper, advertisements in community spaces and places and through networks, other service providers and partners.

Timeline

Key milestones and timelines:

- July 2019 – Youth Services Strategy Launch
- August 2019 – Action planning forum
- September 2019 – Action Plan Finalised

RELATED DOCUMENTS

Nil

Attachments

- Darebin Youth Strategy Background Report (**Appendix A**) [↓](#)
- Youth Services Strategy 2019-21 (**Appendix B**) [↓](#)
- Young Citizens Jury Implementation Plan Final Report (**Appendix C**) [↓](#)

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.



Research with *impact*

Background Report: Darebin Youth Services Strategy 2019-2021

Background report to inform the development of Darebin City Council's Youth Services Strategy and Action Plan 2019-2021

Prepared by: Dr. Robyn Cochrane
Date: 29 April 2019

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Introduction

Darebin City Council seeks to develop a refreshed Youth Services Strategy and Action Plan to guide and prioritise the delivery of youth services in Darebin over the period 2019-2021 and beyond. Council has engaged Cochrane Research Solutions to review current youth-related literature as well as supplied research and youth consultation datasets to generate this report. While this Background Report is intended as a stand-alone document, sections may be incorporated with the new Youth Services Strategy.

Young people aged 12 to 25 years comprise over 15% of the current Darebin community and this is expected to increase in the future. So, there needs to be a Youth Services Strategy aligned with Council's planning framework and informed by research and stakeholder input to support the needs of young people and empower them to thrive.

While the scope of this review is not exhaustive, it considers the following youth-related topics within the Australian, Victorian and Darebin City Council settings (where applicable):

- Government legislation and regulations as well as the role of local government in Victoria
- Young people and the City of Darebin: population statistics, current youth services profile and key considerations in Council's existing planning documents
- Youth-related priority areas apparent in the research: A) Youth health and wellbeing; B) Use of alcohol and other drugs; C) Student participation and engagement in education; D) Resilience, self-esteem, relationships and voice; E) Employment, income and the future of work; F) Diversity, marginalisation and inclusion; G) Technologies, connectivity and online behaviours; and H) Vulnerable young people, housing and safety. Each priority area presents a brief outline of what the research shows as well as a snapshot of what young people in Darebin are saying about the topic. As well as I) Youth-related priority areas emerging from the consultation with young people in Darebin: Affordable and age-relevant programs, activities and events; Climate change, sustainability and environment; Improvements to transport; and Youth spaces.

Following this is a series of recommendations intended to assist Council to develop a new Youth Services Strategy and Action Plan. The recommendations refer to key priority areas; opportunities for partnerships and collaboration and suggestions for producing a well-informed and engaging Youth Services Strategy. The report concludes with a reference list which presents details of publications and websites.

Section 1: Government legislation and the role of local government

There are several pieces of government legislation and regulations outlining the rights and entitlements of young people in Australia. Organisations providing services to, and interacting with, young people must consider establishing suitable structures and allocating sufficient resources to ensure compliance.

Legislation and regulations relating to young Australians

Legislation and regulations relevant to young people Australia-wide includes:

- Children's Television Standards 2009
- Family Law Act 1975
- Family Law Regulations 1984
- Family Law Rules 2004
- Human Rights and Equal Opportunity Commission Act 1986 - Declaration of the United Nations Convention on the Rights of the Child
- National Code of Practice for Providers of Education and Training to Overseas Students 2017
- National Disability Insurance Scheme (Children) Rules 2013
- Youth Allowance (Activity Test Exemption Guidelines) Determination 1998

Legislation and regulations relevant to young people in the State of Victoria includes:

- Charter of Human Rights and Responsibilities Act 2006
- Child Employment Regulations 2014
- Child Wellbeing and Safety Act 2005
- Child Wellbeing and Safety Regulations 2017
- Children, Youth and Families Act 2005
- Education and Training Reform Act 2006
- Education and Training Reform Regulations 2007
- Education and Training Reform (School Safety) Regulations 2011
- Equal Opportunity Act 2010
- Failure to Disclose 2014
- Failure to Protect 2015
- Freedom of Information Act 1982
- The Commission for Children and Youth People Act 2012
- Working with Children Act 2005

For details about how to access the abovementioned legislation and regulations, refer to Section 5: Reference list.

The role of local government in Victoria

The Victorian local government sector plays an important role in relation to supporting and empowering young people. This section briefly outlines some key contemporary issues for the local government context which may impact a Council's ability to support and service young people and draws heavily from Victorian Local Governance Association (VLGA, 2018). The VLGA is an independent organisation committed to supporting councils and councillors in good governance. Following this, the focus shifts to the role of community planning and youth services provision.

Contemporary challenges facing Victorian Councils

The Child Safe Standards of Service Delivery impact the way Council interacts with young people. Since January 2016, all local governments have been required to meet 'child safe' standards of service delivery for children under the age of 18 years. Child safe standards apply to all staff and volunteers at organisations delivering services for children. The standards refer to cultures of child safety, commitments and codes of conduct, appropriate screening, supervision, training and HR practices, processes for reporting and responding to suspected child abuse, strategies to identify and remove risks of abuse, and strategies to promote children's participation and empowerment. Organisations must demonstrate particular measures to protect the safety of Aboriginal children, children with disabilities, and children from diverse cultural backgrounds. Along with the recent 'Failure to Disclose' and 'Failure to Protect' laws, Child Safe Standards have significant implications for Councils.

The Victorian Charter for Child Friendly Cities and Communities focuses on increasing participation by children in decision making forums and creating child friendly environments. Established in 2012, the Victorian Child Friendly Cities and Communities Network has grown to over 70 members across the local government and planning sectors. The City of Darebin's endorsement of the Charter has been recognised. The Charter is supported by a Hub which acts as a central location for information and resources (<http://www.vlga.org.au/Policy-Advocacy/Victorian-Child-Friendly-Cities-and-Communities-Hub>).

Local government has a role to play in encouraging inclusion and supporting the participation of LGBTI+ community members. The Local Government Act directs that Councils play a critical role in encouraging and supporting active participation in civic life and ensuring that their delivery of services is both accessible and equitable. Councils are also required to act consistently within the framework of the Victorian Charter of Human Rights and Responsibilities and are bound by statutes relating to equal opportunity. Legal and social frameworks are in place to assist local governments to demonstrate diversity and inclusiveness across their culture and practice, both internally with staff and externally with community members who identify as lesbian, gay, bisexual, transgender, intersex or queer/questioning (LGBTIQ).

Focus on preventing harm from gambling. The VLGA supports strong, resilient communities through preventing harm from gambling and convenes the Local Government Working Group on Gambling on a bi-annual basis. In July 2017 the VLGA received a 2-year grant from the Victorian Responsible Gambling Foundation to deliver the Councillor Champions, Civic Communities Program. The Program aims to build councillor knowledge and skills in developing and implementing actions to reduce harm from gambling and promote civic participation and enabling citizens to create their own sustainable futures (<https://www.vlga.org.au/advocacy/gambling>).

Emphasis on improving the quality of public participation and engagement approaches.

Community engagement is an important part of the good and democratic governance of local government and Councils have been leaders in the constant challenge to adapt and find new ways to engage meaningfully with their communities, including young people. Recent developments by IAP2 (2015 - Quality Assurance Standard for Community and Stakeholder Engagement) and Victorian Auditor General's Office (Public Participation in Government Decision-making: Better Practice Guide) emphasise better practice in citizen participation. Deliberative approaches lend themselves well to the treatment of complex issues. Information is available to Councils considering deliberative approaches (typically citizen panels or juries) as part of a broader engagement strategy with community via the VLGA's Deliberative Democracy Hub.

The introduction of rate capping legislation in 2015 and easy public access to data to compare Councils encourages greater efficiency in practices.

In 2015, the Victorian Government introduced rate capping legislation in the form of its "Fair Go Rates System" (FGRS). An annual rate cap is set by the Minister for Local Government which controls general rate increases for all councils during that financial year. The annual rate increase cap for the 2018/19 financial year is 2.25 per cent. Councils can seek approval to raise an increase above this figure through a variation with the Essential Services Commission (<https://www.esc.vic.gov.au/media-centre/local-councils-rate-cap-set-2018-19>). Further the "Know Your Council" website provides public access to compare Councils' performance on a range of indicators.

Youth services provision and community planning

Councils play a lead role in community planning and advocacy, engage and consult with young people, provide funding for youth services, programs and events and have a compliance responsibility. Local government is the backbone of generalist youth service delivery in Victoria, working with large numbers of young people (Youth Affairs Council Victoria, 2016). Youth Services teams promote young people's health, social inclusion, skill development and leadership, and provide young people with opportunities to engage in arts and culture, community strengthening and civic life and assist young people to navigate challenges and access specialist services where needed. Local government youth services include, but are not limited to:

- Leading community planning and advocacy for young people. Local government youth services play a vital partnership-building role, bringing together the different stakeholders that work with young people to coordinate service delivery, advocate for young people's needs, and leverage resources to meet local priorities. Many services and schools would struggle to work effectively together and access adequate resourcing without local government's support.
- Engaging and consulting with young people, and building young people's capacity as advocates and community leaders. Local government youth services are recognised as experts in youth engagement – an essential resource for councils wishing to hear young people's ideas and solutions to local problems.
- Funding, planning and delivering services, programs and events for young people. These are very diverse, ranging from holiday activities to mentoring programs, anti-discrimination campaigns, volunteering opportunities, L2P programs for novice drivers, and social supports for young people at risk of disengagement or marginalisation.
- Enabling local governments to prepare for and comply with their statutory obligations in relation to children up to the age of 18.

Some Councils also provide counselling services; drug and alcohol services; skate parks; youth oriented festivals; neighbourhood houses; sports programs, youth based advisory councils as well as school holiday and vacation care programs (Know Your Council website).

Local government benchmarking of youth services provision

To further understanding about local government youth services provision, a benchmarking exercise was conducted by Darebin Youth Services as part of the 2016 Service Review.

The findings from the benchmarking exercise with three Victorian Councils are presented in Appendix 1. A brief outline is presented below:

Strategic framework

- All Councils have a Youth Strategy and also underpinning strategic directions with a number of other youth specific and community focused and service specific frameworks.

Service structure and banding

- Two of the three Councils have a mix of roles from Band 7 (strategic), Band 6 operational, Band 5 programs and several casual positions at Band 4.
- Two Councils using casual employees have a large casual staff pool

Target age groupings and separation of services

- All services target 12 to 25 years
- One Council targets middle years (Years 8 to 11)
- One Council works with younger years as required particularly during transition initiatives
- One Council does not separate services by age group (12 to 25 years)
- One Council does separate middle years from youth
- One Council separates age groupings according to program

Youth centres and spaces

- Two Councils operate from more than one location.

Section 2: Young people and the City of Darebin

This section presents selected statistics about young people and households in the City of Darebin. Darebin's young people are many and diverse! Young people aged 12 to 25 years comprise over 15% of the current community (<https://profile.id.com.au/darebin/service-age-groups>), and this is expected to increase in the future.

Some statistics on young people in Darebin

Many of Darebin's 146,723 residents are young people. 5.2% or 7,586 young people are aged 12 to 17 years while 9.9% or 14,574 young adults are aged 18 to 24 years.

Darebin's young people aged 12 to 25 years are diverse.

Characteristic	12 to 17 years Number / % of total Darebin population	18 to 24 years Number / % of total Darebin population
Aboriginal and Torres Strait Islander peoples	108 / 9.2%	182 / 15.6%
Need for assistance due to a severe or profound disability	343 / 2.5% *10-19 years	
Migration in and out of Darebin (based on where the person usually lived 5 years ago)	+633 and -1,103	+4,325 and -1,795
Young Carers	10.1% of 15 to 24-year-old are young carers	
Migrant & Refugee	32% of 15 to 24-year old were born outside of Australia, the most common countries of birth: China, India, Vietnam	

Sources: <https://profile.id.com.au/darebin/indigenous-age-structure>; <http://profile.id.com.au/darebin/assistance> and <https://profile.id.com.au/darebin/migration-by-age>

Young people are unevenly distributed throughout Darebin. As shown below, young people aged 12 to 17 years are distributed throughout the municipality, comprising around 4% to 6% of the overlay area total population. Young adults aged 18 to 24 years comprise around 8% to 10% in most overlay areas with the exception of Bundoora/Kingsbury which is substantially higher.

Overlay area	12 to 17 years Number / % of overlay area total population	18 to 24 years Number / % of overlay area total population
Preston	1,709 / 5.1%	3,161 / 9.5%
Reservoir	2,492 / 5.0%	4,264 / 8.5%
Northcote	1,338 / 5.4%	1,954 / 8.0%
Thornbury	864 / 4.6%	1,540 / 8.3%
Fairfield/Alphington	523 / 5.9%	884 / 10.0%
Bundoora/Kingsbury	673 / 5.9%	2,734 / 24.1%

Over 20% of Darebin residents are attending an educational institution of which 8.6% are attending University. Around 11.3% or 16,584 are attending a primary school or secondary school, with most attending government schools (<http://profile.id.com.au/darebin/education>)

Type of institution	Number	% of residents attending an educational institution
Primary school	9,837	6.7
Primary – Government (6,920 – 4.7%)		
Primary – Catholic (2,261 – 1.5%)		
Primary – Independent (656 – 0.4%)		
Secondary school	6,747	4.6
Secondary – Government (3,860 – 2.6%)		
Secondary – Catholic (1,985 – 1.4%)		
Secondary – Independent (902 – 0.6%)		
TAFE	2,706	1.8
University	12,552	8.6

27.1% of households in Darebin comprise couples with children, 9.1% comprise single parents with children (<http://profile.id.com.au/darebin/households-with-children>).

36.3% of households in Darebin are renting (of which 4.3% refers to renting social housing), 26.0% have a mortgage and 28.7% are fully owned (<https://profile.id.com.au/darebin/tenure>)

56.3% of households speak English only at home. Languages spoken at home other than English by 1.0% or more of the Darebin population are: Italian (6.6%), Greek (6.3%), Mandarin (3.6%), Arabic (3.0%), Vietnamese (2.3%), Macedonian (1.5%) and Cantonese (1.2%) (<http://profile.id.com.au/darebin/language>).

80.2% of homes in Darebin reported at least one person accesses the internet from the dwelling. This could have been through a desktop/laptop computer, mobile or smart phone, tablet, music or video player, gaming console, smart TV or any other device. (https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/LGA21890)

Young people experience socio-economic disadvantage to varying degrees. The SEIFA Index of Disadvantage measures the relative level of socio-economic disadvantage based on a range of Census characteristics. As at 2016, the areas with the lowest level of disadvantage of all suburbs in Darebin are: Alphington, Fairfield – Alphington, Northcote (East), Northcote, Fairfield, Northcote (West) and Northcote Activity Area. In contrast, the suburbs of Preston, Reservoir (Edwardes Lake), Preston Activity Area, Preston (East), Reservoir Activity Area, Reservoir, Reservoir (Cheddar), Reservoir (Merrilands), Kingsbury, Reservoir (Oakhill) and Northland Activity Area have the highest level of disadvantage (<http://profile.id.com.au/darebin/seifa-disadvantage-small-area>).

Looking forward to 2026, the number of young people residing in Darebin is forecast to increase. Resident population is forecast to increase to 189,985 which includes 5.4% or 10,271 residents aged 12 to 17 years and 10.3% or 19,609 residents aged 18 to 24 years (<https://forecast.id.com.au/darebin/population-age-structure>).

Darebin Youth Services service profile (as at March 2018)

“Working in partnership to develop independent, healthy and resilient young people”

Darebin Youth Services exists to ensure there are opportunities for all young people to be engaged and equipped to make strong social connections with community, which has a direct effect on health and wellbeing. This is achieved through building the capacity of young people through positive social, cultural and learning experiences that enhance their skills and support them to become future leaders that inspire innovation and change.

Darebin Youth Services work to deliver a range of services and programs for young people aged 12 to 25 who live, work or study in the City of Darebin.

Service themes

- Civic Participation: The services work directly with young people to bring about change in the local community, through participation opportunities that allow them to influence, advocate, advice in relation to their thoughts, ideas and values.
- Health and Wellbeing: Youth Services work to improve the health and wellbeing of Darebin’s youth.
- Education, training and Employment: Darebin Youth Services deliver programs that focus on education and employment outcomes.

Operational streams

- Program Stream: based at The Hub (Northland) and focuses primarily on delivering Health and wellbeing, Education, and Employment programmes. The team works in consultation with local young people to identify and develop programs directly relevant to their support needs.
- Studio, Music and Arts Stream: based at Decibels Youth Music Centre at the Reservoir Community and Learning Centre (RCLC), the team delivers music industry based creative arts programs, committees and training for young people in music and the arts that is designed to improve their wellbeing, networks, skills and employment opportunities. It is based around four core programs which engage young people from diverse backgrounds and with varying skills. Decibels also provides studio opportunities for young people, and partner organisations working with young people.
- Outreach and Community Stream: based in the public realm and responsible for delivering weekly outreach programs that promote health and wellbeing and community participation for young people in public spaces. The team has played an instrumental role in advocating for developments at locations that are frequented by young people, including a number of skate parks across Darebin. The Outreach and Community Stream also works closely with a variety of internal and external stakeholders to respond to community safety concerns, specifically those involving young people. The Outreach team often have first contact with young people and provide those most at-risk with an avenue of support and referral.

Service structure

As at 1 May, 2018, the Youth Services team comprises the Co-ordinator Youth Services and part-time Youth Resource Officer, Team Leader Programs (oversees part-time Emerging Communities Officer and two part-time Youth Programs Officers), Team Leader Outreach and Community (oversees two part-time Youth Outreach Officers) and Team Leader Studio, Arts and Music (oversees part-time Youth Music and Arts Development Officer and part-time Youth Music Technical Officer).

Facilities

- Decibels Youth Music Centre
- Darebin Youth Access Hub (Northland)

Council's planning considerations for a new Youth Services Strategy

Council has many strategies and plans to guide resource allocations and actions. As shown below, there are several references in the 2017-2021 Council Plan and 2017-2021 Health and Wellbeing Plan to consider when developing a new Strategy.

2017-2021 Council Plan

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

Goal 2.1: We will ensure health and social services meet our community's needs across their life-course.

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

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

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

2017-2021 Health and Wellbeing Plan

Objective 2.1: To facilitate improved access and opportunities to employment pathways for disadvantaged adults and young people.

Objective 2.2: To facilitate equitable lifelong learning opportunities for disadvantaged adults, young people and children.

Objective 3.1: To strengthen community connectedness across our neighbourhoods.

Objective 4.2: Increase participation rates in sport and physical activity.

Objective 4.3: Reduce the impact and harm of alcohol and tobacco.

Priorities for community engagement and partnerships: mental health promotion for our emotional and social wellbeing – especially young people. Addressing the determinants of health requires strong and supportive collaboration and partnership. Council is one of many local organisations addressing the social determinants of health and recognises that our partners are also working to improve health issues such as smoking cessation, oral health (particularly for the early years) and the sexual and reproductive health of our young people, among other issues.

Section 3: Priority areas from the research and Darebin young people

This section presents key findings apparent in National and State-level directives (agendas, frameworks, strategies and plans) and the emerging literature, research and practice/resources for the following priority areas:

- A. Youth health and wellbeing
- B. Use of alcohol and other drugs
- C. Student participation and engagement in education
- D. Resilience, self-esteem, relationships and voice
- E. Employment, income and the future of work
- F. Diversity, marginalisation and inclusion
- G. Technologies, connectivity and online behaviours
- H. Vulnerable young people, housing and safety as well as
- I. Emerging topics identified by young people in Darebin: Affordable and age-relevant programs, activities and events; Climate change, sustainability and environment; Improvements to transport; and Youth spaces

The research findings for each priority area are extended by adding the voices of young people connected to Darebin. These views were gathered via a range of engagement activities conducted from 2016 to 2019, as follows:

Activity	Engagement format	Timeframe	No. of participants
18 focus groups	Face to face	October 2018 to April 2019	394
Survey	Online surveys	2017 and 2019	448
5 x Young Citizens Jury Workshops	Face to face	2017 and 2018	45
2 x Youth Summits	Face to face	2016 and 2017	205
Estimated total participants			1092

A. Youth health and wellbeing

This priority area focuses on strategies to understand and achieve good youth health (mental and physical aspects) and overall wellbeing.

What the research shows - National and State-level directives

The National vision is for all young people to grow up safe, healthy, happy and resilient and to have the opportunities and skills they need to learn, work, engage in community life and influence decisions that affect them (Commonwealth of Australia, 2010). The underpinning strategy provides a framework for the Australian Government to work with young people, other governments, families, communities and the youth sector to make this vision a reality. The Strategy aims to empower young people to build their own lives; enable young Australians to learn to take responsibility for their actions; build resilience in young Australians to navigate life's challenges and build a healthier, safer and more productive Australia. There are eight priority areas to achieve this vision:

- 1) Improving the health and wellbeing of all young people
- 2) Equipping young Australians to shape their own futures through education
- 3) Supporting young Australians within their families
- 4) Empowering young Australians to take part and be active in their communities
- 5) Equipping young Australians with the skills and personal networks they need to gain, and be successful in, employment
- 6) Enabling young Australians to participate confidently and safely online
- 7) Strengthening early intervention with young Australians to help prevent any problems getting worse and to help young people get their lives back on track and
- 8) Establishing clear cut legal consequences for behaviours that endanger the safety of others.

There has been a focus on suicide prevention and the co-ordination of planning and treatment and mental health support for over two decades. A series of national suicide prevention initiatives in Australia began in the early 1990s providing a National policy for action aimed at reducing the rate at which people take their own lives (Commonwealth of Australia, 2007). The Fifth National Mental Health Plan and Suicide Prevention Plan: An agenda for collaborative government action in mental health (Department of Health, 2017) sets out a national approach for a collaborative government effort from 2017 to 2022. Priority areas proposed are:

- 1) Achieving integrated regional planning and service delivery
- 2) Suicide prevention
- 3) Coordinating treatment and supports for people with severe and complex mental illness
- 4) Improving Aboriginal and Torres Strait Islander mental health and suicide prevention
- 5) Improving the physical health of people living with mental illness and reducing early mortality
- 6) Reducing stigma and discrimination
- 7) Making safety and quality central to mental health service delivery
- 8) Ensuring that the enablers of effective system performance and system improvement are in place.

There is a National commitment to harm minimisation through the balanced adoption of demand, supply and harm reduction strategies. The Department of Health's National Drug Strategy 2017-2026 (Commonwealth of Australia, 2017) proposes a national framework which identifies national priorities relating to alcohol, tobacco and other drugs, guides action by governments in partnership with service providers and the community.

The mental health vision for Victoria signals a new phase of mental health reform (Department of Health & Human Services, 2012). Aiming to help Victoria invest in the most effective interventions to deliver the health, social and economic benefits that are valued by individuals and the community.

The Victorian Department of Education and Training has a clear focus on assisting schools to promote positive student mental health and wellbeing. Helping to ensure students are healthy and safe is vital for their learning and development. There are a number of programs available to assist schools (see <http://www.education.vic.gov.au/school/teachers/health/Pages/default.aspx>). Further, the Student Wellbeing Hub (<https://www.studentwellbeinghub.edu.au/>) provides resources to create learning communities that promote student wellbeing and the development of respectful relationships. The Hub is guided by the principles of the National Safe Schools Framework, which highlight the importance of educators, parents and students working together. The Student Wellbeing Hub offers information, classroom resources, advice and activities for educators, parents and students.

What the research shows - emerging literature and research

Research identifies five megatrends impacting the mental wellbeing of young Victorians over the coming 20 years (VicHealth, 2015a):

- 1) The rising bar: a rise in skill and education levels in emerging economies and increased automation leading to a more competitive, global job market.
- 2) Global reach: globalisation and digital technology creating a breakdown of traditional barriers changing the way workplaces, organisations, societies, governance structures and individuals operate.
- 3) Life's richer tapestry: a more diverse culture, society and consumer market where identification of mainstream is increasingly difficult.
- 4) Overexposure online: increase exposure to wide-ranging online content, privacy breaches and virtual relationships.
- 5) Out of the shadows: improved understanding of mental health and wellbeing coupled with a change in service delivery models.

A 10-year action agenda for health promotion in Victoria focuses on understanding mental wellbeing, a new focus on resilience and where to intervene (VicHealth, 2015b) Based on the ecological model of resilience assets, there are three key intervention points: individual strengths, family/ friends and communities/ organisations. Further, there are five environments and settings for health promotion: workplace settings, digital and online environments, sports and physical activity, schools and the arts.

Eating disorders are complex neuropsychiatric disorders and affect up to 9% of the Australian population in their lifetime, with an increase to 15% for females (Butterfly Foundation, 2017). While eating disorders can occur in people of all ages, they most commonly begin in adolescence or early adulthood. For those who do not receive effective early intervention treatment, the long course of illness will involve the young person transitioning between children's services and adult services. Key areas for action are: affordable treatment; early diagnosis and access to treatment and access to a full stepped continuum of care.

O'Connor, Warren and Daraganova (2018) found at age 14 to 15 years, 3% of girls and 1% of boys met the diagnostic criteria for having anorexia nervosa or bulimia nervosa. One in four girls and one in 10 boys consciously restricted their food intake to control their weight. Adolescents who were dieting reported more emotional problems, lower levels of school adjustment and more social difficulties than those who were not restricting their food intake.

What young people in Darebin are saying about youth health and wellbeing

Recommendations from Young Citizen Jury Workshops (endorsed by Council in December 2017)	
<ul style="list-style-type: none"> ⊙ Work with schools and community agencies to deliver mental health program awareness programs that reduce stigma and normalise the conversation regarding mental health. 	
Key challenges	Possible solutions
<ul style="list-style-type: none"> ⊙ Mental health ⊙ Not enough information on anxiety or awareness on mental health ⊙ Lack of support for mental health ⊙ Pressure on to act like everyone else ⊙ Mental health & emotional wellbeing ⊙ How can I help my friends? ⊙ Body image ⊙ Sexual health and relationships ⊙ Mental health, family problems, employment ⊙ Unemployment, no mental health services or support ⊙ Access to health and wellbeing services ⊙ Expectation about what you see (e.g. porn) ⊙ 40% are concerned/very concerned regarding mental health issues (Youth Summit) ⊙ 43% are not at all concerned regarding sexually transmitted diseases (Youth Summit) ⊙ 42% are concerned / very concerned regarding the cost of dental health care (Youth Summit) ⊙ 38% are concerned/very concerned regarding body image and peer pressure issues (Youth Summit) 	<ul style="list-style-type: none"> ⊙ More youth forums on different topics ⊙ More support on social media for young people - tell us about where to go for free stuff and support ⊙ Workshops to make people aware of anxiety and coping methods ⊙ More counsellors in schools ⊙ More access to mental health services ⊙ Youth being educated on health ⊙ Session to educate young people around mental health ⊙ Fitness programs, more physical activity programs ⊙ Reaching out to private schools (e.g. drugs and alcohol, sex education) ⊙ Youth advisory group addressing MH stigma – start the conversation ⊙ Promotion of R U OK? Day – specific campaigns to address key issues/causes ⊙ Normalising communities, pronouns, start young ⊙ Counselling ⊙ Information Session (Schools, Parents & Community) ⊙ More activities needed to boost confidence and each person’s uniqueness. Activities should also cover the role of genes, diet/nutrition and body shape ⊙ Free sports activities (e.g. basketball, soccer) ⊙ Promoting healthy/normal bodies ⊙ More awareness on Eating Disorders and discussions in class about how young people feel about their body size and get people who have experienced Eating Disorders to speak to young people ⊙ Nutrition & cooking classes around healthy diet/ food
What should be Council’s priority when supporting young people?	What should be done to improve the lives of young people in Darebin?
<ul style="list-style-type: none"> ⊙ Training on mental health and information on mental for young people ⊙ Making sure young males have someone to talk with for their mental health ⊙ The youth mental and emotional state that is something major – better ways for young people to express themselves in activities, programs ⊙ Youth/young people wellbeing ⊙ Mental health more music programs ⊙ Workshops on mental health: bullying, body image, peer pressure, legal knowledge, involve young males ⊙ 41% of young people surveyed want to know about sport and physical activity programs 	<ul style="list-style-type: none"> ⊙ Greater and easier access to mental health services ⊙ Mental health support for young people ⊙ Support mental health awareness in schools including posters, events/fundraising, workshops including resilience and self-care and speakers ⊙ Support or run teaching and parent training around How to identify mental health issues and how to support young people ⊙ Support ‘Safe Space’ School Retreat Activities (e.g. mindfulness, someone to talk to, healthy food, punching bag/boxing) ⊙ Anti-bullying workshops should run in schools ⊙ After school and lunch time activities (e.g. fun/sporting, Mental health related) ⊙ Support young people to get jobs with workshops ⊙ Youth centres to have mental health focus (e.g. run workshops and activities around mental health issue) ⊙ Support one-one sessions for all students in school with welfare

B. Use of alcohol and other drugs

This priority area focuses on strategies to prevent and reduce the use and impact of alcohol, smoking, prescription drugs and illegal drugs.

What the research shows - State-level directives

The Victorian Government promotes the safe, healthy and responsible use of alcohol, plans to tackle the misuse of pharmaceutical drugs, reduce illegal drug use, and assist the care, treatment and recovery of people with drinking and drug problems (Department of Health, 2012). Fourteen strategies are proposed.

- 1) Reducing alcohol-related violence, antisocial behaviour and drink-driving
- 2) Effective liquor regulation
- 3) Changing drinking culture
- 4) Better health promotion in education
- 5) Better, earlier healthcare for alcohol problems
- 6) Better controls and evidence on misused pharmaceutical drugs
- 7) Improved clinical, prescribing and dispensing practices
- 8) Strong laws to protect the community from drugs and drug trafficking
- 9) Better referral of drug users to education and treatment
- 10) Improved harm-reduction services and targeted prevention
- 11) New directions in treatment services;
- 12) Better person-centred care through social services, especially for vulnerable families;
- 13) Community-based action on social factors driving substance misuse;
- 14) Promoting recovery and reducing stigma in the community.

While overall levels of alcohol consumption in Victoria are relatively stable, alcohol-related harms including hospitalisations and ambulance attendances have increased significantly in recent years (VicHealth, 2016a). 16% of Victorians are at risk of chronic disease from drinking (>2 drinks/day) and 36% of Victorians are at risk of injury from a single occasion of drinking (>4 drinks/day). The VicHealth Alcohol Strategy 2016-19 set outs to de-normalise risky drinking in high-risk groups, settings and subcultures, better understand how we can reduce harm from alcohol in vulnerable groups and increase public, government and industry support for evidence-based alcohol control policies and practices. VicHealth (2016b) presents the Alcohol Cultures Framework as a planning tool for public health workers and others with an interest in shifting drinking cultures to reduce alcohol-related harm. The Framework defines alcohol cultures and provides a lens for designing and implementing programs. The focus of the Framework is: **setting** (the physical and social environment where alcohol is consumed and the context of the occasion) and **subculture** (social groups with established boundaries and commitment from members who share identity values, beliefs and social norms. Identifying as a member of a subculture can extend beyond face-to-face interactions. They can sometimes be recognisable to those inside and outside of the group).

What the research shows - emerging literature and research

Ice use in Australia is at high levels and increasing. Its use creates a distinct problem for society (Commonwealth of Australia, 2015). Law enforcement agencies have responded strongly to disrupt the supply of the drug, but the market remains strong. Ice is still easy to get and its price remains stable. Despite very large seizures there has been no increase in the street price of the drug. The resilience of the market for Ice reflects the drug's unique nature. Ice is easily concealed and trafficked. The effects of Ice can be achieved through smoking, not just through injecting, making its use appear safer and more socially acceptable.

The first priority proposed is supporting families, workers and communities to better respond to people affected by Ice. Frontline workers need guidance on how to engage with Ice users, and those in crisis, in particular where aggressive behaviour or violence is present. Efforts must be made to prevent people using in the first place. Young people experimenting with Ice tend to be exposed to drugs through networks of their trusted peers. Education and information about ice needs to be broadly disseminated, including through schools, but we must also design credible prevention messages that resonate with particular at-risk groups.

The pattern of substance misuse changes over time as the types and availability of illicit and pharmaceutical drugs change (Dobbin, 2014). The number of psychoactive drugs and formulations available in Australia has increased substantially in recent years. Increasing exposure puts individuals at risk of dependence and may escalate use and harm, especially for the more vulnerable such as those with a history of mental health problems or substance abuse disorder. A new, hidden population dependent on prescribed or over-the-counter medicines is emerging. The National Pharmaceutical Drug Misuse: Framework for Action has been developed and includes a system to coordinate the safe supply of pharmaceutical drugs subject to misuse. There are many prescription drugs that are misused, including growth hormones and anabolic steroids. However, opioids and benzodiazepines are among the most commonly misused drugs.

Prescription drug abuse is a worldwide problem of increasing concern and research data indicate that prescription drug abuse is increasing in Australia (Monheit, Pietrzak & Hocking, 2016). The 2013 National Drug Strategy Household Survey (NDSHS) found that 4.8% of Australian adults used pharmaceuticals for non-medical purposes in the past 12 months, an increase from 3.8% in 2004. The number of people in needle and syringe programs who reported that the drug they last injected was a prescription opioid increased from 7% in 2000 to 23% in 2015. The two most common types of drugs abused were analgesics and sedatives. Data from the Coroners Court of Victoria list the main drugs contributing to drug-related deaths in 2009 to 2015 and show pharmaceutical drugs contributed to 80% of overdose deaths; benzodiazepines and opioids were the main drug groups involved.

What young people in Darebin are saying about use of alcohol and other drugs

Recommendations from Young Citizen Jury Workshops (endorsed by Council in December 2017)	
Nil	
Key challenges	Possible solutions
<ul style="list-style-type: none"> ⊙ Drug use by young people ⊙ Identity - sexuality/culture/drugs and alcohol ⊙ 30% are concerned/very concerned regarding drug and alcohol issues (Youth Summit) 	<ul style="list-style-type: none"> ⊙ Drug and alcohol information sessions ⊙ Reaching out to private schools e.g. drugs and alcohol, sex education ⊙ Program supporting youth with drug and alcohol issues
What should be Council's priority when supporting young people?	What should be done to improve the lives of young people in Darebin?
Nil	Nil

C. Student participation and engagement in education

This priority area focuses on strategies to understand and encourage student participation and engagement in education.

What the research shows - State-level directives

Every school in Victoria is required to have a student engagement policy. The policy describes the expectations and aspirations of the school community in relation to student engagement and includes strategies to address bullying, school attendance and behaviour. Schools have access to a variety of current and historical school datasets to inform the engagement policy available via that School Information Portal. Datasets include Attitudes to school survey (student engagement and wellbeing and statewide benchmarks), Teacher satisfaction survey and Bullying data collection tool. (<https://www.education.vic.gov.au/school/teachers/behaviour/engagement/Pages/engagement-policy.aspx>)

Student voice and participation in Victorian government schools is being encouraged and monitored. The Department of Education and Training (2014) presents the findings from a census of Victoria primary and secondary schools. The report focuses on '*How does your school encourage or support students' participation and involvement in key decision making within the school or broader community?*' and examines the extent to which the following practices are embraced:

- 1) School council seeks and considers students' views
- 2) Student representatives sit on school council
- 3) Junior School Council, Student Representative Council or student representative meetings
- 4) Student action or leadership teams
- 5) Student-led school-based activities for students
- 6) Student input into learning programs, student self-assessment and/or students establishing their own learning goals
- 7) Student surveys or suggestion box
- 8) Student-led teacher professional learning and
- 9) Student volunteering programs

What the research shows - emerging literature and research

Research is being conducted to investigate the factors that facilitate students reaching Year 12. Marks (2013) on behalf of the Melbourne Institute of Applied Economic and Social Research reported the main predictors of school completion were prior student performance followed by socioeconomic background. Male students were less likely to finish Year 12 than females and completion rates of students from language background other than English were higher than that for students from English speaking backgrounds.

In an attempt to further understand student engagement, research is uncovering different forms of unproductive student behaviour. A research study conducted by Sullivan, Johnson, Conway, Owens, and Taddeo (2012) identified three types of unproductive student behaviour:

- 1) **Disengaged behaviours:** Being late for class, avoiding doing schoolwork and disengaging from classroom activities
- 2) **Low-level disruptive behaviours:** Disrupting the flow of a lesson, talking out of turn, making distracting noises intentionally, interfering with property, moving around the room unnecessarily, using a mobile phone inappropriately, using a laptop or iPad inappropriately, making impertinent remarks and mucking around, being rowdy

- 3) **Aggressive/Anti-social behaviours:** Spreading rumours, excluding peers, verbally abusing other students, verbally abusing teachers, sexually harassing other students, sexually harassing teachers, being physically aggressive towards other students, being physically aggressive towards teachers, being extremely violent to students and teachers, being physically destructive and displaying uncharacteristically erratic behaviours.

There are a variety of websites, free resources and research documents publicly available that explore and support the concepts of youth participation and engagement including:

- **Student Engagement Institute:** <http://studentengagement.com.au/> - The vision of the Student Engagement Institute is to help parents and teachers to become the best version of themselves so that they continue to create limitless futures for their children. Student Engagement Institute offers professional development workshops, a Student Engagement Audit tool, face-to-face training and online programs for educators and families.
- **Department of Education:** <http://www.education.vic.gov.au/school/teachers/studentmanagement/Pages/studentengagementguidance.aspx> - presents information on Student Engagement Policy, factors influencing student behaviour, guidance on promoting positive behaviour and using a staged response to respond to challenging behaviours, resources available to schools and suggests strategies to support engagement, including strategies tailored to specific groups at risk of becoming disengaged as well as the Student Mentoring Program and disciplinary measures.
- **The Victorian Student Representative Council:** <http://www.vicsrc.org.au/initiatives/student-voice-workshops> - VicSRC is the peak body representing school aged students in Victoria and is auspiced by the Youth Affairs Council Victoria, and funded through the Department of Education and Training Victoria (DET), Newsboys Foundation and Catholic Education Office Melbourne.
- **Structured Workplace Learning Statewide Portal:** <http://www.workplacements.education.vic.gov.au/> - Structured Workplace Learning (SWL) is on-the-job training that allows students to develop their work skills and understand employer expectations. SWL is available to Victorian school students undertaking a VET program as part of their VCE or VCAL studies, including School-based Apprenticeships and Traineeships (SBATs).

What young people in Darebin are saying about student participation and engagement in education

Recommendations from Young Citizen Jury Workshops (endorsed by Council in December 2017)	
<ul style="list-style-type: none"> ⊙ More practical information and real life case stories regarding education/training and career pathways 	
Key challenges	Possible solutions
<ul style="list-style-type: none"> ⊙ Help with school / school work ⊙ Choice of public high school ⊙ School is really tough ⊙ Year 11 -12 Workload ⊙ Homework and study support ⊙ Homework and study and education ⊙ Studying for exams and homework support ⊙ 44% agreed they experienced stress when studying at school (Youth Summit) ⊙ 32% agreed they felt pressure by their family to get good grades at school (Youth Summit) ⊙ 45% disagree it's difficult for me to balance social and school commitments (Youth Summit) 	<ul style="list-style-type: none"> ⊙ Youth services to partner with local schools more schools not just ones in the north more hubs like northland ⊙ Night school options or study groups ⊙ Youth workers in school ⊙ Relax boundaries of Preston high school. our family lives in 3072 but is outside the boundary for Preston high school ⊙ A class in school (or out of school) were you get to actually do things to create a world young people want ⊙ Development of English speaking club for internationals students and migrants ⊙ Uniform jobs skill workshops ⊙ Training - first aid, white card, RSA, barista ⊙ Community workshops for coding (python,

	<p>html, css)</p> <ul style="list-style-type: none"> ⊙ Study groups or something ⊙ Multicultural centre program in schools ⊙ More 1 on 1study sessions
What should be Council’s priority when supporting young people?	What should be done to improve the lives of young people in Darebin?
<ul style="list-style-type: none"> ⊙ Education and activities outside school. make it easier for disadvantaged families to participate ⊙ Education and schools ⊙ More input for subject choice at school ⊙ Collaboration with schools in Darebin – raising awareness, advertise these services at social spaces where the youth are most present ⊙ Homework and study support groups ⊙ Educate teachers to be more friendly and supportive ⊙ 37% of young people surveyed want to know about education and employment programs 	<ul style="list-style-type: none"> ⊙ Better supports for carers at high school ⊙ Good education support ⊙ Funding for public schools in the area ⊙ At risk high school program – at school specific program

D. Resilience, self-esteem, relationships and voice

This priority area focuses on strategies to understand and encourage resilience, self-esteem, positive and respectful relationships and amplify youth voice.

What the research shows - State-level directives

Strengthening youth engagement and amplifying the voices of young people is important.

State of Victoria (2016) proposes three action areas for youth engagement:

- 1) Amplifying the voice of Victorian youth in government priority setting – to more systematically capture youth views on broad government actions and priorities
- 2) Increasing youth participation in youth-focused policy, program and service design – to actively involve young people in the design of youth-focused services, policies and programs and
- 3) Empowering individual young people in their own care – by creating the expectation and building the capability of government and service providers to actively involve young people in decision-making processes that directly affect them

What the research shows - emerging literature and research

Strategies are in place to support the resilience, connectedness and participation of young people in Victoria. Key actions proposed by the Youth Affairs Council Victoria (2016) include:

- Engage the youth sector with academic and research institutions
- Promote and support Victorian child safe standards to improve organisations' prevention of and responses to child abuse
- Convene a Youth Participation Practice Network to discuss and share good practice
- Offer young people across Victoria a range of enjoyable, skills-building activities that connect them with Youth Affairs Council Victoria and their local communities.

There are a variety of websites, free resources and research documents publicly available that explore and support the concepts of youth voice, education, engagement and resilience. For instance,

- **Centre for Resilience:** <http://www.centreforresilience.org.au/> - aim is to educate the audience and aid in a wide variety of programs, aiming to build resilience across the community, and ensure these programs are applied in schools across Australia. Developing resiliency in children is considered one of the key attributes for coping successfully with life circumstances and events and hence for mental health. Despite the many applications of current resiliency theory and practice, there remain some central issues for the further development of the successful application of resiliency to practice to prevent mental illness. **Components of resiliency:** Cognitive and behavioural factors; Social and contextual factors and Genetic factors. **The resilient child** tends to display the following attributes: Social competence; Problem-solving skills; Autonomy; and Optimism. Offer programs, events and research.
- **Resilient Youth Australia Limited:** <http://www.resilientyouth.org.au/> - Resilient Youth aims to create strong, resilient students, schools and communities and is committed to measurably improving the resilience of young people. Intentional resilience building is essential for creating a world where all young people thrive. Resilient Youth offers the Resilience Survey, workshops and programs, PLAY, resilient learners courses, data insights and statistical analysis as well as free resources.
- **The Resilience Project:** <https://theresilienceproject.com.au/schools/> - Offers two School Programs (Official Partnership Program and Immersion Program), Sports Club Program (including elite level) and Corporate Programs (Managing stress and anxiety, Applying our core strategies in the work environment and Achieving work/life balance). The Resilience Project sells journals and has links to references and resources (gratitude, empathy/compassion, mindfulness) and launched a wellbeing app in 2017.

What young people in Darebin are saying about resilience, self-esteem and voice

Recommendations from Young Citizen Jury Workshops (endorsed by Council in December 2017)	
<ul style="list-style-type: none"> ⊙ More practical information and real life case stories regarding education/training and career pathways ⊙ Explore the delivery of parent/ guardian activities, workshops and programs on key issues affecting young people ⊙ Update the youth section of councils website with the support and advice of young people ⊙ Recruit a group of young people as ‘service ambassadors’ that provide advice regarding communication and engagement content for council’s digital communication platforms. ⊙ Work with local media to develop a campaign that demonstrates positive stories and outcomes of local Darebin young people 	
Key challenges	Possible solutions
<ul style="list-style-type: none"> ⊙ Lack of political voice for young people ⊙ Young people have no voice and no away to share our thoughts ⊙ Worrying about the future – enough \$\$ and carer pathways ⊙ Low-self esteem ⊙ Confidence ⊙ Help us “Fit In” ⊙ Dealing with other people’s problems ⊙ Friendships ⊙ Relationships – peers / parents / others ⊙ 37% are concerned / very concerned regarding self-esteem, self-worth and confidence issues (Youth Summit) ⊙ 45% are concerned / very concerned regarding having the confidence to be assertive (Youth Summit) ⊙ Low awareness levels from young people who are not connected with the Council service: 40% not aware of youth centres; 85% not aware of outreach service; 72% not aware of Decibels recording studio and programs ⊙ 75% disagreed I don’t have any close friends (Youth Summit) 	<ul style="list-style-type: none"> ⊙ More incentive for attendance and participation ⊙ More funding towards youth groups and activities ⊙ Youth and police meeting and events ⊙ Youth forums with the police ⊙ More awareness needed around- “It’s ok to talk about this issue” ⊙ We need information days/exhibitions around this issue with Nurses and Psychologists involved ⊙ More awareness needed around- the effects of bullying and body image ⊙ Positive images on posters, advertisements, magazines and in photos ⊙ Role plays, movies, bullying awareness and building up young peoples ⊙ Having sessions in schools from Year 7-12 including interactive workshops, open discussions, Self-awareness information (e.g. How to recognize violence, and How to deal with relationships that have negative behaviors and how to support victims of violence) ⊙ Running gender specific sessions at the local youth centre (e.g. Northland Youth Centre-NYC) about the positive relationships issue should occur ⊙ There should be more discussions in health classes about this topic and we should have more people that we can talk to in our schools on this topic ⊙ There should be social groups that are created that talk about this issue ⊙ There should be local discussions that occur in parks, at Council, in class-rooms, etc. around this topic so that we make more people in the community aware of this issue

What should be Council’s priority when supporting young people?	What should be done to improve the lives of young people in Darebin?
<ul style="list-style-type: none"> ⦿ Empower young people’s political voice and participation ⦿ Understanding towards how they act and what they need ⦿ Ask the youth what they want, try and make programs related to youth instead of making programing and just hoping that youth find them useful. If you are making programs advertise them properly so more youth can make use of whatever that programs offers ⦿ Encouraging young people to try new things and expand their horizons ⦿ Make sure youth are aware of the resources Darebin Youth Services provides like at Decibels ⦿ Support greater agency, intrinsic motivations ⦿ Online chat room for advice if people can’t come in person or are shy 	<ul style="list-style-type: none"> ⦿ We should provide mentors for young people and they should be given support to find jobs ⦿ There should be more community projects with young people and the community ⦿ There should be more intergenerational education sessions and Summits that cover this topic ⦿ There should be more good news stories about young people ⦿ Regular opportunities for young people to check in to make sure young people are doing ok ⦿ Engage parents in support programs

E. Employment, income and the future of work

This priority area focuses on strategies to understand and encourage youth employment and the changing world of work.

What the research shows - emerging literature and research

There are challenges and opportunities ahead for young people as the most significant disruption in the world of work since the industrial revolution begins to have an impact in the next decade. Foundation for Young Australians (2016) proposes economic changes are transforming work through automation, globalisation and more flexible work. This could bring opportunity, but it could also further disadvantage young people in labour markets. For example, currently around 70% of young Australians are getting their first job in roles that will either look very different or be completely lost in the next 10 to 15 years due to automation. Nearly 60% of Australian students (70% in VET) are currently studying or training for occupations where at least two thirds of jobs will be automated. Over 50% of jobs will require significant digital skills and yet our young people are not learning them in schools. Young Australians need to learn the skills to be digitally-literate, financially-savvy, innovative and adaptable to help them navigate complex careers of the future. Enterprising skills are transferrable across different jobs and are a more powerful predictor of long-term job success and performance than technical knowledge and include: communication, project management, financial literacy, digital literacy and the ability to critically assess and analyse information, be creative and innovate.

As technology reduces the need for workers to complete routine, manual tasks they will spend more time focusing on people, solving more strategic problems and thinking creatively. Foundation for Young Australians (2017) predicts by 2030 that we will, on average, spend 30 per cent more time per week learning skills on the job; spend double the time at work solving problems; spend 41 per cent more time on critical thinking and judgment, and 77 per cent more time using science and mathematics skills; utilise verbal communication and interpersonal skills for 7 hours a week each (up 17 per cent); and develop an entrepreneurial mindset due to having less management (down 26 per cent), less organisational coordination (down 16 per cent) and less teaching (down 10 per cent). To navigate this changing world of work our understanding of what it means to be 'smart' needs to shift. Young Australians will need to not only acquire foundation and technical skills, but be able to use these in increasingly enterprising and creative ways and apply them in diverse environments. Traditional education and training institutions will be required to transform their approaches well before 2030 to become the smart learning partners of these lifelong learners.

Disruptive innovations are creating new industries and business models, and destroying old ones. New technologies, data analytics and social networks are having a huge impact on how people communicate, collaborate and work. PwC (no date) reports as generations collide, workforces become more diverse and people work longer; traditional career models may soon be a thing of the past. Scenario analysis sees the expectations of organisations and the aspirations of the people who want to work for them diverging into three distinct 'worlds' of work: The Blue World, where corporate is king; The Green World, where companies care; and The Orange world, where small is beautiful. Organisational people management practices (How organisations source and attract talent; Reward and performance; Learning and development; Role of HR and technology in managing people) will vary depending on the 'world of work' and have implications for young people.

There are a variety of websites, free resources and research documents publicly available that explore and support youth employment. For instance,

- **Jobs Victoria:** <https://jobs.vic.gov.au/looking-for-work/get-job-ready> - This website brings together resources to assist with finding work and managing your working life. Jobs Victoria also has five Work and Learning Centres in Victoria that can assist with training, job hunting and advice. Tips for creating a personal profile and explore tips and strategies for your career, tips and ideas about careers and jobs.
- **Youth Central:** <http://www.youthcentral.vic.gov.au/> - is the Victorian Government's hub for young people aged 12–25. Advice on returning to work and managing your finances. Job opportunities within the Victoria public sector, Government-funded health services and searching for jobs or apprenticeships by keyword, postcode, location, and occupation including those advertised by employers and employment agencies.

What young people in Darebin are saying about employment, income and the future of work

Recommendations from Young Citizen Jury Workshops (endorsed by Council in December 2017)	
<ul style="list-style-type: none"> ⊙ Explore the delivery of a mentoring program that supports young people with an adult in their life to support their transition into independence ⊙ Deliver a series of workshops to young people aged 15 -21 that provide basic life skills outcomes. ⊙ Advocate for further volunteering opportunities with local business and local services to increase job skills ⊙ Deliver an annual networking event that connects young people with the community and demonstrates the connection from education/ training to employment 	
Key challenges	Possible solutions
<ul style="list-style-type: none"> ⊙ Unemployment- a lot of people don't want to hire young people due to a lack of experience ⊙ Employment pathways and information ⊙ Finding work ⊙ Work – find any sort of job ⊙ Money – access to money ⊙ Study and school getting a Job ⊙ Employment ⊙ Acceptance of all options (VCE, TAFE, VCAL, VET,IB) ⊙ Redundancy of jobs and skills ⊙ How do universities work? ⊙ Stigma attached to life after school ⊙ Unemployment – can find a job ⊙ Career pathways ⊙ Training opportunities – give experience ⊙ Employment opportunities for people transient/ no fixed address ⊙ 52% agreed they have career opportunities available after they finish school (Youth Summit) ⊙ 46% agree they have career opportunities available after school finishes (Youth Summit) ⊙ 45% are not at all concerned regarding financial stress (Youth Summit) 	<ul style="list-style-type: none"> ⊙ More employment and skill development opportunities like the jury ⊙ Employment support at Reservoir – can't get to the hub ⊙ Unemployment, no mental health services or support ⊙ 1 to 1 support and mentoring ⊙ More work experience opportunities ⊙ Outreach through school and events, making more permanent employment in the area. ⊙ Better education within schools about jobs and how to get jobs ⊙ Interview support and advice ⊙ Beyond School Options ⊙ Mentoring Programs ⊙ Pathways – Unbiased / Casual employment ⊙ Pathways advisors – knowledge about pathways to other study ⊙ Job skills – Placement – Courses - Training ⊙ Financial support ⊙ Social media presence ⊙ Utilising existing resources about local services etc. ⊙ Training/employment pathways – mandatory ⊙ Career pathways – create an app (inspired by Journey Planner PTV) which allows to explore options available for career paths eg Plan a...., Plan B... The app would explore options available when pursuing an occupation such as nursing ⊙ Employment and jobs in relation to youth services – to provide jobs to selected youth from different cultural and social economic backgrounds in order to increase networks (spread of information about available facilities and services) ⊙ Community youth centre run by young people

	<ul style="list-style-type: none"> ⊙ More volunteer positions ⊙ More representation of diversity of young people ⊙ Programs ⊙ Council employment agencies ⊙ Transport free Myki to work/concessions card ⊙ Quotas for people with disabilities ⊙ Volunteering for MYKIs or... ⊙ More available jobs for a variety of jobs ⊙ Incentives for business to offer jobs to inexperienced people ⊙ Work with organisations to find employment ⊙ Job specific training and education should be free for young people ⊙ More job support for young people ⊙ Work experience at a younger age should happen at schools ⊙ Career counselling in schools ⊙ There should be fun activities that promote networking for young people ⊙ There should be more information about legal contracts available to young people ⊙ There should be budget advice workshops for young people
What should be Council's priority when supporting young people?	What should be done to improve the lives of young people in Darebin?
<ul style="list-style-type: none"> ⊙ Job programs and opportunities ⊙ Help with resumes, jobs and housing stuff ⊙ 37% of young people surveyed want to know about education and employment programs 	<ul style="list-style-type: none"> ⊙ Employment opportunities ⊙ More job opportunities

F. Diversity, marginalisation and inclusion

This priority area focuses on strategies to further understanding about diversity and inclusion, specifically in relation to CALD and LGBTI community members.

What the research shows - State-level directives

Schools have legal obligations to ensure all Victorians have access to a high quality education. The Department of Education states Victorian schools have legal obligations under the:

- The Equal Opportunity Act 2010 (Vic) which prohibits discrimination on the basis of protected attributes (characteristics) including race, religion, disability, sex, age, gender identity and sexual orientation.
- Charter of Human Rights and Responsibilities Act 2006 (Vic), which requires public authorities, including government schools and their employees, to act compatibly with human rights and to consider human rights when making decisions and delivering services. Charter decisions in schools include decisions around enrolment, attendance, responding to behaviour concerns (including preventing the escalation of behaviours), the making of adjustments for students with disabilities, preventing and responding to bullying, use of restrictive practices including restraint, and decisions to suspend or expel a student. Rights protected by the Charter include the protection of families and children (including promoting the best interests of the child), the right to equality, and cultural and religious rights.
- The Disability Standards for Education 2005, which clarify and make more explicit the obligations on schools and the rights of students under the Disability Discrimination Act 1992 (Cth). The standards cover enrolment, participation, curriculum development, student support services, and harassment and victimisation.
- The Education and Training Reform Act 2006 (Vic), which states that all Victorians, irrespective of the education and training institution they attend, where they live or their social or economic status, should have access to a high quality education
(<https://www.education.vic.gov.au/school/teachers/behaviour/engagement/Pages/engagement-policy.aspx>)

What the research shows - emerging literature and research

The CALD youth population has grown at a faster rate over the past five years compared to the total and Australia-born population aged 12 to 24 (Centre for Multicultural Youth, 2014). The growth reflects immigration to Australia of youth from CALD countries and different types of migrants including students, workers, family members of people already living in Australia and also a relatively small number of people who came to Australia as a humanitarian-migrant. This CALD youth group also includes Australia-born descendants of people who migrated to Australia from a CALD country. Across all Australian states and territories, over 95% CALD youth aged 12 to 17 are enrolled in full or part time education. The CALD youth population has lower rates of employment compared to the Australia born population and rates of employment vary by state/territory. Most people across age groups in both the Australia born and CALD born groups are living in a single family household, including over 90% of those aged 12 to 17. Although the proportion is small, CALD born youth have higher rates of living in multiple family households compared to the Australia born.

Broad-level and targeted changes need to be implemented to support young gender diverse and transgender young people to foster consistency of rights across Australia. Smith, Jones, Ward, Dixon, Mitchell and Hillier (2014) presents the views of 189 young people aged 14 to 25 years. The research examined personal demographics, gender, transition, sexuality and sexual attraction, school environment, abuse and harassment, mental health, interacting with mental health professionals, protective factors, activism and knowledge.

The authors propose the following recommendations:

- 1) **Support services:** Be well funded to provide easily accessible education and peer-led support on multiple platforms, including face-to-face and online. Provide education and peer-led support for parents of gender diverse and transgender young people.
- 2) **Community health organisations and local councils:** Include gender diversity into new and existing violence against women and other initiatives (i.e. gender equity) that aim to redress rigid gender stereotypes, and contribute to community resilience and engagement by playing a part in information sharing about local support services and appropriate referrals.
- 3) **Schools and education professionals:** Train teachers and school leadership, through adequately funded programs, in appropriate and supportive behaviour and language towards gender diverse and transgender young people. Develop and promote uniform policies that recognise the needs of transgender and gender diverse young people to appropriately express their gender identity/ies. Support gender diverse and transgender young people by providing access to wellbeing personnel while also recognising that in some cases, school chaplains may not be readily trusted by gender diverse and transgender young people.
- 4) **Mental health professionals and services:** Train pre-service and in-service mental health professionals in gender diversity and transgender health care, including appropriate use of language and behaviour. Make appropriate referrals to specialist services for gender diverse and transgender mental health care when issues beyond their expertise arise.

Despite emerging research, significant knowledge gaps remain in current understanding of the mental health and wellbeing of LGBTI Australians. The National LGBTI Health Alliance is the national peak health organisation in Australia for organisations and individuals that provide health-related programs, services and research. The National LGBTI Health Alliance (2016) reports that compared to the general population, LGBTI young people:

- aged 16 to 27 are five times more likely to attempt suicide in their lifetime
- are nearly twice as likely to have engaged in self-harm than peers of a similar age
- aged 16 to 24 have a higher rate of being diagnosed with a mental health disorder, depression and anxiety.

Leonard, Lyons and Bariola (2015) present a snapshot of LGBT Australian's everyday lives and focuses on the mental health and wellbeing of LGBT Australians. Key findings relevant to young people include:

- Resilience increased with age among all gender identity and sexual identity groups
- In late adolescence and early adulthood (16 to 24 years), rates of diagnosis or treatment for a mental disorder were considerably higher among lesbian females (47.1%) than gay males (29.5%)
- Lower socio-economic status was a strong indicator of mental health problems among LGBT respondents
- For all gender identity and sexual identity groups, respondents who were unemployed had higher rates of psychological distress and lower rates of resilience than those who were currently working
- Rates of drug use were considerably higher among LGBT people than the general population with the exception of heroin
- Participation in mainstream (non-LGBT specific) community events was associated with increased resilience for all sexual and gender identity groups.
- Rates of mental health service use were highest among trans females (67.2%) and trans males (59.6%). Use varied significantly according to sexual identity with bisexual females reporting the highest rate (52.5%) and gay males the lowest (29.4%).

What young people in Darebin are saying about diversity, marginalisation and inclusion

Recommendations from Young Citizen Jury Workshops (endorsed by Council in December 2017)	
<ul style="list-style-type: none"> ⊙ Work with council officers to consider the use of pronouns in forms/ publications regarding people identity ⊙ Provide positive platforms for young LGBTIQ people ⊙ Deliver a series of cross cultural exchange sessions that builds connections with young people from different backgrounds 	
Key challenges	Possible solutions
<ul style="list-style-type: none"> ⊙ Not enough LGBTIQ programs/ groups and supports ⊙ Support and resource for people of all diversities ⊙ Trouble connecting with people of different cultures and languages ⊙ More girls only programs ⊙ We need to address racism ⊙ 34% agreed the culture I grew up is different to the culture my parent grew up in (Youth Summit) ⊙ 47% are not at all concerned regarding sexuality (Youth Summit) 	<ul style="list-style-type: none"> ⊙ Work around defining an inclusive space for everyone. Are the spaces REALLY inclusive? ⊙ Having more programs for LGBTIQ youth ⊙ Health and people of different cultures ⊙ Girls only programs ⊙ Cultural Sensitive Sex Ed/ Health Program ⊙ LGBTIQ Pride Program ⊙ Youth/ cultural events ⊙ Aboriginal stereotypes- increase positive representation through positive stories and media ⊙ Cultural love engaging with different numbers if the community
What should be Council's priority when supporting young people?	What should be done to improve the lives of young people in Darebin?
<ul style="list-style-type: none"> ⊙ Felling like they belong ⊙ Community events that foster wellbeing an social togetherness, fun activities and festivals ⊙ Help young people feel more connected within community ⊙ More programs that address identity 	<ul style="list-style-type: none"> ⊙ More inclusive programs

G. Technologies, connectivity and online behaviours

This priority area focuses on strategies to encourage understanding about the impact of technologies, connectivity, online gambling.

What the research shows - emerging literature and research

The majority of Australian children, across all age groups, are exceeding the current National recommended guidelines for screen time. Rhodes (2017) found almost all (94%) Australian teenagers and two-thirds (67%) of primary school-aged children have their own mobile screen-based device. Three in four teenagers and one in six primary school-aged children have their own social media accounts. Almost two-thirds (62%) of the 1,977 parents surveyed report family conflict due to the use of screen-based devices. Over half of parents of teenagers do not place any limits on the amount of time spent or type of content accessed by their children on screen-based devices.

The marketing of sports betting brands in sport is increasing the recall and preference of sports betting brands for children. Children are developing an awareness of gambling, and specifically of casino and sports betting marketing, within sport. Thomas, Pitt, Bestman, Randle, Daube and Pettigrew (2016) explored child and parent recall of sports betting and gambling brand sponsorship of Australian Football League, National Rugby League and soccer teams. The results suggest that sports betting advertising associated with sport is having a resonance with sports spectators under the age of 18.

Children born in this millennium are digital natives and growing up in an unprecedented environment with exposure to online gaming and gambling. Miller (2017) reports, in 2015, 80 per cent of adolescents aged 14 to 17 had a smart phone, and 65 per cent used a mobile phone to go online. They are switched on, plugged in and hyper-connected, and this has allowed the gambling environment – which has changed radically during their childhood – to infiltrate their world. Social media sites offer social casino games which do not involve money but have inflated payout rates that make winning seem easy. On Facebook, You Tube and Twitter, they see ads from betting companies, often funny videos that show betting as a natural part of sport. This is the first generation to be exposed to saturation marketing of online betting products. Increased accessibility and opportunities to bet have created a culture of young Australians who have been socialised into betting practices. While the long-term effects of early exposure to gambling are unknown, evidence from other areas of public health, such as alcohol and tobacco, indicate it is likely to be harmful for young people and create long-term problems. Three key factors have been found to influence young people's attitudes and behaviour when it comes to gambling:

- 1) The changing gambling environment: gambling regulation, online gambling, mobile gambling, social casino games
- 2) Early exposure through marketing: traditional marketing, digital marketing, making sports betting seem a normal part of life
- 3) The influence of family and friends: attitudes and behaviours of family members, exposure to gambling venues, friends and gambling

Gambling is constantly evolving and changing and strategies for combatting youth gambling are emerging. Derevensky and Keywort (2015) make four key observations to combat youth gambling:

- 1) Online gambling operators: Better age verification procedures.

- 2) Parents and teachers: Understanding parental and teacher attitudes towards gambling. In schools there are drug and alcohol prevention programs, anti-bullying programs and a whole range of other programs preventing risky behaviours. The problem is we don't find many gambling prevention programs in schools. Gambling is often referred to as a hidden addiction. Most parents are totally unaware their children are gambling. Even where individuals have gambling problems, many of the parents are completely unaware this is a big issue. We need to develop more professional development programs. These would be able to intervene and help educate teachers, as well as parents and mental health professionals about the risks associated with gambling.
- 3) Government: Gambling has become extremely normalised in our society and our governments are supporting gambling because of the large amounts of revenues being generated. Governments can provide resources to help educate young people within the school systems. There are a number of prevention programs that could help minimise the harms associated with excessive gambling. As well as providing funding for education programs for educators and school administrators.
- 4) Community: There are cultural factors that need to be examined. We need to consider how we can raise greater public awareness about some of the risk factors, not only among youth themselves, but also looking at parents, teachers, mental health professionals and policy makers.

What young people in Darebin are saying technologies, connectivity and online behaviours

Recommendations from Young Citizen Jury Workshops (endorsed by Council in December 2017)	
<ul style="list-style-type: none"> ⊙ Nil 	
Key challenges	Possible solutions
<ul style="list-style-type: none"> ⊙ Pace of change and use of technology for everything ⊙ Access to wifi ⊙ Bullying and cyber bullying ⊙ 45% agreed they understand the negative consequences of sexting (Youth Summit) ⊙ 38% are concerned/ very concerned regarding the portal of young people in the media (Youth Summit) 	<ul style="list-style-type: none"> ⊙ More interactive communication via online platforms ⊙ How young people find out about different services: 52% via Facebook and Instagram (social media) and 45% via friends and family (word of mouth)
What should be Council's priority when supporting young people?	What should be done to improve the lives of young people in Darebin?
<ul style="list-style-type: none"> ⊙ Cyberbullying programs and activities 	<ul style="list-style-type: none"> ⊙ Social media campaigns (services) ⊙ Websites – lack of information – no services ⊙ Adult content on website – availability of info online ⊙ Parent workshops – supporting, whole family support ⊙ There should be an App with information about positive relationships that includes resources and important contact numbers, etc

H. Vulnerable young people, housing and safety

This priority area focuses on strategies to encourage understanding and support youth people who are vulnerable, particularly in relation to housing and personal safety.

What the research shows – National and State-level directives

The National framework for protecting children focuses on early intervention and prevention and action on critical areas of children’s wellbeing. Commonwealth of Australia (2009) presents an ambitious, long-term approach to ensuring the safety and wellbeing of Australia’s children.

Improving the safety of young people and reducing the likelihood that individuals will engage in offending behaviour is an important priority. The National Crime Prevention Framework presented by the Australian and New Zealand Crime Prevention Senior Officers’ Group (2012) identifies three priority areas:

- 1) Concentrating efforts on addressing crime problems that present the greatest threat to the safety, security and cohesiveness of communities. Issues identified as requiring a concerted and coordinated response include reducing alcohol-related violence; improving the safety of young people; improving the safety of Indigenous people; preventing child abuse and neglect; and reducing violence against women
- 2) Improving the safety of young people. There is significant evidence to show that young people are disproportionately affected by crime. While the majority of young people are not involved in crime, people under the age of 25 are overrepresented as both offenders and victims. Young people who have experienced or witnessed violence are at increased risk of becoming violent offenders themselves.
- 3) Eliminating risk factors and enhancing protective factors to reduce the likelihood that individuals will engage in offending behaviour. Developmental crime prevention, which involves intervening early in critical transition points in a person’s development to address those factors that may lead them on a pathway to future involvement in crime, is an important crime prevention measure. There is growing evidence that developmental prevention programs can open up opportunities for children and young people and reduce their likelihood of involvement in crime, especially if they live in disadvantaged communities.

There is a National plan to achieve a significant and sustained reduction in violence against women and their children. Department of Social Services (2011, 2016) proposes Commonwealth, State and Territory Governments have agreed to work together to achieve six National outcomes:

- 1) Communities are safe and free from violence
- 2) Relationships are respectful
- 3) Indigenous communities are strengthened
- 4) Services meet the needs of women and their children experiencing violence
- 5) Justice responses are effective and
- 6) Perpetrators stop their violence and are held to account.

While the overall rate of homelessness has been relatively stable over the last 12 years, increasing numbers of children, families and older people are experiencing homelessness. Commonwealth of Australia (2008) recognises homelessness can affect anyone. In Australia, around 105,000 people are homeless on any given night. Since 2001, there has been a drop in the numbers of young people who are homeless. Indigenous people are over-represented in the homeless population. Homelessness includes people who are sleeping rough, as well as people staying in temporary, unstable or substandard accommodation. Many people who are homeless cycle between homelessness and marginal housing. People are staying in crisis accommodation for longer because they have nowhere else to go. Strategies proposed include intervene early to prevent homelessness, improving and expanding services, and breaking the cycle so people who become

homeless will move quickly through the crisis system to stable housing with the support they need so that homelessness does not recur.

Reducing homelessness as well as life stage (families with children and independent young people, adults experiencing short or long-term homelessness and older people experiencing homelessness) is a priority in Victoria. Department of Human Services (2010) examines being homeless in Victoria and presents a 10-year plan for delivering change. The plan aims to prevent people becoming homeless in the first place, minimise the harm caused by homelessness, and assist people to move out of homelessness permanently.

What the research shows - emerging literature and research

Youth homelessness continues to be a problem in modern Australian society and is emblematic of social inequality and injustice in an otherwise affluent society. Commonwealth of Australia (2012) reports youth homelessness is related to a range of risk factors and harms that interact with each other in complex ways. Though the risks and pathways into homelessness are varied and multifaceted, research consistently highlights several, often overlapping, causal factors: family breakdown (including neglect, conflict and abuse); mental health issues; unemployment; poverty; alcohol and other drug issues; and crime.

What young people in Darebin are saying about vulnerable young people, housing and safety

Recommendations from Young Citizen Jury Workshops (endorsed by Council in December 2017)

- ⊙ Advocate for young people’s needs regarding affordable and accessible housing in Darebin (both community and private rental)
- ⊙ Provide free sanitary product packs for young people experiencing homelessness and or sleeping rough
- ⊙ Explore how council can support and or deliver essential services around shelter and showers for young people who experience homelessness

Key challenges	Possible solutions
<ul style="list-style-type: none"> ⊙ Safety – Personal and within Community/ Streets ⊙ Safe transport ⊙ Police harassing young people – in public space, on bikes and skateboards ⊙ Being harassed by the police ⊙ Littering and unclear park ⊙ Safety ⊙ Homelessness ⊙ Family violence ⊙ Feeling safe ⊙ Bullying ⊙ Safety ⊙ Other groups bullying young people ⊙ Abusive parents and being kicked out of home ⊙ Rent – private ⊙ Availability and what is attainable ⊙ Break down the stereotypes but proving positive media stories ⊙ Services to support homeless are underfunded and under promoted ⊙ Stigma abound youth homelessness – drugs, prejudices, people think its easy not to be homeless, spate from the public 	<ul style="list-style-type: none"> ⊙ More avenues to know where to ask for help ⊙ Work with DHHS regarding housing ⊙ More lights on the streets ⊙ Centrelink to provide MH services for the homeless ⊙ Relationship with frontyard ⊙ Promotion of find a roommate eg flatmate finder ⊙ Programs should have governing bodies and rules and outlines on how to operate ⊙ Council to build more houses, community housing, shelters, community showers, shipping container homes ⊙ Goal to reduce homelessness to 0 ⊙ Pathways to owning a home ⊙ More lights in parks and streets ⊙ Develop places for young people to hang out ⊙ Better relationships needed between young people and Police/PSOs ⊙ More education needed around this issue ⊙ Peer support programs needed to help young people make good decisions ⊙ More advice in schools about safety ⊙ Better and more services for MH bulk billed

<ul style="list-style-type: none"> ⊙ Public transport never coming on time ⊙ 48% agreed they had a good relationship with their parent/carer (Youth Summit) ⊙ 57% disagreed there is a lot of conflict between me and my family (Youth Summit) ⊙ 43% are not at all concerned regarding risk taking behaviours (Youth Summit) ⊙ 43% are concerned / very concerned regarding family violence within the community (Youth Summit) 	
<p>What should be Council’s priority when supporting young people?</p>	<p>What should be done to improve the lives of young people in Darebin?</p>
<ul style="list-style-type: none"> ⊙ Supporting marginalised community and vulnerable parts of the community ⊙ Not prosecuting, exercising compassion, an open mind and concession for under 30s. ⊙ Having the resources available for youth and ensuring more access to services ⊙ Young people’s safety ⊙ Access to food 	<ul style="list-style-type: none"> ⊙ Safe spaces ⊙ More access to services around shelter, food, water and clothes ⊙ MH services for the homeless – Centrelink should provide or make these services more accessible

I. Emerging topics identified by young people in Darebin

Affordable and age-relevant programs, activities and events

Recommendations from Young Citizen Jury Workshops (endorsed by Council in December 2017)
<ul style="list-style-type: none"> ⊙ Promote local free or low cost sport and recreation opportunities to young people that provide positive social connections
Key challenge
<ul style="list-style-type: none"> ⊙ Access to affordable programs and services ⊙ Need to some young people not being catered for ⊙ Lack of youth based groups and activities ⊙ After school programs specifically for young women ⊙ Activities and things for young people to do after school - not located in one spot ⊙ young people don't know what do ⊙ Activities for young adults (18 – 25) ⊙ More night jams at local skate parks ⊙ Not enough social activities for the youth
Possible solutions
<ul style="list-style-type: none"> ⊙ Closer connections to community networks ⊙ Providing a broader variety of programs for different interest ⊙ Raise awareness and engage with the rough through local events ⊙ Give out free helmets at the skate parks ⊙ More programs in parks and public space ⊙ More community focused events. i.e. it takes a village to raise a child, but many single parent families are without other supports. ⊙ Free help, reach to youngsters through events and through school ⊙ More youth friendly services and facilities ⊙ Fun programs ⊙ Community outreach to different people from different works of life. ⊙ Social isolation – awareness – how do we connect?? ⊙ Specific list of activities – what is out there to do – not just MX/skate parks ⊙ Information guide or app ⊙ What young people want to know about: 41% free or low cost after school activities; 35% free or low cost school holiday programs; 45% music and arts programs and events; 33% health and wellbeing programs; 42% arts and cultural events ⊙ Science programs ⊙ More community events ⊙ Community activity e.g. sport (ACTIVE spring into spring for young people) – encourage all
What should be Council's priority when supporting young people?
<ul style="list-style-type: none"> ⊙ Providing an outlet for young people ⊙ Events and skate jams for young people more sport and physical activity programs ⊙ Diversity of activities more after school activities ⊙ Free musical instrumental lessons ⊙ More funding towards youth groups and activities ⊙ Fitness programs ⊙ Addressing boredom within the youth sector ⊙ Run more programs to support young people safety ⊙ Youth focus on keeping our minds distracted from negative things ⊙ More fun programs on the holidays ⊙ Fun activities (Free) for young people to socialise
What should be done to improve the lives of young people in Darebin?
<ul style="list-style-type: none"> ⊙ Dance groups ⊙ More dance and gymnastic clubs and free studios ⊙ Music/ Arts and diverse opportunities or programs ⊙ Focus on kids who are not into skateboarding

- ⊙ After school programs and holiday programs
- Climate change, sustainability and the environment*

Recommendations from Young Citizen Jury Workshops (endorsed by Council in December 2017)

- ⊙ Nil

Key challenge

- ⊙ Climate Change
- ⊙ Climate change, pollution and its detrimental effects.
- ⊙ Thinking we can raise future families with climate change being a major barrier for society
- ⊙ climate change is a massive issue that not enough action is being take on
- ⊙ Climate change, pollution
- ⊙ Lack of environmental based consciousness.

Possible solutions

- ⊙ Effective action being taken to halt and reverse the impacts of climate change
- ⊙ Global responses to tackle climate change
- ⊙ Households switching to solar power and no more consumption of single use plastic.
- ⊙ Reduced climate impact, progressive social policies, opportunities for young people to contribute meaningfully to society (less baby boomer dominance)
- ⊙ More acceptance and I'd like to see genuine climate action
- ⊙ Maybe cafes should charge extra for the use of take away cups and containers so people with carry around these as a normal thing that goes in your handbag. There are compactable cups and food containers you can buy. Solar power is expensive but maybe the council has money to help the households in Darebin to afford this? You could always run a huge crowd funding campaign which I think would go off since so many people understand that this is a climate crisis. This is really the government's responsibility but maybe it's come to the point where the people need to take it into their own hands.
- ⊙ Renewable energy needs to be promoted and be the main source of energy, and big corporations need to be taxed for the pollution they make. No new coal mines should be opened as well. All offshore detention should be moved onshore in humane conditions and the processing of refugees needs to be faster. I will be involved by participating in the student climate strike and Palm Sunday refugee walk and all similar protests until the government recognises that these are pressing issues and will act on it.
- ⊙ Reducing your carbon footprint, I'm already trying to do this

What should be Council's priority when supporting young people?

- ⊙ Positive climate strategies
- ⊙ Do not patronise young people, be serious with us but not like we don't know about the issue. Actively show that you are concerned about what we are concerned about. Climate change, mental health, LGBT issues. The government needs to be willing to listen so we can make progress
- ⊙ By providing the idea and thought of a community that is safe, sustainable and environmentally conscious.
- ⊙ Stop building infrastructure that aids a car-centric community and aim for a walking and bike focused community. Prioritise development companies that are zero carbon in design for buildings.

What should be done to improve the lives of young people in Darebin?

- ⊙ More event towards climate change
- ⊙ Panels or forums including all stakeholder groups for issues like climate change are created

Improvements to transport
Recommendations from Young Citizen Jury Workshops (endorsed by Council in December 2017)

- ⊙ Nil

Key challenge

- ⊙ Subsidised public transport for postgraduate students.
- ⊙ Public transport delays,
- ⊙ Transport
- ⊙ Getting public transport to go see them
- ⊙ Late public transport
- ⊙ Efficient transport

<ul style="list-style-type: none"> ⊙ Public transport never coming on time ⊙ Safe transport
Possible solutions
<ul style="list-style-type: none"> ⊙ More and faster moving public transport options. ⊙ more frequent public transport ⊙ More people like police officers or security around hotspot areas so that when youth are going to their transport they feel protected. ⊙ More punctual public transport ⊙ Cheaper transport, later public transport timetables on weekends, well-lit areas and police officers especially around train/bus/tram stops ⊙ Installing more street lights, giving public transport right of way through traffic lights ⊙ There should be a light rail along Albert st (up above the cars) that transports people safely and quickly along that route and then connects with Clifton Hill station.
What should be Council's priority when supporting young people?
<ul style="list-style-type: none"> ⊙ Nil
What should be done to improve the lives of young people in Darebin?
<ul style="list-style-type: none"> ⊙ By providing better lighting near public transport stops, ⊙ Regular public transport ⊙ Better public transport ⊙ Transport free Myki to work/concessions card

Youth spaces

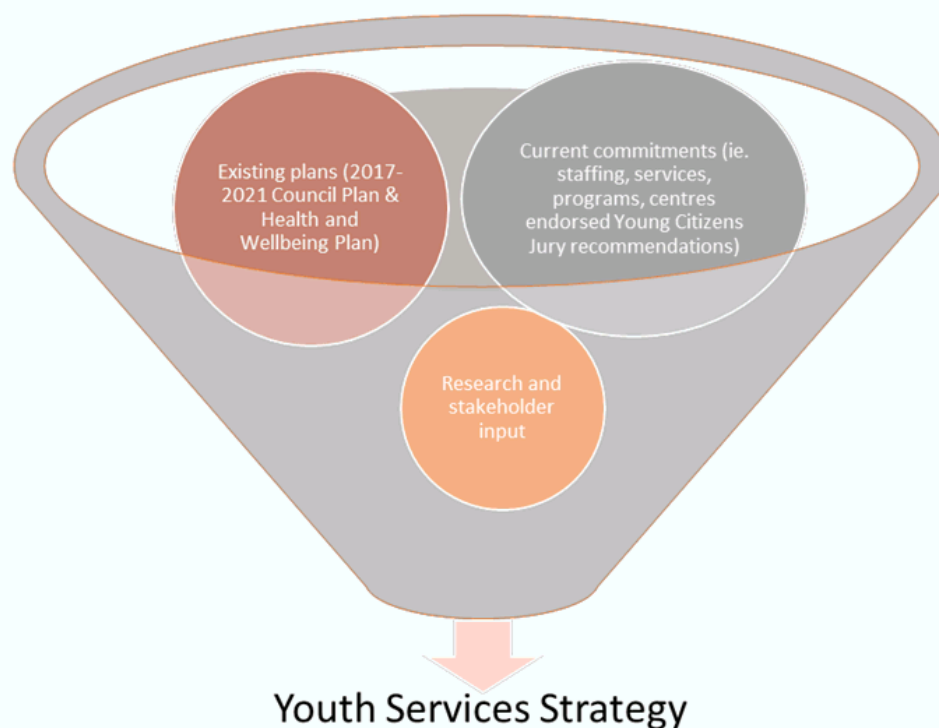
Recommendations from Young Citizen Jury Workshops (endorsed by Council in December 2017)
<ul style="list-style-type: none"> ⊙ Nil
Key challenge
<ul style="list-style-type: none"> ⊙ Space to be able to hang out with friends
Possible solutions
<ul style="list-style-type: none"> ⊙ Nil
What should be Council's priority when supporting young people?
<ul style="list-style-type: none"> ⊙ More activity spaces – both indoor and outdoor ⊙ Playgrounds / mini ramps / BBQ's in parks – public spaces ⊙ Better toilets in parks ⊙ More trees and the environment ⊙ Build another youth centre like the hub and decibels ⊙ Build a new stake park and more basketball courts ⊙ More support and youth facilities
What should be done to improve the lives of young people in Darebin?
<ul style="list-style-type: none"> ⊙ Free access to gyms ⊙ More sustainability (the environment) ⊙ More bike tracks ⊙ More services in more locations ⊙ Bike tracks ⊙ More skate boarding parks and stuff ⊙ A hub for young people in Northcote

Section 4: Recommendations

This section provides recommendations to inform the development of the new Youth Services Strategy. Recommendations refer to key priority areas; opportunities for partnerships and collaboration and suggestions for producing a well-informed and engaging Youth Services Strategy.

Key priorities for the 2019-2021 Youth Services Strategy

As shown below, when determining priorities for the 2019-2021 Youth Services Strategy, there are several inputs that need to be considered to ensure alignment with existing organisational plans, honour current commitments and encourage ownership.



Recommendation 1: Consider the following five statements as priority areas for the 2019-2021 Youth Services Strategy:

- Young people are empowered to be healthy and make healthy lifestyle choices
- Young people are resilient and empowered
- Young people feel safe, included and welcome
- Young people are engaged in education and a pathway to employment
- The voices of young people are heard

Opportunities for partnerships and collaboration

Councils play many roles when it comes to the delivery of youth services, programs and spaces. To effectively deliver a co-ordinated range of advocacy, programs, services and youth spaces across the municipality, opportunities for partnerships and collaboration **include** but are not limited to:

Stakeholders – internal

- Art and culture
- Children and family services
- Communications, engagement and events
- Community safety
- Council advisory groups
- Library services
- Sport and recreation
- Young citizens jury
- Youth committees/action groups



Stakeholders – community

- Darebin local and regional networks
- Employers, local businesses and traders
- Northland Shopping Centre (and landlords of Youth Centres if applicable)
- Organised sports, arts groups, hobby clubs and cultural groups
- Schools and educational and training institutions (TAFE, higher education, community houses, Inner Northern LEN, Preston Reservoir Adult Community Education, VICSEG New Futures)
- Community Environmental Groups

Stakeholders – government (and political representatives)

- Centrelink/Department of Human Services
- Department of Education and Training (Victoria)
- Department of Health and Human Services (Victoria)
- Government funding bodies
- Local Members of Parliament
- Public Transport Victoria
- Victorian Commission for Gambling and Liquor Regulation
- Victoria Police

Stakeholders – youth service providers and support agencies

- Darebin Community Legal Centre
- Disability service providers
- Health, mental health and support service providers (Arabic Welfare, Headspace, Merri Health, Minus 18, Spark Health, Women's Health in the North, Victorian Aboriginal Health Services, Your Community Health, YMCA Vic)
- Housing/community housing associations (Merri Outreach Support Services)
- Resource centres (Darebin Information and Volunteer Resource Service, Spectrum Migrant Resource Centre, Youth Support and Advocacy Service)

Recommendation 2: Consider the inclusion of references to partnerships and collaboration with internal stakeholders, community stakeholders, government stakeholders, youth services providers and support agencies in the 2019-2021 Youth Services Strategy.

Producing a well-informed and engaging Youth Services Strategy

Addressing the gaps in the existing consultation profile

Preliminary analyses of the residential suburb (or postcode) reported by young people participating in the youth consultation processes shows the majority reside within the municipality of Darebin. When a comparison is made to the ABS (2016) resident population, there is good representation of young people residing in the Preston and Reservoir overlay areas/suburbs. Young people residing in the areas of Alphington/Fairfield, Bundoora/ Kingsbury/Macleod, Northcote and Thornbury are under-represented (<https://profile.id.com.au/darebin/service-age-groups>).

Preliminary analyses of the age groupings (or ages) reported by young people participating in the youth consultation processes shows the majority are aged 12 to 17 years. When a comparison is made to the ABS (2016) resident population, there is substantial over-representation of young people aged 12 to 17 years. Young adults aged 18 to 25 years are substantially under-represented (<https://profile.id.com.au/darebin/service-age-groups>).

Recommendation 3: Consider further consultation with young people aged 18 to 25 years residing in the under-represented suburbs of Alphington/Fairfield, Bundoora/Kingsbury/Macleod, Northcote and Thornbury. Ensure the voices of adults services, supporting, living with, teaching and advocating for young people are also captured and reflected.

Role of a Youth Action Plan

The successful implementation of a new Youth Services Strategy relies on a number of factors including:

- Shared ownership and responsibility within and beyond the Council
- A resourcing commitment to achieve key priority areas and strategic objectives
- The development and implementation of an annual Youth Action Plan to inform decision-making relating to budget and staffing allocations (task, training requirements, use of resources)
- Processes for monitoring, evaluating and reporting progress as well as updating the Strategy as needed
- Future organisational plans recognising key priority areas.

In general, a Youth Action Plan outlines a detailed approach to achieve the strategic objectives and Youth Services Strategy. It may incorporate key actions (and responsible Council officer), performance measures, targets or KPIs and timeframes. A Youth Action Plan may also identify key stakeholders integral to the achievement of specific strategic objectives. As a Youth Action Plan is prepared on an annual basis, it is likely to have linkages with the Youth Services Department and staff performance plans and organisational reporting and budget allocation processes.

Ideally, there will be regular dialogue within Council and with young people and stakeholders to ensure the Youth Services Strategy is progressed and responsive to new and emerging youth priorities and needs.

Recommendation 4: Consider developing a Youth Action Plan on an annual basis which incorporates performance measures which will assist with the monitoring, evaluating and

reporting processes.

Involving young people in the Youth Services Strategy processes

The Darebin Young Citizen Jury was established to provide a platform that that enables young people to be an active contributor and co-designer in solutions that address current issues that prevent them from thriving in a rapidly changing world. There is an opportunity to invite members as well as other young people to participate in the Youth Services Strategy development, reviewing and evaluating processes.

There is also an opportunity to co-design and publish youth-friendly versions of the Youth Services Strategy (strategy on a page) and progress against the youth action plan (annual report card) as well as findings and outcomes from future youth engagement activities.

Recommendation 5: Consider inviting young people to co-design or participate in the Youth Services Strategy processes and publishing youth-friendly versions of Youth Services Strategy-related documents.

Section 5: Reference list

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<http://www.education.vic.gov.au/school/teachers/studentmanagement/Pages/studentengagementguidance.aspx>
- Essential Services Commission: <https://www.esc.vic.gov.au/>
- Foundation for Young Australians: <http://www.fya.org.au/>
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- Know your Council: <http://knowyourcouncil.vic.gov.au/guide-to-councils/what-councils-do/community-services>
- National LGBTI Health Alliance: <http://lgbtihealth.org.au>
- Resilience Research Centre: <http://resilienceresearch.org/>
- Resilient Youth Australia Limited: <http://www.resilientyouth.org.au/>
- ScriptWise: <http://www.scriptwise.org.au/about-us/>
- Student Engagement Institute: <http://studentengagement.com.au/>
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- The Resilience Project: <https://theresilienceproject.com.au/schools/>
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Appendix 1 – Findings from local government benchmarking

Question/topic	Benchmarking Councils' responses	Darebin response
Service structure and banding	<ul style="list-style-type: none"> Two of the three Councils had a mix of roles from band 7 (strategic), band 6 operational, band 5 programs and several casual positions at band 4. 	<ul style="list-style-type: none"> Darebin has one strategic role. All other roles are operational regardless of banding.
Reporting structure	<ul style="list-style-type: none"> Two of three Councils had a hierarchical reporting structure. One Council had a flat structure where all staff reports to one position. (One Council notes that structure is temporary) 	<ul style="list-style-type: none"> Darebin has a hierarchical reporting structure. The new model has three streams with three team leaders.
Casual employment	<ul style="list-style-type: none"> The councils that had casual positions (2 of three) had a large casual staff pool that they drew from 	<ul style="list-style-type: none"> Darebin has a small casual pool they draw from
Outsourcing	<ul style="list-style-type: none"> All Councils outsourced the L2P Program Two Councils outsource Teenage Holiday Program and one Council do not provide it any longer because of high costs associated with staffing. One Council outsources a significant part of all programs 	<ul style="list-style-type: none"> Darebin outsources L2P Program
Suitability of any aspect of service to outsourcing	<ul style="list-style-type: none"> One Council who outsource think that tertiary services are often best placed to provide specialist support to young people. This Council partner actively with funded service providers. One Council outsourced to an agency who was more suited to the provision of recreational activities and where a partnership was already established. One Council thinks youth events could be suited to outsourcing One Council thinks it is important to retain a consistent "brand" and philosophical approach to delivery. The current service model allows flexibility 	<ul style="list-style-type: none"> Darebin recognises that some activities are suited to outsourcing to specialists if they are viewed in isolation. However the current service model provides a more costs effective in-house delivery of the services currently provided. Darebin also agrees with the importance of promoting the branding of Council's services as the funding provider.
Responsibility for specific programs by senior staff aside from team leaders/ coordinators	<ul style="list-style-type: none"> All Councils have staff with responsibility for programs. One Council had all Band 6 responsible for operational programs. One Council varied responsibility year to year based on skills and interest 	<ul style="list-style-type: none"> Darebin gives program responsibility to all staff, including casual support staff
Location	<ul style="list-style-type: none"> Two Councils operated from more than one location. These Councils experienced disconnection, communication issues and lack of cohesion, embedding shared practice. 	<ul style="list-style-type: none"> Darebin Youth Services operates from more than two locations and also experiences the same issues
Hot desk	<ul style="list-style-type: none"> No Council have staff that hot desk 	<ul style="list-style-type: none"> Darebin Youth Services staff do not hot desk

Question/topic	Benchmarking Councils' responses	Darebin response
Strategic framework	<ul style="list-style-type: none"> ▪ All Councils have a Youth Strategy and also underpinning strategic directions with a number of other youth specific and community focused and service specific frameworks 	<ul style="list-style-type: none"> ▪ Darebin has a Youth Services Strategy and a number of other Strategies underpinning service delivery.
Significant changes to service delivery last 5 years	<ul style="list-style-type: none"> ▪ One Council changed the service delivery model to outsourcing parts of the service while strengthening case management approach ▪ One Council had a complete restructure to accommodate programming at a new centre and loss of funding in other areas. This also included growing additional responsibility areas such as school outreach, partnerships and online/social media ▪ One Council had a minor internal restructure leading to greater emphasis on schools ▪ Two of three Councils have a greater focus on out-reach 	<ul style="list-style-type: none"> ▪ Darebin had a significant restructure of the service in 2016. ▪ Prior to the restructure Darebin's music studio has been refurbished and substantial funding injected. ▪ The Office space in one Centre is also renovated and aligned with a library creating opportunities for partnerships. ▪ The Hub was relocated and redesigned in 2017
Target age groups Separation of services to different target groups	<ul style="list-style-type: none"> ▪ All services target 12 to 25 years ▪ One Council targets middle years (Years 8 to 11) ▪ One Council work with younger years as required particularly during transition initiatives ▪ One Council does not separate services by age group (12 to 25 years) ▪ One Council does separate middle years from youth ▪ One Council separates age groupings according to program 	<ul style="list-style-type: none"> ▪ Darebin targets 12-25 but have noticed an increase in younger age groups at risk in outreach services. ▪ Darebin targets some age groups in some programs. In facility based programs there is limited separation

Public facing, youth friendly Strategy



Youth Services Strategy 2019 – 2021

A Framework for Action

DRAFT

Acknowledgement

First 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 affirm that Wurundjeri Woi

Wurrung people have lived on this land for millennia, practising their customs and ceremonies of celebration, initiation and renewal.

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.

- Darebin City Council's Statement of Commitment to Traditional Owners and Aboriginal and Torres Strait Islander people 2019 (extract)

Young People

Council acknowledges the contribution of the many dedicated, insightful young people who shared their wisdom, experience and ideas to inform this Strategy.

Council also thanks the many organisations who contributed to the development of this Strategy for their continued commitment to the wellbeing of Darebin's young people.

Introduction

Darebin City Council wants Darebin to be a place where young people feel they belong; safe, secure and supported, free to be themselves, secure in their identity and culture. Council is committed to ensuring that the voices of all young people are heard; that young people are valued for their contributions and respected as equals free from discrimination and inequity.

Young people are passionate change makers that are at the forefront of progressive thinking and policy ideas. We understand that when empowered and well supported, young people bring a different perspective to that of adults which, when heard, improves our decision making and enriches our community.

We know that adolescence and the transition to adulthood can be a challenging time for young people and their families, particularly for those who need extra support. Structural barriers may also prevent young people from being active, engaged community members. Council recognises that it has an important role in helping strengthen the wellbeing and resilience of young people and their ability to exercise and enjoy their rights.

Darebin City Council is committed to providing the leadership required to ensure young people have their needs and aspirations met by a supportive community. We are committed to supporting and engaging with young people who live, work, study and play in Darebin through all stages of their development; ensuring that we continue to have a vibrant and healthy city.

Youth Services Strategy 2019-2021 is the City of Darebin's plan for young people aged 12 to 25 years, with young people leading the way.

The Youth Services Strategy 2019-2021 provides clear direction to guide Council's work with, and for, young people. It is based on what young people have told us is important to them now and for a positive future. It reports on how young people are faring and, guided by young people, what are the key areas of focus for Council and its partners. We also heard from a range of agencies about what they think are the main challenges facing young people and how they can partner with us in supporting young people's health and wellbeing.

Guiding Principles

This Strategy, and Council's work with young people, is guided by the following principles.

Principle 1: Equity, Inclusion and Human Rights

We proactively work to reduce discrimination, disadvantage and the unequal distribution of resources, so that we build a strong, healthy and harmonious community. It is about recognising and valuing our diversity.

Principle 2: Strengths Based

We believe each young person is capable and competent, possessing unique strengths and talents. We seek to support young people by building on their strengths rather than focussing on perceived problems or issues. It is a respectful starting point in supporting positive outcomes for young people.

Principle 3: Co-design and Youth Led

We place young people at the centre of all matters that affect them. All activity needs to engage with young people including governance, planning and delivery, relationships and communication. It includes giving young people access to experiences that build leadership and boost self-confidence.

Principle 4: Primary Prevention and Early Intervention

As a universal youth service provider, our focus and expertise is in the prevention and early intervention level of risk and vulnerability. We will actively partner with specialist service providers to support young people with increased vulnerability to ensure they get the right kind of support they need, when they need it.

Principle 5: Shared Responsibility

We all have a role to play; effective partnerships are critical to success and no effort is too small. Together we can achieve more than any one of us could working alone.

Principle 6: Evidence Based

Our actions must be informed by effective consultation, needs analysis and research. This will ensure they are effective, reach those who need extra support and make the best use of limited resources.

Darebin's Young Citizen Jury

Darebin's Young Citizen Jury was established in 2017 as a way for young people to provide recommendations to Council, and other relevant bodies, on what Darebin young people want and need to thrive in a rapidly changing world. The Jury enables young people to contribute to Council's decision making about issues that directly affect them and have a voice about possible solutions.

Twenty active young people currently make up the Jury; 10 identify as male, 10 identify as female. The average age of members is 17 years of age; youngest member being 14 years, the oldest being 25 years. All members either live, work or study in Darebin. Forty five percent of members speak a language other than English at home. Ten percent of members identify as Aboriginal or Torres Strait Islander with 40% of members coming from newly arrived or refugee families. Twelve percent identify as LGBTIQ.

The principles of co-design and youth led are integral to Youth Services Strategy. The Jury has been engaged as expert consultants, central to the development, implementation and monitoring of the Strategy by:

- Providing a youth voice to all parts of the Strategy
- Supporting the design and delivery of the two year Action Plan
- Maintaining a strong focus on the practical needs and aspirations of young people

Council's Role

Plan	We will work with young people, service providers and partner agencies to identify local needs and ensure there is coordinated planning and delivery of services for young people in Darebin.
Advocate	We will partner with young people to amplify their voices to ensure young people's strengths are recognised and their ideas and voices are heard around their aspirations, challenges and areas of need.
Facilitate	We will work with all services providers and other levels of government to ensure there is a coordinated response to emerging issues, service gaps and community needs.
Deliver	Guided by young people, we will improve the lives of all young people by providing and supporting a range of prevention and early intervention activities that enhances young people's health and wellbeing outcomes and their participation in community life.

A Snapshot of Darebin Young People

In 2016, there are 22,160 young people aged 12 to 25, 15.1% of the population.

By 2026, there will be 29,880 young people, 15.7% of the population, a 7,720 increase in the number of young people

Percentage of people residing in suburb areas aged 12-25 years (Fairfield – Alphington 20%, Kingsbury – Bundoora 34%, Northcote – 14%, Preston – 17% and Reservoir – 15%)

17% of young people unemployed with a further 2,500 underemployed

7% of young people aged 15 -24 years are disengaged from education and employment

1,169 Aboriginal and Torres Strait Islander residents, of which 290 are young people aged 12 -25 (24.6%)

The most common overseas countries of birth are Italy (4.2%), China (3.3%), India (3.1%), Greece (3.1%) and United Kingdom (2.3%)

Languages spoken at home (English 56.3%, Italian 6.6%, Greek 6.3%, Mandarin 3.6%, Arabic 3.0% and Vietnamese 2.3%)

32% of 15 to 24 year olds were born outside of Australia, the most common countries of birth: China, India, Vietnam

2.5% of young people have a disability

10.1% of 15 to 24 year olds are young carers

19.3% of households were classed as low income

9.1% one-parent families with children/ young people

What Matters to Darebin's Young People?

Through our consultation with over 1000 young people, we've developed a picture of what's important to Darebin's youth, what they want to see us advocate for, what services and programs they'd like to see delivered and what they'd like to participate in and contribute too. We also talked with 21 service providers and peak bodies who had similar views to those expressed by the young people.

Our consultation with young people indicate that they are highly engaged with many issues relating to society. There is also strong sense of social justice that exists within Darebin's youth.

Darebin young people are most concerned about:

- | | |
|---|---|
| <ul style="list-style-type: none"> • Their own mental health and wellbeing, and that of their friends (Mental Health) • Finding and keeping a job and in turn having enough money to survive (Employment and Financial Security) • How their friends consume alcohol and drugs (Drugs and Alcohol) • Issues associated with equity and discrimination (Equity, Racism and Discrimination) • How young people are portrayed in the community and media (Perceptions of Young People) • Climate Change and what that means for the future (The Environment) | <ul style="list-style-type: none"> • 45% of young people are concerned that they do not have the confidence and/or access to platforms to be assertive and have a voice. • 38% of young people are very concerned regarding the portrayal of young people in the community and the media • 56% of young people are concerned with climate change or environmental issues. • 40% of young people are concerned about their own and their peer's mental health • 30% of young people are very concerned about alcohol and drug use • One in four girls and one in 10 boys consciously restricted their food intake to control their weight. • 30% of young people want to know more about education and employment programs and supports • 44% of young people agreed they experienced stress when studying at school • 30% of young people indicated they are concerned with discrimination • 34% of young people stated that the culture they grew up in is different to the culture their parents grew up in |
|---|---|

Quotes from young people:

- *More youth led committees that tackles important issues e.g. rising mental illness rates, poor environmental awareness, drug abuse, lack of employment growth (Young person 20, Reservoir)*
- *“Empower young people’s political voices and support their participation” (Young person 17, Preston)*
- *“Ensure there is greater transparency at all levels of democracy. This can only be achieved by grassroots action” (Young person, 17 Bundoora)*
- *We need to listen to young people. People need to be open and start listening” (Young person, 17, Kingsbury)*
- *‘This area needs more young people to be involved to actively make change. There are so many passionate young people in this area but they don’t know each other so a group needs to be formed so they can meet and share ideas.’ (Young person, 19, Preston)*
- *“Do not patronise young people, be serious with us but not like we don’t know about the issue. Actively show that you are concerned about what we are concerned about. Climate change, mental health, LGBT issues. The government needs to be willing to listen so we can make progress” (Young person, 17, Bundoora)*
- *“The biggest challenge facing young people and society is global warming/ climate change, we need to do something and stop ignoring it” (Young person, 18, Reservoir)*
- *‘Providing safe spaces for young people to come together and make strong friendships to help fight mental illness.’ (Young person, 20, Northcote)*
- *‘Learn how to balance study and life, and learn how to study without over-studying so much that you do harm to yourself.’ (Young person, 16, Thornbury)*
- *“Promote things like RUOK day or similar things so that it begins conversations about mental health, as well as perhaps having a team of young ambassadors that get teenagers involved in youth issues (Young person 17, Preston)*
- *Myself and many other young people are struggling to survive, we can’t afford food and are always trying not to get cut off Centrelink for no reason” (Young person, 24, Reservoir)*
- *‘Managing a work/study life whilst trying to make enough money to pay for necessities, and make time for personal growth by exercising and eating healthy.’ (Young person, 20, Northcote)*
- *‘Deciding on a career path, and gaining sufficient knowledge, skills and work experience to enter the desired field. Additionally, finding part-time work is difficult with no certificates and minimal work experience. Many of my friends also struggle with debilitating mental illnesses, which hinder their ability to complete everyday tasks.’ (Young person 18, Reservoir)*
- *‘Darebin city council can support us by implementing new programs concerned with developing skills necessary in the workforce. They can also bring in some industry professionals to give lectures on their field of work, so young people can determine their future career path. Entry level job opportunities can also be further advertised to help young people looking for work.’ (Young person, 17 Preston)*
- *More employment support in Reservoir – like what’s on offer at The Hub” (Young Person, 16 Reservoir)*
- *‘Honestly? The stress for our future and the cost of school and rent and university + the recent terrorist attacks had a big effect on my Muslim friends + I’m depressed and I don’t have a support network.’ (young person, 17, Bundoora)*
- *“More work around defining an inclusive space for all young people. Are the spaces REALLY inclusive? (Young Person, 18, Northcote)*
- *Be a voice of queer young people and don’t shy away from supporting us. (Young person, 23, Thornbury)*
- *Less racism, homophobia and bias and more equity for everyone” (Young person, 19, Reservoir)*

How Will We Respond?

We have heard Darebin's young people. The Youth Services Strategy 2019-201 is based on what young people, service providers and other experts have told us. The Strategy will guide planning, advocacy and the delivery of services, programs, events, spaces and places for all young people through its vision, goals, focus areas, actions and outcomes.

Our Vision

Valued, empowered young people contributing to, and thriving in, an ever changing world.

Our Five Goals, Focus Areas and Outcomes

Darebin's young people identified five aspirational goals that they see as being the most important areas for Council and the community to strive for with them. Focus areas have been identified within each goal for us to focus on over the next two years.

Goal 1: Healthy, Connected and Resilient

Focus Areas

Outcome

- Improve physical and sexual health
- Improve mental health and emotional wellbeing
- Promote harm minimisation with drug and alcohol

Young people have positive social, emotional, mental and physical health.

Goal 2: Employed, Educated and Financially Secure

Focus Areas

Outcome

- Strengthen engagement to learning
- Support skill development and training
- Improve employment pathways and address under-employment
- Advocate to increase social housing

Young people have financial, housing and food security and access to jobs and education.

Goal 3: Safe and Welcomed

Focus Areas

Outcome

- Create safe, inclusive and welcoming spaces and places
- Support a positive sense of self and freedom of expression
- Promote respectful relationships

Young people have a positive sense of who they are in the world, and can be themselves

		in all situations.
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Goal 4: Empowered, confident and Engaged

Focus Areas

Outcome

	<ul style="list-style-type: none"> • Support young people to have a strong voice • Create opportunities for young people’s participation in local decisions • Promote gender equity and non-discriminatory practices 	Young people in Darebin are able to express themselves and in involved in decisions that affect them.
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Goal 5: Hopeful About The Future

Focus Areas

Outcome

	<ul style="list-style-type: none"> • Support young people’s passion to be change makers in addressing the climate emergency. • Promote the strengths of young people within the community and media 	Young people in Darebin are able to handle the situations that they face and are positive about their future and that of the planet.
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Keeping on Track

A two year Action Plan will be developed to accompany this Strategy. The Action Plan is a shared responsibility; young people, community groups, agencies and experts will come together to further identify and develop actions, measures, timeframes and partnerships in delivering the Strategy. A forum will be held, co-led by Council’s Youth Services Unit and Darebin’s Young Citizens Jury, to determine collectively the actions each of us will commit to over the life of the Strategy. It is the Action Plan that transforms the Strategy into positive outcomes for young people.

It is also important that the collective efforts of young people, Council and its partners are monitored and evaluated to make sure we remain on track and are achieving what we set out to achieve. Darebin’s Youth Services Unit and Darebin’s Young Citizen Jury will have primary responsibility for this, with input from our partners and research bodies. Progress will be reported to Council and the community on an annual basis.

Contact Us

Youth Services

Phone: 8470 8888

Email: YouthServices@darebin.vic.gov.au

Facebook: www.facebook.com/DarebinYouthServices/

Facebook: <https://www.facebook.com/DecibelsYouthMusic>

The Hub

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Decibels Youth Music Centre

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YOUNG CITIZENS JURY

SOLUTIONS IMPLEMENTATION PLAN 2018 - 2019

FINAL REPORT

May 2019

Version 1.3

Recommended Solution	Outcomes
<p>Life Skills Explore the delivery of a mentoring program that support young people with an adult in their life to support their transition into independence</p>	<p>COMPLETED List of mentoring opportunities have been identified and promoted to young people Jury recommendations have been considered by the Inner Northern Youth Employment Taskforce (INJET) mentoring exchange bank project.</p>
<p>Social Media Recruit a group of young people as ‘service ambassadors’ that provide advice regarding communication and engagement content for council’s digital communication platforms.</p>	<p>COMPLETED Communication and social media sub-committee has been established with Jury members working on improving current social media channels. Jury members have reviewed Council’s current digital platforms and have provided feedback on new platforms and the potential to enhance the existing social media channels for youth services.</p>
<p>Life Skills Deliver a series of workshops to young people aged 15 - 21 that provide basic life skills outcomes. (workshops to be delivered in both a school and community setting Topics may include; job Searching skills, Budgeting, Moving House, Tax Returns, Sexual Health, Drug Minimisation)</p>	<p>COMPLETED Training and education sub-committee has been established Free training has been provided during school holidays. Training included; First Aid, CPR, Introduction to Construction (White Cards), Mental Health First Aid and Barista more than 200 young people have participated. This initiative is now a business as usual service function.</p>
<p>Housing Provide free sanitary product packs for young people experience homelessness and or sleeping rough</p>	<p>COMPLETED – Business as Usual Service Delivery Free sanitary packs for young people are available through The Hub and Outreach Service. Merri Outreach Support Service (MOSS) is located weekly on site at The Hub and provides housing support services to young people who experience homelessness and or sleeping rough. This initiative is now a business as usual service function.</p>
<p>Mental Health Deliver an educational program that provides advice to young people around how to deliver peer to peer support.</p>	<p>COMPLETED – Business as Usual Service Delivery Mental Health sub-committee has been established. A mental health awareness campaign with useful tips and supports when supporting peers has been developed and piloted. Mental health first aid training has been provided to 20 young people.</p>

May 2019

Version 1.3

<p>Mental Health Work with schools and community agencies to deliver mental health program awareness programs that reduce stigma and normalise the conversation regarding mental health.</p>	<p>COMPLETED – Business as Usual Service Delivery Mental Health sub-committee has been established. Young Citizen Jury supported a local youth-led organisation, Journey to Freedom, to deliver a community event during mental health week 2018. More than 200 young people attended with local community members. Three schools William Ruthven, Thornbury High and Reservoir High have been supported to promote and deliver RUOK Day and Wear It Purple Day activities within schools Actions regarding youth mental health have been reflected in the Community Health and Wellbeing Plan along with related annual action plans.</p>
<p>Employment and Training Advocate for further volunteering opportunities with local business and local service to increase job skills</p>	<p>COMPLETED Darebin Career Day was delivered with 150 young people from local schools attending. Student and work placement process has been reviewed with feedback from Jury members to ensure meaningful experiences are had by students. Young Citizen Jury has provided advice on the program design of the First Step employment program. Twenty First Step program participants undertook two weeks paid work experience with two Northland Shopping Centre retailers.</p>
<p>Social Connections Promote local free or low cost sport and recreation opportunities to young people that provide positive social connections</p>	<p>COMPLETED Fifteen young women participated in the Young Women’s Physical Activity Program which was delivered in partnership with Your Community Health. Young Citizen Jury provided advice and feedback on the program design and delivery. Quarterly social sport competitions delivered in public parks through Youth Services’ outreach and community team and local sporting providers.</p>
<p>LGBTIQ Support Work with council officers to consider the use of pronouns in forms/ publications regarding people identity</p>	<p>COMPLETED – Business as Usual Service Delivery Pronoun awareness activities undertaken with council officers and young people. These included The Hub launch, FreeZA music event and school/ community activities. Young Citizen Jury has provided feedback into the review of all forms and publications to ensure appropriate use of pronouns. Partnership established with Minus 18 to support training and practice development.</p>

May 2019

Version 1.3

<p>Housing Explore how council can support and or deliver essential services around shelter and showers for young people who experience homelessness</p>	<p>COMPLETED Young Citizen Jury have provided feedback into a number of housing and community renewal projects. These have included; e.g. Northland Urban Renewal Project, Kids Under Canvas (Village 21) Discussion about affordable and social housing continue to take place with Council's and has identified social housing as a key advocacy activity for the future. Breakfast Club program is being explored in partnership with local service providers and schools. The program will provide shower facilities and support for young people who experience homelessness or are sleeping rough.</p>
<p>Parent and Guardian Support Explore the delivery of parent/ guardian activities, workshop and programs on key issues affecting young people</p>	<p>COMPLETED One parent engagement activity has been delivered which targets newly arrived and refugee parents/ guardians. Young Citizen Jury members have provided feedback the session design and delivery. This will be a focus of the Youth Services Strategy 2019-2021.</p>
<p>Social Media Update the youth section of councils website with the support and advice of young people</p>	<p>COMPLETED Communication and social media sub-committee has been established. Young Citizen Jury has reviewed and provided comments to the content of the website for young people. Research project regarding digital communications for young people was undertaken. Outcome are supporting future communication strategies with young people. Young Citizen Jury members have trialed reviewing and curating Youth Services Facebook page to ensure content is appropriate for target audience.</p>
<p>LGBTIQ Support Provide positive platforms for young LGBTIQ people</p>	<p>COMPLETED – Business as Usual Service Delivery Young Citizen Jury members have been invited, encouraged and supported to participate on the Same Sex and Gender Diverse (SSGD) Advisory Committee. Young Citizen Jury has provided feedback and advice to programs and spaces that support the participation of LGBTIQ young people. Formal partnership and project works commenced with Minus 18.</p>

May 2019

Version 1.3

<p>Employment and Training Deliver an annual networking event that connections young people with community and demonstrates the connection from education/ training to employment</p>	<p>COMPLETED – Business as Usual Service Delivery Young Citizen Jury supported the design and delivery of the Northland Job Fair. 20 retailers and approximately 1,000 young people participated. Eight weekly Job Readiness workshops delivered in August 2018 to support young people in the lead up to the Jobs Fair. Young Citizen Jury provided feedback and comments on design and promotion material.</p>
<p>Social Connections Deliver a series of cross cultural exchange session that builds connections with young people from different background</p>	<p>COMPLETED Young Citizen Jury members have worked with staff from the Intercultural Centre regarding the delivery of an intergenerational event. Young Citizen Jury members meet with Department Premier and Cabinet regarding the 'Victoria, Proud of It' campaign to explore future project opportunities within Darebin.</p>
<p>Housing Advocate for young people needs regarding affordable and accessible housing in Darebin (both community and private rental)</p>	<p>COMPLETED Discussion about affordable and social housing continue to take place with Council's and has identified social housing as a key advocacy activity for the future.</p>
<p>Employment and Training More practical information and real life case stories regarding education/training and career pathways</p>	<p>COMPLETED Darebin Career Day was delivered with 150 young people from local schools attending. Student and work placement process has been reviewed with feedback from Jury members to ensure meaningful experiences are had by students.</p>
<p>Social Media Work with local media to develop a campaign that demonstrates positive stories and outcomes of local Darebin young people</p>	<p>COMPLETED – Business as Usual Service Delivery Communication and social media sub-committee has been established Young Citizen Jury has commenced a digital stories project that interviews and highlights young people activities and contributions within the community. Two articles were published in the Darebin Community News regarding the Young Citizens Jury.</p>

May 2019

Version 1.3

8.2 PROPOSED LEASE TO KIDS UNDER COVER OF COUNCIL OWNED LAND AT 1 SPRING STREET PRESTON**Author:** Social Planner**Reviewed By:** Coordinator Strategic Planning

PURPOSE

To commence the statutory process and to advise the community of Council's intention to lease Council land at 1 Spring St, Preston for 3 years to not-for-profit organisation, Kids Under Cover for the purposes of providing housing for young people.

EXECUTIVE SUMMARY

Kids Under Cover is a not for profit organisation dedicated to preventing youth homelessness by providing a unique combination of studio accommodation in family backyards and education scholarships.

The pilot project seeks to prevent homelessness by extending formal care from 18 to 21. It is theorised that homelessness can be reduced in part by the increased preparedness for adulthood that an extra three years in care brings to the young person. A similar model in the UK reported the probability of homelessness among Out of Home Care clients reduced by 50%.

Understanding Council's commitment to supporting young people and ensuring Darebin is an inclusive and affordable place to live, Kids Under Cover approached officers with a request for Council to consider a partnership to deliver the Village 21 initiative in Darebin. This would require Council to provide Kids Under Cover with suitable Council-owned land to establish the village through a peppercorn lease arrangement.

The time limited pilot project provides an opportunity to contribute to reducing youth homelessness while Council considers the long term use for the site.

The time limited aspect of the project also presents certain risks that would need to be mitigated to ensure the pilot is a success.

Council owned land at 1 Spring Street, Preston, has been identified as a potential site for the implementation of the Village 21 pilot program. The Site is currently vacant and was originally acquired for the purposes of providing the former Preston Bowls Club with a car park.

As required by the *Local Government Act 1989 (Act)*, notice of Council's intention to use the land for another purpose (other than what it was acquired for) would be required, should Council decide to proceed with the proposal.

Recommendation

That Council:

- (1) Commences the statutory process, under section 190, 192 and 223 of the *Local Government Act 1989*, to give effect of its intention to:
 - a) Use the land for another purpose (other than that for which it was originally acquired, being car parking for the former Preston Bowls Club) and;

-
- b) Enter into a lease with Kids Under Cover for the purpose of providing temporary relocatable housing accommodation for young people.
- (2) Gives public notice under Section 190, 192 and 223 of the *Local Government Act 1989* seeking public submissions in relation to Council's intention to:
 - a) Use the land for another purpose (other than that for which it was originally acquired, being car parking for the former Preston Bowls Club) and;
 - b) Enter into a lease with Kids Under Cover for the purpose of providing temporary relocatable housing accommodation for young people.
 - (3) Notes any public submission that requests to be heard in relation to their submission will be presented at a Hearing of Submissions Committee meeting prior to a further report being presented to Council for a final decision.
-

BACKGROUND / KEY INFORMATION

Kids Under Cover is a not-for-profit organisation dedicated to preventing youth homelessness. They support young people between the ages 12 and 25 who are either already homeless or at risk of homelessness by providing a unique combination of studio accommodation in family backyards and education scholarships. Kids Under Cover work with Government, community and philanthropic organisations to progress their work.

The Village 21 pilot project seeks to create a cluster housing model with on-site support for 6 young people, aged 18-21 years for whom the likelihood of experiencing homelessness within the first 12 months of leaving care is likely or who are already post care, who are leaving Out of Home Care (OOHC). OOHC refers to statutory out-of-home care, where a child or young person cannot live in their family home and a legal order is in place to support the arrangement. During the pilot program the participants will pay no more than 25% of their income for rent in line with Council's Responding to Housing Stress; a Local Action Plan 2013 – 2017.

Through the Victorian State Government *Accommodation for the Homeless Program*, Kids Under Cover have been successful in obtaining funding for a 3 year pilot program called 'Village 21', aimed at reducing homelessness for young people who are leaving the formal Out of Home Care system. This funding model requires Kids Under Cover to secure a suitable low cost site for the length of the pilot program.

The residents of the program will be supported by a live-in mentor and an Anglicare support worker. Anglicare have been engaged by Kids Under Cover to provide case management for the residents for the duration of the pilot.

Seven relocatable living units will consist of the following make up:

- 2 x two-bedroom with bathroom studios (for 4 young people)
- 2 x one-bedroom with bathroom studios (for 2 young people)
- 1 x two-bedroom studio for a live-in mentor (Anglicare) with office/lounge
- 1 x studio fitted with laundry and kitchen/communal dining facilities

The temporary dwellings will be fully furnished, locally manufactured using recycled materials, as illustrated in Figure 1. The dwellings can also be easily relocated at the conclusion of the end of the Village 21 pilot program.



Figure 1 – An example of a relocatable studio

Proposed site

The Council-owned land at 1 Spring Street, Preston, as outlined in blue in Figure 2 (Site), has been identified as a potential site for the implementation of the Village 21 pilot program. The site is well placed in proximity to public transport, major bike paths, the Preston market and relevant health, education and community services. It is 754 square meters in area with frontage to Spring Street. The Site is located within an established residential area which includes a mixture of single dwellings and apartments.

The Site is located in the Preston Central Activity Centre and is within Schedule 2 to the Priority Development Zone.

A planning permit will be required for the proposed use and development of the land.

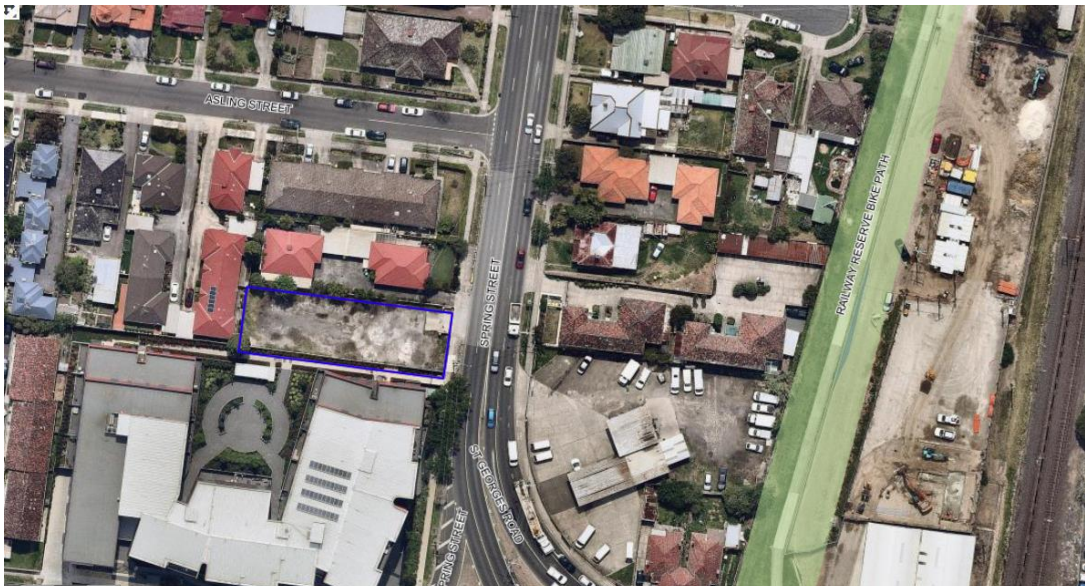


Figure 2 - Subject Site – 1 Spring Street Preston

Site History

On 23 September 1991 at a special meeting, Council resolved to acquire the Site for the purpose of providing the former Preston Bowls Club with car parking, resulting in a lease between the parties to provide for that purpose.

In December 2009, following the amalgamation of the Preston Bowls Club with the Reservoir Bowls Club and their subsequent relocation to Leamington Street, Reservoir, Preston Bowls Club sold their property to a developer and surrendered the lease for the Site to Council as it was no longer required for the prescribed use.

Since that time, Council has only had one tenant use the Site and it has remained vacant since 2015.

The proposed variation to the use of Council land (other than what it was originally acquired) will trigger the statutory process prescribed in Section 192 and 223 of the *Act*.

Previous Council Resolution

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

COMMUNICATIONS AND ENGAGEMENT

Consultation

Advice and support have been received from the following internal units:

- Darebin Youth Services Team
- Senior Health Compliance Officer
- Strategic Planning Team
- Equity and Wellbeing Department
- Strategic Property Management

Communications

ANALYSIS

Alignment to Council Plan / Council Policy

Council in partnership with Kids Under Cover to deliver the Village 21 proposal would be consistent with the following Council Plan 2017 -2021 Objectives:

Goal 2 - Opportunities to live well

Develop a partnership model with the not-for-profit and community sector to utilise their knowledge, skills and expertise to deliver enhanced program and service delivery outcomes.

Environmental Sustainability Considerations

The Village 21 temporary accommodation comprises of many environmentally sustainable design features, such as:

- Compressed straw 'Durra' panels will be used in lieu of traditional plaster board. In addition to being more durable and providing increased insulation, Durra panel uses a 100% renewable feedstock and is 100% biodegradable, offering significantly lower embodied energy compared to other materials.
- Glass is double glazed and can include high performance (low-e) coating to provide enhanced performance for cold climates.

- Good quality, effective, shading for west, north and east facing windows.
- Use of high-efficiency LED lighting.
- Achieves a NatHERS 6-star energy rating
- Use of high quality and water efficient fixtures & fittings, including:
 - WCs/Toilets – 5-Star (4.5L full, 3.0L half)
 - Shower Head – 3-Star (6.0L/min)
 - Taps – 5-Star (<6.0L/min)
- All studios are made by a local family-owned company in Bendigo, ensuring a reduced transport footprint for delivery of materials.
- The dwellings are temporary and can be relocated at the conclusions of the pilot program.

Equity, Inclusion and Wellbeing Considerations

The Village 21 pilot project is consistent with and underpinned by equity, inclusion, wellbeing and human rights principles as aligned to the Council Plan and Health and Wellbeing Plan 2017- 2021. The proposal seeks to positively influence a key social determinant of health (access to safe and secure housing) for a cohort who experiences disadvantage and poorer health outcomes. A more detailed Equity Inclusion Wellbeing Planning and Audit will be completed should Council decide to proceed.

Cultural Considerations

There are opportunities for the Darebin Young Citizen Jury to play a role in the pilot project by providing advice and guidance to Council around tailored cultural opportunities for the young people in the pilot both in the general community and on site.

Economic Development Considerations

Research indicates that there is a positive economic benefit to supporting our vulnerable youth community. The Australian Institute for Health and Welfare (2011) reports, *“tackling health and wellbeing issues when they occur in adolescence is socially and economically more effective than dealing with enduring problems in adulthood”*. As noted in the above research, safe and secure housing is a foundation required for people to fully participate in the economic environment.

Financial and Resource Implications

Costs associated with undertaking the statutory process, including community consultation, would be funded from existing program budgets. Should Council proceed with the proposal, it is anticipated that there will be some additional costs associated with the leasing arrangements (should a lease be granted) and some legal costs associated with developing the Memorandum of Understanding (MOU) between Council and Kids Under Cover, which also be managed within the existing Council budgets.

Legal and Risk Implications

The following risks have been considered as part of the proposal.

Potential contamination

A Phase 1 Environmental Site Assessment has been undertaken for the Site and indicates that there is low risk of contamination. There is no evidence that has been found to date that indicates the site has been used for potentially contaminating uses. Should Council choose to proceed with the proposal a copy of the Assessment will be provided, and Council will seek to negotiate an appropriate allocation of responsibility for the contamination in the lease or other documents that are required to facilitate the use.

Community Perception

A key risk with any place-based community project that also includes an affordable housing component is the possible negative community perception. This in turn may lead to some tensions between the young people in Village 21 and local residents. Kids Under Cover have had extensive experience around addressing negative community perceptions and will work with Council in undertaking community engagement, should the project proceed.

Through the engagement process, the benefits of the model and details of how it will be managed will be explained to adjoining residents.

Pilot project

Kids under Cover have had extensive experience in managing studios across Victoria with 60% of these studios being on Government owned land. However, these are usually single one or two bedroom studios per site and in outer suburban and rural setting as opposed to a village model with multiple dwellings.

The multiple dwellings model of Village 21 proposal is an untested concept. The potential risk and proposed treatments are outlined further in the Discussion section.

There is no guarantee that there will be any current Darebin young people included in the project, however Kids Under Cover will include local geographical connections as part of the eligibility criteria.

Legal

There are no legal risks associated with undertaking the statutory process. It is proposed that the following be developed in parallel:

- (i) Council commence the statutory process to consider entering into a lease (it would be proposed for 3 years) with Kids Under Cover for the property at 1 Spring Street Preston on terms and conditions agreed to by Council. This aligns with the funding provided by DHHS; and
- (ii) Council and Kids Under Cover enter into a formal Memorandum of Understanding (MOU) that outline the rights and responsibilities of both parties for the pilot project and any additional evaluation beyond the 3 year lease.

Planning Consideration

Under the Priority Development Zone, a planning permit will be required for the proposed use and development of the site.

DISCUSSION

1. Proposed cohort for Village 21 model

The Village 21 pilot has been structured for young people aged 18-21, whom the likelihood of experiencing homelessness within the first 12 months of leaving out of home care is likely or who have already left care.

A requirement for a young person to reside in Village 21 is to have the capacity, desire and motivation to live semi-independently in this type of environment. They must also have a lower level of complexity, be engaged or willing to engage in education, training or employment at the time of referral. As a result, the model may not have capacity to engage or support young people with more complex needs and require intensive case management and support.

In comparison, a similar short-term intensive case management capacity building pilot funded by DHHS is currently operating in Shower Street Preston for 10 chronic rough sleepers with the most complex problems. This pilot focuses on those people most likely fall through the cracks without support.

Advice from Kids under Cover suggests that the level of cohort complexity may increase as confidence and experience in delivering this the model increases. This will be evaluated at the conclusion of the Village 21 pilot.

2. Risk assessment and proposed management approach

While there are risks associated with the untested nature of this pilot, these are outweighed by the short term benefits the model will provide for disadvantaged young people in Darebin, and the long-term benefits in better understanding alternative housing models for young people.

Council is well placed to support Kids Under Cover to respond to the identified risks through the programming and services provided through Council's own Youth Services team and from youth focused community services in Darebin. This would also inform Council's own programs and Youth services sector generally to better understand the nexus between these two ideas to inform future policy and investments.

In order to better anticipate and mitigate risks a more active real time monitoring of the pilot is recommended including:

- Establishment of a project steering committee at the beginning of the pilot.
- Higher frequency of steering committee meetings at the beginning of the project.
- Developing protocols to deal with community complaints to be included in the MOU.
- A formal annual review provided to Council.
- Seeking advice from community agencies managing similar communal models for young people.

A specific risk associated with this project is regarding whether it has succeeded in finding a pathway to alternative housing for the residents at the end of three years. This would have implications for the wellbeing of the residents and would pose risks to Council in that Kids Under Cover may seek to use the land beyond the agreed period of three years, for them to find suitable secure accommodation for the residents. To mitigate this risk, the following actions are being taken:

1. The end date of the project will be reflected in all project documentation and agreements, and will be made clear to all parties, to enable appropriate planning and transition arrangements for the residents.
2. Each young person will have an individual care plan developed and enacted by the case worker, overseen by management in the Anglicare Victoria (Preston office). The low case worker to client ratio will enable a high level of care and engagement for each young person in the Village. This will maximise the probable success of the pilot project and continuity of care for those people who may require additional support at the end of the pilot.
3. Exit strategies will be tailored specifically to each young person depending on their past experience and circumstances as well as progress while being engaged in Village 21. The exit strategies will be monitored by the project steering committee which includes a Council representative.
4. The ongoing review and formal evaluation of the pilot project will identify any unplanned risks in an early and timely manner.

In the unlikely event that there are residents who have not secured accommodation at the end of the pilot, the following options exist:

- Anglicare could provide alternative accommodation in another location as part of their 'foyer' program.
- Kids Under Cover could provide a single studio at alternative site/s for the resident/s.

These options would be further articulated and included in the Memorandum of Understanding. This issue will be further explored and discussed at the Council briefing and through the presentation by Kids Under Cover.

3. Lease

Council has standard lease and licence agreements which apply to the various use/types of its properties and Council propose to use their standard land lease for this proposed occupation. The following 'in principle' terms and conditions have been agreed to:

- **Lessee**
Kids Under Cover (Charity ABN: 76604592013)
- **Term of Lease**
3 Years
- **Rent**
\$1.00 per annum
- **Permitted Use**
Provision of temporary relocatable housing for studios to provide accommodation to young people
- Estimated date of statutory notice – Start June 2019

- A further report be presented to Council late July 2019 regarding the outcome of the statutory process for the change of use and proposed lease
- **Site Restitution**

As the proposed use is only temporary and for a set term, the lease will include make good provisions to reinstate the site and hand it back to Council at the end of the term in the condition that it was at the start of the lease, with the exception of any service mains connections that may be required.

A pre-occupation condition report, including photographs of the site will be undertaken prior to the occupation being granted

4. What are the practical outcomes expected from the pilot project?

Although the proposed objective to reduce youth homelessness is aspirational, it is anticipated that the pilot will deliver the following practical outcomes:

- i. Provide subsidised rental for 3 years for 6 disadvantaged young people
- ii. Contribute to our understanding of extending OOHC to inform future advocacy and State Government Program design
- iii. Better understand the complexity of homelessness reduction interventions (including the communal studio model) for young people.
- iv. Contribute to the design of a more rigorous evaluation methodology to 'lift' the quality of research and data.
- v. Inform better service development outcomes for the community sector and Council's youth services.

5. Long term use for Council owned site

A detailed analysis and strategic review of all Council properties (including this site) is currently underway which will identify options for the potential utilisation and development to support the Council Plan objectives. In the interim, supporting a temporary activation of this type is supported. However, it is important to note that the analysis Council's property holdings may indicate that the site is strategically important for Council's future activities.

6. Management of the pilot project

As a result of the high level of case management support provided by Anglicare, each of the six young people will benefit from having a tailored support plan supervised by a full time Anglicare case manager dedicated to the pilot project to maximise the positive outcomes. This could include the young person;

- Being reunited with their family;
- Being demonstrably 'rental ready' by receiving a status certificate from a real estate project partner.

No young person will be left behind at the conclusion of the project. Anglicare will continue to provide intensive case management support in an alternative setting for any young person who does not reach the necessary level of independence.

7. Monitoring and Evaluation

Swinburne University have been engaged to formally monitor and evaluate the project. A formal evaluation report will be provided at the end of the 3 year pilot project, and Swinburne will continue a longitudinal monitoring of the participants beyond the pilot project to test the long term efficacy of the model.

OPTIONS FOR CONSIDERATION

Option1 Abandon the Proposal

Council could abandon the proposal and take no action. If the proposal is abandoned and the status quo remains, Kids Under Cover will need to look for another site potentially outside Darebin. The youth community would not have the potential to benefit from the provision of the temporary accommodation that is being proposed for the development by Kids Under Cover on Council owned land. Council may be perceived as not recognising its social responsibility and therefore not aligning with the objectives as outlined in Strategy 2.2 of the Council Plan 2017-2021.

Option 2 – Commence the Statutory Procedures (Recommended)

Council could commence the statutory process which would provide Council with the opportunity to obtain further insight into the overall views of the surrounding property owners and the community prior to any decision being made to proceed with the pilot project and enter into a lease with Kids Under Cover.

IMPLEMENTATION STRATEGY

Details

- Arrange for the statutory process to be undertaken for the use of the land located at 1 Spring Street, Preston for another purpose and proposed lease to Kids Under Cover pursuant to the provisions of section 190, 192 and section 223 of the *Act*.
- Seek legal advice to finalise formal Memorandum of Understanding (MOU) between Council and Kids Under that outline the rights and responsibilities of both parties for the pilot project and any additional evaluation beyond the 3 year lease.
- Present a further report to Council in July/August 2019 regarding the outcome of the statutory process

Communication

Community Consultation for this project will be guided by the statutory process which includes a public notice being published in the local papers and an advertisement on Council's website, providing an opportunity for adjoining residents, stakeholders and the community to make submissions within the 28-day period. It will follow a similar process to other leasing processes.

Officers anticipate a range of questions to arise during this consultation phase, so a joint drop in session, facilitated by Kids Under Cover and Council during the formal consultation process is proposed. This will provide an opportunity for the local community to learn more about the pilot project directly from Kids Under Cover.

Timeline

- Commence Statutory notice period– start of June 2019

- A further report to be presented to Council July/August 2019 regarding the outcome of the statutory process for the use of land for another purpose, proposed lease and the Memorandum of Understanding.

RELATED DOCUMENTS

City of Darebin Responding to Housing Stress: a Local Action Plan 2013 – 2017.

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.

8.3 STATEMENT OF COMMITMENT TO TRADITIONAL OWNERS AND ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE

Author: Diversity Policy Officer

Reviewed By: General Manager Community

PURPOSE

To seek Council's endorsement of a renewed and strengthened 'Statement of Commitment to Traditional Owners and Aboriginal and Torres Strait Islander people'.

EXECUTIVE SUMMARY

Twenty years on from Darebin City Council's initial "Statement of Commitment to Aboriginal Australians" (1998), this updated Statement of Commitment renews, strengthens and formalises Council's long-standing commitment and relationship with Traditional Owners and the diverse Aboriginal and Torres Strait Islander communities in Darebin.

This update is even more necessary in light of:

- Council's clear commitment to Aboriginal and Torres Strait Islander people in the *Council Plan 2017-2021*, and the recognition of their right to self-determination;
- Key national or State developments such as the *Uluru Statement from the heart* (2017), the *Close the Gap Statement of intent* (2008), the *Victorian Charter of Human Rights and Responsibilities* (2006) recognising specific Aboriginal cultural rights and the Victorian State Government's treaty-development process.
- The evolution of local and national understanding of Australia's history and increased recognition of past injustices (invasion, dispossession, colonisation, forced removal) and their ongoing effect on Aboriginal and Torres Strait Islander communities to this day, despite their strengths and resilience.

The Statement was developed in consultation with the Darebin Aboriginal Advisory Committee and Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation. It has been formally approved by both parties.

Recommendation

That Council:

- (1) Endorses the updated "Statement of Commitment to Traditional Owners and Aboriginal and Torres Strait Islander people" for signature by the Mayor and representatives from the Darebin Aboriginal Advisory Committee and Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation.
-

BACKGROUND / KEY INFORMATION

Darebin City Council's initial "Statement of Commitment to Aboriginal Australians" was developed in 1998 in the context of the process set out in the *Aboriginal Reconciliation Act 1991*. The development of the Statement served as a mechanism to engage local Aboriginal communities in the Reconciliation process, as well as to send and clear message of recognition of their unique historical position in Darebin.

While powerful and still relevant, this Statement does not reflect all local and national evolutions in the last 20 years and current aspirations for the relationship between Council and Aboriginal and Torres Strait Islander people.

In addition to significant changes at state and national levels Council's advocacy, in partnership with Traditional Owners and local Aboriginal and Torres Strait Islander communities, for name-changes for Batman Park and the Batman federal electoral division (now named Cooper), as well as Council's strong stand in support of Aboriginal communities' views on January 26 and changed the context with which this commitment in placed.

Council is actively involved in a number of projects which support the wellbeing and rights of Aboriginal people including:

- Working with the Darebin Aboriginal Advisory Committee to deliver an inclusive event in late 2019 that celebrates Aboriginal history and culture.
- Renaming of the Council meeting rooms at Preston in Woi Wurrung language.
- Delivery of the schools yarning conference on the NAIDOC theme *'Because of her we can'*, with a second event planned for October 2019.
- Supporting local school groups to walk the Darebin Spiritual Healing Trail guided by Aboriginal Elder Trevor Gallagher.
- Annual events in partnership with local Aboriginal organisations to recognise significant dates.
- Working with 3KND Radio station to secure funding to support their relocation into the old Preston police station building on Rosebery Avenue.

Previous Council Resolution

At its meeting held on 5 October 1998, Council resolved:

'That Council adopts the following Statement of Commitment to Aboriginal Australians'

COMMUNICATIONS AND ENGAGEMENT

Consultation

- Darebin Aboriginal Advisory Committee (DAAC) – meetings of 17 October, 12 December 2018 and 6 March 2019 plus electronic consultation
- Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation – meeting on 13 February 2019 with final endorsement on 3 May 2019.
- Relevant internal stakeholders

Communications

A communications plan has been developed and will be enacted once the Statement is endorsed by Council and signed by the Mayor and representatives from DAAC and Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation.

ANALYSIS

Alignment to Council Plan / Council policy

Goal 5 - Involving our diverse community

This commitment strongly aligns with goal 5.3. of the Council Plan: We will be responsive and respectful to the current and emerging aspirations of Traditional Owners and Aboriginal and Torres Strait Islander communities in Darebin.

Environmental Sustainability Considerations

There are no direct environmental sustainability considerations from this new Statement of Commitment. However, the clear recognition of Wurundjeri Woi Wurrung ownership/custodianship of the land “and waters” (addition in this new Statement) brings about opportunities to strengthen engagement with Traditional Owners around water management and water issues. Recognising Aboriginal and Torres Strait Islander people’s continued connection to the land and respectfully drawing on their deep knowledge of their land is also an opportunity in the context of climate change.

Equity, Inclusion and Wellbeing Considerations

In an Australian context, with its history of invasion, colonisation and dispossession and the lingering, inter-generational effects of those on Aboriginal and Torres Strait Islander people (despite their resistance and resilience), recognising, respecting and valuing Australia’s First Peoples is the foundation of all of Council’s social justice work. There cannot be a fair, just and healthy Australian society without this essential, initial step.

This updated Statement of Commitment renews, strengthens and formalises Council’s long-standing commitment and relationship with Traditional Owners and Aboriginal and Torres Strait Islander people in Darebin. It is a foundational building block to improve and promote equity, inclusion, human rights and wellbeing in our community and municipality.

Cultural Considerations

Aboriginal cultural rights have been considered as a key element of the Statement of Commitment, in line with section 19(2) of the *Victorian Charter of Human Rights and Responsibilities*.

Economic Development Considerations

Darebin is the home to a number of significant Aboriginal peak bodies, organisations and businesses. This updated Statement of Commitment brings about increased recognition of Aboriginal and Torres Strait Islander businesses, potentially opening up increased opportunities for partnerships.

Financial and Resource Implications

The renewal of the Statement of commitment has been undertaken within existing resources. The proposed signature ceremony will also be undertaken within existing resources to support events as part of Reconciliation Week 2019.

Legal and Risk Implications

No specific legal or risk implications.

DISCUSSION

The Statement was developed with guidance and input from the Darebin Aboriginal Advisory Committee and Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation

The updated Statement of Commitment renews, strengthens and formalises Council's long-standing commitment and relationship with Traditional Owners and the diverse Aboriginal and Torres Strait Islander communities in Darebin.

The updated Statement:

- Reflects Council's increasingly clear and strong commitment to Aboriginal and Torres Strait Islander people in the *Council Plan 2017-2021*, and to their right to self-determination (building on previous strong commitments in the *Council Plan 2013-2017*, *Anti-racism Strategy 2012-2017*, *Aboriginal Action Plans 2012-2017* and *2017-2021...*);
- Key national or State developments such as
 - the *Uluru Statement from the heart* (2017) calling for voice, treaty (agreement-making) and truth-telling.
 - the *Close the Gap Statement of intent* (2008).
 - the *Victorian Charter of Human Rights and Responsibilities* (2006) recognising specific Aboriginal cultural rights,
 - the Victorian State Government's development of a Treaty process, etc.;
- The evolution of local and national understanding of Australia's history and increased recognition of past injustices (invasion, dispossession, colonisation, forced removal...) and their ongoing effect on Aboriginal and Torres Strait Islander communities to this day, despite their strengths and resilience.

The Statement of Commitment will continue to serve as a clear recognition of Council's commitment to reconciliation and will work as an underpinning framework to inform all of Council's work with and for the Aboriginal and Torres Strait Islander community

It is proposed that once endorsed by Council, that the Statement of Commitment will be signed by the Mayor and representatives from DAAC and Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation. This ceremony will provide a platform to communicate Council's commitment to Aboriginal and Torres Strait Islander people.

The updated Statement will be communicated through a variety of channels and has applications to a range of strategic council documents. It will intersect with allied initiatives such as room renaming, organisational cultural protocols and provision of Acknowledgement in Woi Wurrung language.

OPTIONS FOR CONSIDERATION

Option 1: Adopt the updated Statement of Commitment (Recommended)

This will create a strengthened Statement that reflects Council's long-standing commitment in a contemporary context.

Option 2: Adopt the updated Statement of Commitment with minor amendments (Not Recommended)

Option 3: Do nothing and continue with Council's initial Statement of commitment. (Not Recommended)

While powerful and still relevant, this Statement does not reflect all contemporary evolutions and current aspirations for the relationship between Council and Aboriginal and Torres Strait Islander people.

Not endorsing the Statement would disregard the changes context and the feedback provided by DAAC and Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation.

IMPLEMENTATION STRATEGY

Details

- Statement of commitment layout and design May 2019
- Formal signature ceremony June/July 2019
- Implementation of Communication and Engagement Plan

Communication

The updated Statement will be communicated through a variety of channels and has applications to a range of strategic Council documents. It will intersect with allied initiatives such as room renaming, organisational cultural protocols and provision of Acknowledgement in Woi Wurrung language

Timeline

Signature ceremony date is to be confirmed with relevant stakeholders.

RELATED DOCUMENTS

Nil

Attachments

- Statement of Commitment to Traditional Owners and Aboriginal and Torres Strait Islander people 2019 (**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.

2019 STATEMENT OF COMMITMENT

Twenty years on from Darebin Council's initial "Statement of Commitment to Aboriginal Australians" (1998), this updated Statement of Commitment renews, strengthens and formalises Council's long-standing commitment and relationship with the diverse Aboriginal¹ and Torres Strait Islander communities of Darebin.

1. 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.
2. 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, including the diversity of views and opinions, within Aboriginal and Torres Strait Islander communities.
3. 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. Darebin is home to people from many of the 500+ clan groups that exist in Australia and is also home to Aboriginal and Torres Strait Islander peoples of many skin, moiety and language groups, genders, ages, abilities, sexualities and gender identities etc.
4. Council respects the human, cultural and spiritual rights of Aboriginal and Torres Strait Islander people and notably acknowledges their right to "enjoy their identity and culture, maintain and use their language, maintain their kinship ties and maintain their distinctive spiritual, material and economic relationship with the land and waters"². Council also acknowledges the right of all Aboriginal and Torres Strait Islander people in Darebin to respect and equality and to live free from discrimination (first and foremost racism, but also sexism, ageism, ableism, homophobia, biphobia and transphobia) and disadvantage.
5. Council acknowledges the powerful call contained in the *Uluru Statement from the heart* and its aspirations for justice, truth-telling, Makarrata (agreement-making) and a voice. Council hears this call and will continue to seek guidance from Traditional Owners and Aboriginal and Torres Strait Islander communities on, and respect their leadership towards, self-determination (as per the recommendations of United Nations Declaration on the rights of Indigenous people) and towards a fairer Australian society, and at our own, local level, a fairer Darebin.

¹ "An Aboriginal or Torres Strait Islander is a person of Aboriginal or Torres Strait Islander **descent** who **identifies** as an Aboriginal or Torres Strait Islander and is accepted as such by the **community** in which she or he lives." Commonwealth Department of Aboriginal Affairs 1981.

² Section 19(2) of the *Victorian Charter of Human Rights and Responsibilities*.

6. Council acknowledges that Aboriginal people are Australia's first peoples and that January 26 marks the beginning of the British invasion of their lands. Aboriginal people never ceded sovereignty of the land and have continuously cared for their country for over 60,000 years as the world's oldest living culture. Theirs are rich and varied heritages and histories, both pre and post-invasion.
7. Council acknowledges that present disadvantage stems from past injustice, dispossession, oppression, colonisation, forced removal and the crime of genocide inflicted on Aboriginal and Torres Strait Islander people of this country, the ongoing effects of which still affect Aboriginal and Torres Strait Islander people today. While devastating on the traditional life of Aboriginal nations, these have not diminished Aboriginal and Torres Strait Islander people's connection to country, culture or community, their resilience and their strength.
8. In partnership with Aboriginal and Torres Strait Islander people, communities and organisations, Darebin City Council is committed to working towards a future based on justice, respect, understanding and the elimination of disadvantages and barriers to equality, notably in health, education, housing and employment, in the spirit of the *Close the Gap Statement of Intent 2008*³.
9. Darebin is a significant gathering place for Aboriginal and Torres Strait Islander people and the homeland of a number of significant Aboriginal peak bodies, organisations and businesses. It has also been a site for significant events in post-contact history such as the 'signing' of the 'Batman Treaty'. Council acknowledges and values the opportunities this association brings for listening, learning, understanding and relationship-building and for genuine collaboration on issues of shared concern.
10. Council affirms the positive forward movement towards equality and equity, race relations, institutional integrity, historical acceptance through truth-telling and unity⁴. Council acknowledges its educational role and its responsibility to take deliberate action to ensure that the broader community more fully understands the experiences and stories of Aboriginal and Torres Strait people and the true account of our nation's history.

Signatories (TBC):

Wurundjeri Woi Wurrung elders
 Wurundjeri Woi Wurrung
 Cultural Heritage
 Aboriginal Corporation

 Darebin Aboriginal
 Advisory Committee
 representative

 Mayor Darebin City Council

³ With the aim of "closing the gap between Indigenous and non-Indigenous Australians on life expectancy, educational achievement and employment opportunities".

⁴ Reconciliation Australia

8.4 FOOD WASTE RECYCLING SERVICE IMPLEMENTATION

Author: Environment Officer

Reviewed By: General Manager City Sustainability and Strategy

PURPOSE

To seek Council's endorsement of the model for the implementation of a city-wide food waste recycling service to users of Council's green waste service.

EXECUTIVE SUMMARY

Food waste makes up approximately 38% of Darebin's kerbside household waste sent to landfill. Introducing food waste recycling is one of the single biggest opportunities for quickly reducing carbon emissions from services that Council manages. It also supports the circular economy through the creation of nutrient rich compost, used by Victorian farmers.

Council's Action Plan 2018-2019 commits Council to '*Finalise a model for the introduction of a city-wide food waste recycling service*'. Council conducted a six month food waste recycling trial in 2018. The results of the trial and lessons from similar trials at other councils have been used to inform the development of Darebin's final model for roll out of the service.

Darebin has good coverage of the City with its green waste service at 61% of households, which means that most standalone households use the service. This report proposes introducing food waste recycling as part of this service. Officers propose introducing food waste recycling as part of this service in Spring 2019-20. All Darebin households with a green waste bin will be able to put all types of food waste into their green bin alongside their garden waste. Residents who don't currently have a green waste bin will be able to sign up if they wish to in line with the normal green waste service eligibility and charges.

Residents will be encouraged to set up a kitchen 'food scraps' bin to store their food waste before putting in into the green waste bin for collection by Council's kerbside collections team. Many residents will use a bin or bowl they already have, and this approach will encourage reuse. Council is not proposing providing a new caddy for residents as part of this roll out.

Officers expect this approach to be welcomed by residents and that it will generally be seen as an improvement to the service.

Recommendation

That Council:

- (1) Introduces a city-wide food waste recycling service to residents by offering food waste recycling as part of Council's green waste service, to be introduced in spring 2019.
 - (2) Thanks participants in the 2018 food waste recycling trial, which has helped understand challenges and refine plans for a city wide roll-out.
-

BACKGROUND

This paper proposes a model for introducing city-wide food waste recycling implementation, including details in response to Council's resolution from its 7 November 2018 meeting to '*develop and implement a comprehensive strategy to ensure Darebin's culturally diverse community are engaged in the roll out of the food waste recycling program*'.

Council's Community Plan Action Plan 2018-2019 commits Council to '*Finalise a model for the introduction of a city-wide food waste recycling service*'. Council conducted a six month food waste recycling trial in 2018. The results of the trial and lessons from similar trials at other councils have been used to inform the development of Darebin's model.

Food waste in Darebin and greenhouse emissions

Food waste makes up approximately 38% of Darebin's kerbside household waste sent to landfill. Diverting food from landfill reduces greenhouse gas emissions and supports the circular economy through the creation of nutrient rich compost, used by Victorian farmers.

Introducing food waste recycling is one of the single biggest opportunities for reducing carbon emissions from services that Council manages and will contribute to meeting the objectives of the *Climate Emergency Plan 2017-2022* and *Waste and Litter Strategy 2015-2025* to divert food waste from landfill.

Food waste avoidance continues to be the best way to avoid carbon emissions and will continue to be a focus of education.

Darebin's current green waste service and waste processing contracts.

Darebin provides an optional, user-pays, green waste collection service which approximately 61% of households currently use.

Darebin's green waste processing contract has been set up to give Council the option to introduce food waste recycling. The supply contract is a regional contract with the Metropolitan Waste and Resource Recovery Group (MWRRG), who hold the contract directly with Veolia (the organics processor) on behalf of participating Councils.

Backyard composting

Some types of food waste can also be composted in backyards or in worm farms and there are many residents that benefit from great quality compost that they have made themselves.

Residents will continue to be encouraged to compost at home. For composters, Council's food waste service would offer a complementary solution for food waste that cannot go into domestic compost including meat, bread and dairy.

For residents that cannot or do not compost successfully for whatever reason, Council service would offer a complete solution. It is worth understanding that poorly managed domestic compost can generate greenhouse gases if it is not sufficiently aerated.

Rolling out food waste recycling

With the introduction of food waste recycling, Darebin households with a green waste bin will be able to put all types of food waste into their green bin alongside their garden waste. Residents who do not currently have a green waste bin will be able to sign up if they wish, in line with Council's green waste service.

Residents will be encouraged to set up a kitchen 'food scraps' bin to store their food waste before putting in into the green waste bin for collection by Council's kerbside collections team. Many residents will use a bin or container they already have, and this approach will encourage reuse. Council is not proposing providing a new caddy for residents.

Previous Council Resolution

At its meeting held on 7 November 2018, Council resolved:

'That Council:

- *Notes work is progressing to investigate and develop a model for roll out of food waste recycling to users of Council's green waste service city-wide, for consideration by Council in early 2019.*
- *Develops and implements a comprehensive strategy to ensure Darebin's culturally diverse community are engaged in the roll-out of the food waste recycling program.'*

COMMUNICATIONS AND ENGAGEMENT

Consultation

Residents in the trial area were surveyed throughout the six month trial with evaluation showing that 72% of surveyed households supported food waste recycling for the wider Darebin community. This is consistent with the broader community, with almost 77% of Council's Annual Community Survey respondents (March Quarter, 2018) also supportive of putting food waste into the green bin. Feedback from the trial has been incorporated into the development of the city-wide service.

Consultation undertaken as part of the 2018-19 budget pop-up community engagement process also revealed that a municipal wide compost collection (i.e. food waste recycling) was a key community priority.

Communications

A detailed Communications Plan to support the introduction of food waste recycling to users of Council's green bin service is in development. Key messages for the program provide clear information on the introduction of the service including where to put food waste and how to access the service. Proactive information to address perceived barriers will also be provided. Food waste avoidance messages and information for residents who cannot access the service are also included.

Preparation of this plan includes work to ensure that the communication approach is in line with Council's motion to ensure Darebin's culturally diverse community are engaged in the program. A number of considerations have been identified including:

- Targeted translated materials,
- Face-to-face engagement with interpreter's present,
- Development of a pro forma letter for tenants who may want to access the green waste service but require landlord approval, including DHHS tenants,
- Profiling a cross-section of the community who participated in the trial and overcame barriers to participation,
- Visual messaging to be used in communications material which avoid language barriers,

- An approach that encourages and supports community members to share information with their networks in a way that is appropriate for their cultural context.

ANALYSIS

Alignment to Council Plan / Council policy

Goal 1 - A sustainable city

Darebin Waste and Litter Strategy 2015-2025

Darebin Waste and Litter Strategy Action Plan 2017-2025

Darebin Climate Emergency Plan 2017-2022

Environmental Sustainability Considerations

Estimated carbon emissions have been calculated for both low and high participation scenarios (6.7% to 23% food waste diverted in the first year). Calculations show that the introduction of food waste recycling to existing green bin users could reduce emissions by up to 1,600 tonnes in the first year under the high end scenario, with a minimum emissions reduction of 460 tonnes for the low end scenario.

In addition to reducing greenhouse gas emissions, the diversion of waste from landfill reduces the generation of other toxic gases, limits the production of leachate and creates a useable end product – compost.

As only around 5% of the embedded energy in food can be re-gained through composting, food waste avoidance is a strategically important component of reducing the environmental impacts of food. Home composting, food waste recycling and diversion of food waste from landfill also have strong environmental benefits.

Equity, Inclusion and Wellbeing Considerations

The Equity and Wellbeing team were consulted on the development of the food waste recycling model. Key actions have been identified from the Equity, Inclusion and Wellbeing Planning and Audit process to ensure Darebin's diverse community are able to participate in the service and that access to the service is equitable.

Cultural Considerations

Engagement of Darebin's CALD community has been a focus in the development of the communications and engagement plan. Translations and targeted face to face engagement activities are planned to provide greater opportunity for our diverse community to participate in the program. Further analysis of Darebin's green bin users will also identify specific cultural groups currently using the green waste service and communications will be targeted accordingly. The communications plan has also been informed by MWRRG's guide to engaging culturally diverse communities on waste and recycling.

The mix of food waste varies for different sections of the community. This service will take all types of food.

Economic Development Considerations

The opportunity to extend the food waste recycling service to businesses may be considered in the future, pending the outcomes of the Recycling and Waste Review. Council's current operational capacity cannot absorb the additional uptake required to service businesses at this stage. Businesses are not currently entitled to use Council's green waste service.

Financial and Resource Implications

Once established, the net costs to run a food waste recycling service are expected to be similar or less than not offering food waste recycling. This is because the cost of sending food and garden waste to Veolia is less than the savings made from reduced waste to landfill. Analysis has found that a diversion rate of 23% of food waste in the garbage stream switching to the green waste stream is at the cost recovery point.

During the establishment phase and in the first year it is possible that the diversion rate may not reach 23% on average. However, the costs would be low - based on the diversion rate achieved in the trial (6.7%), which is expected to be at the low end, the annual cost would be less than \$20,000. To put it into perspective, the additional cost associated with greater volumes of waste in a wetter than average year can add several hundred thousand dollars to Council's waste costs.

The service would be provided in-house, with Council's current fleet and staff resourcing. Analysis of current fleet capacity shows that implementation as proposed is expected to be able to be absorbed within the current fleet capacity. Future service implementation needs will be considered in the Recycling and Waste Service design work that will progress through 2019-20.

Darebin's recent kerbside bin audit showed that contamination in the green waste stream was low (3.8%). The communication and education programs will be designed to minimise contamination which will help to ensure no increased cost to Council.

Legal and Risk Implications

There is no need to change contracts or charges to implement this change.

A Risk Assessment, addressing reputational, contractual and operational risks, is in development. Major identified risks include:

- Reputational risk of not meeting community expectations for the service.
- Risk of a very high diversion rate of more than 25% which would be the limit of what Council's current fleet could respond to – officers regard this as unlikely based on experience at other councils.
- Cost of low diversion and/or high contamination – discussed in financial section.

Actions to mitigate these risks are in development.

DISCUSSION

Proposed approach - Staged roll out of food waste recycling

Consistent with best practice, a staged introduction for food waste recycling is proposed. In the first year all Darebin households with a green waste bin will be able to put all types of food waste into their green bin alongside their garden waste.

A staged roll out is a key feature of a successful service and has the following advantages for Council:

- Requires only a small change to resident behaviour as the underlying service has not changed.
- Allows time to build community acceptance and informal champions for the service.
- High impact, quick implementation areas can be targeted first to achieve the quickest, largest reduction in emissions (i.e. those already willing to recycle garden waste); more challenging situations, such as multi-unit developments, addressed once the operations have been refined and community support has been built.
- Council management and promotional resources are less 'stretched' during implementation.

Residents will be encouraged to set up a kitchen 'food scraps' bin to store their food waste before putting in into the green waste bin for collection by Council's kerbside collections team. Many residents will use a bin or bowl they already have, and this approach will encourage reuse. Council is not proposing providing a new caddy for residents.

Residents who don't currently have a green waste bin will be able to sign up if they wish in line with the green waste service, but it is not intended that expansion of the service be a key message in year one.

Officers expect this approach to be welcomed by residents and that it will generally be seen as an improvement to the service. This approach avoids pitfalls that some councils have experienced that have resulted in a backlash – most commonly experienced when a food waste service has been rolled out at the same time as another major service change. By keeping these separate, Darebin will be able to build support in the community for food waste recycling and this is also expected to make other service changes easier in future because the amount of reliance on garbage bins will also reduce.

Modelling shows that the roll out can be managed within current operations

Modelling used to assess and plan a roll out in Darebin has tested both high diversion rate (based on recent experience at Glen Eira) and low diversion rate (based on Council's trial).

Both scenarios can be managed by Darebin's current in-house fleet size and staff resources. The current fleet can absorb approximately 20-25% diversion of food waste from existing green bin users, with contingency planning for peak periods – which is in development. The modelling allows for an additional 10% uptake in the service from new users, which is 5% higher than Glen Eira experienced and likely to be a high assumption. In fact, 13% could be absorbed.

Communications roll out

A moderate communications and engagement campaign is planned in line with the draft budget, focusing on existing green bin users as the target audience.

The success of the program relies on residents having the right information and support to change behaviour and accurately follow food waste recycling requirements. Key actions to enable Darebin's culturally and linguistically diverse community to participate in the program have been identified.

Future expansion of food waste recycling service

Opportunities to increase capacity are being considered in current planning and contract reviews to enable Darebin to work towards a high performing system and realise greater environmental and economic benefits.

Research and experience from other councils show that the need for effective and sustained community education following the introduction of food waste recycling is critical to its ongoing success. Ongoing communications will continue to support the expansion of the food waste recycling service.

OPTIONS FOR CONSIDERATION

Option 1 (recommended)

That Council endorse the proposed roll-out of a city-wide food waste recycling service as part of Council's green waste service, in Spring 2019, as outlined in this report.

Option 2 (not recommended)

Council could consider putting on hold the roll out of food waste recycling to next financial year. Officers advise that there are no particular advantages to putting the service on hold and that it would delay reductions in greenhouse gas emissions.

IMPLEMENTATION STRATEGY

Following Council endorsement on the final roll out model, MWRRG and Veolia will be notified of Council's intention to commence city-wide food waste recycling.

Darebin households with Council-managed waste services, will be able to put food waste in their green waste bin, alongside garden waste.

Households without a green waste bin that are wanting to participate in food waste recycling can apply and pay the annual fee for a 120L or 240L green waste bin. Discounted pensioner and carer rates will continue to apply.

Multi-unit developments (MUDs) with Council-managed waste services can participate, however, other MUDs with privately managed waste services, as well as businesses, schools, body corporate representatives and commercial properties, are not able to access the green waste service, consistent with Council waste policy for green waste entitlements.

Darebin residents will be notified of the change to the service in advance of the food waste recycling launch. Residents who currently home compost will be encouraged to continue to do so and use the green waste bin as a complementary service. Food waste avoidance will continue to be a focus of education information.

An evaluation and monitoring plan will be developed to assess the program for participation, diversion and contamination. Ongoing education will be key to the continued success of the program.

Longer term service changes

The Recycling and Waste Review will inform whether there is benefit in other service changes such as targeted services for businesses or significant change in residential services (including different waste streams, collection frequencies, or other factors).

This city-wide roll out has been designed to ensure that it doesn't preclude any of the outcomes of the recycling and waste review work.

Communication

A detailed Communications Plan to support the introduction of food waste recycling is in development. Implementation of the plan will be subject to final budget approval. Communicating and engaging our culturally diverse community is a key focus of the communications plan.

Internal stakeholder briefings will be provided to key teams, including customer service, waste operations and waste strategy units, prior to the roll out of the program. FAQs will be developed to support the implementation of the communications plan, including information for residents of MUDs who cannot access the service.

Timeline

It is proposed that the collection of food waste in the green waste bin commences in October. Proposed high level timeline and key phases are below. A detailed project schedule will be set as early as practicable in the project.



RELATED DOCUMENTS

- Darebin Waste and Litter Strategy 2015-2025
- Darebin Waste and Litter Strategy Action Plan 2017-2025
- Darebin Climate Emergency Plan 2017-2022

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.

8.5 2018–19 QUARTER 3 PROGRESS REPORT**Author:** Corporate Planner**Reviewed By:** General Manager Governance and Engagement

PURPOSE

To provide a comprehensive update on Council's progress over the period to 31 March 2019 regarding:

- The implementation of the 2018–19 Council Plan Action Plan
- The 2018–19 capital works program
- The status of Council resolutions
- The quarterly financial statements.

EXECUTIVE SUMMARY

Council is required by the *Local Government Act 1989* to prepare a Council Plan containing the strategic objectives of Council, strategies for achieving those objectives and indicators to monitor the achievement of those objectives.

In accordance with Council's commitment to continuous improvement and transparency, attached is an integrated progress report that provides in detail an update not only on the Council Plan actions, but also the capital works program and the financial statements. The report covers the period from 1 July to 31 March 2019.

To comply with the *Local Government Act 1989*, the report includes the following comparisons for the three months ended 31 March 2019:

- Actual and budgeted operating revenues and expenses
- Actual and budgeted capital revenues and expenses
- Actual and budgeted movements in the balance sheet
- Actual and budgeted movements in the cash flow statement.

Recommendation

That Council:

- (1) Notes the 2018–19 Quarter 3 Progress Report.
 - (2) Notes the year-to-date financial results against budget and endorses the Financial Report 9 months ended 31 March 2019 (commencing at page 63 in **Appendix A**), including the capital works budget adjustments.
 - (3) Endorses the change in scope for the Melbourne Farmers Market in Alphington from the provision of a shade structure to the provision three-phase power to the site for the same project cost of \$37,000.
-

BACKGROUND / KEY INFORMATION

Council is required by the *Local Government Act 1989* ('the Act') to prepare a Council Plan containing the strategic objectives of Council, strategies for achieving those objectives, and indicators to monitor the achievement of those objectives. Supporting the Council Plan is an annual action plan that outlines the principal activities that will be undertaken over the course of each financial year.

Under the Act, the Chief Executive Officer must also ensure that every three months a statement comparing the budgeted revenue and expenditure for the financial year with the actual revenue and expenditure to date is presented at a Council meeting which is open to the public.

Legislated requirements and the Council resolution about receiving quarterly progress updates on the action plan influenced more comprehensive reporting. The attached report now covers the progress against the action plan, investment in our infrastructure (capital works) and allocated resources to deliver outcomes (financial statements).

Previous Council Resolution

At its meeting held on 22 June 2017, Council resolved:

'That Council receive quarterly updates on progress of the Action Plan.'

Communications

A communications plan has been prepared, which includes distribution through the Darebin corporate website, the Darebin 2021 Council Plan website and social media.

ANALYSIS

Alignment to Council Plan / Council policy

Goal 6 - A well governed Council

This is relevant to Council Plan Strategy 6.3 "We will communicate our progress on the actions in this Council Plan to residents, community leaders, community organisations, business, industry, and Victorian and Federal governments to ensure we can all act together."

Environmental Sustainability Considerations

The Council Plan has a specific goal that addresses Council's commitment to environmental sustainability, which is a theme that runs through the goals of the plan.

Equity, Inclusion and Wellbeing Considerations

The Council Plan has a specific goal that addresses Council's commitment to equity and the development of programs that benefit all, including our most vulnerable.

Cultural Considerations

The Council Plan has a specific goal that recognises that our diverse community is our greatest asset.

Economic Development Considerations

The Council Plan has a specific goal that addresses Council's commitment to support and attract local businesses and industries.

Financial and Resource Implications

The report includes a financial report for the three months ended 31 March 2019.

Legal and Risk Implications

There are no risks associated with the development of the progress report.

DISCUSSION

The attached progress report contains a detailed update on the Council Plan actions, the capital works program and the financial statements for the three months ending 31 March 2019.

The financial statements contain the following summaries:

Operating performance

For the nine months ended 31 March 2019, Council has recorded an operating surplus of \$50.57 million, which is \$9.16 million ahead of the year-to-date budget. After eliminating capital and other items, the adjusted underlying surplus is \$44.51 million, which is \$9.42 million ahead of budget. An underlying surplus is the net surplus for the year adjusted for non-recurrent capital grants and contributions.

The main items contributing to this favourable variance are greater income than budgeted from the disposal of Council properties, rental income, and the recovery of expenses as well as savings and delays in expenses for employee costs, and materials and services.

Capital performance

For the nine months ended 31 March 2019, Council has expended \$20.48 million on the capital works program, which is \$10.05 million behind the year-to-date budget. The variance is due mainly to delays in buildings works, computers, telecommunications, bridges and parks, open space and streetscapes.

As at 31 March 2019, a further \$12.29 million has been committed by way of issued purchase orders. Commitments are not reflected in the reported capital expenditure.

Financial position

The financial position as at 31 March 2019 shows a cash and investment balance of \$95.95 million, which is \$33.71 million ahead of budget. The variance is due mainly to timing differences in receipt of rates, other income, payments to employees and suppliers, payments for capital works and a higher opening cash and investment position compared with budget. The cash and investment balance of \$95.95 million was sufficient to meet restricted cash and intended allocation obligations of \$32.83 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 \$107.11 million, which is \$28.92 million more than budget.

The net asset position of \$1.57 billion is \$155.0 million more than budget.

The forecast Financial Position as at 30 June 2019 shows a cash position of \$64.98 million and net current assets of \$47.54 million.

The attached progress report also includes updates on all 210 actions from the Council Plan Action Plan and the 16 Big Actions from the Council Plan. Highlights from the third quarter include the following:

- Council delivered an Aboriginal and Torres Strait Islander mentoring program, training both mentors and mentees to facilitate skills and knowledge.
- The 'LET'S TAKE OVER' 12 week Arts development mentoring program for young people was successfully delivered on 2 March, followed by a one day arts festival where attendance was at capacity. The program enhanced learning and development pathways within the creative industries for young people.
- In partnership with the Young Citizens Jury, Council delivered two workshops with young people to develop content for a new social media project titled: 'How to help your Friends'. This is the first time that the Jury has delivered an outcome that is aligned with the priorities identified by young people and was successful.
- The Gender Equality Mapping project closed in February, with 142 pins mapping experiences across the municipality. Young people participated in the mapping project that was supported by Council's Youth Services Outreach Program. The project was attractive to young people with the opportunity to make a difference and was regarded positively.
- Two art installations were delivered in long-term vacant shops in High Street Preston and Thornbury that added beautification to the precincts and directly attributes to reducing graffiti. Eight art installations over the year have been installed. A partnership with Melbourne Polytechnic displayed student's artwork in vacant shops across Darebin.
- Council successfully advocated for the removal of the four level crossings in Preston with the State Government announcing in the lead up to 2018 State Election that it would deliver additional level crossing removals at Cramer St, Oakover Road and Murray Road in addition to Bell Street.
- Council commenced scoping and planning for the development of a 50-year vision for the municipality.
- Council continued to advocate to and work with the State Government on affordable housing in Darebin, including the Walker Street, Oakover Village precinct and at Dumbarton Street, Reservoir.
- Council's Kite Festival held in March was single-use-plastic free. Darebin's libraries are now also single-use-plastic free. Council is the first to introduce an elimination of single-use plastic policy in metropolitan Melbourne and one of the first councils in Victoria.
- The construction of shared path realignment at Hickford Street was completed in March 2019.
- Council delivered 10 supported playgroups at different locations and times to ensure all families can attend.

Melbourne Farmers Market shade structure project

The cost proposals received for the Melbourne Farmers Market shade structure project are three times the \$37,000 allocated for this project.

The Melbourne Farmers Market has requested that the funds be reallocated to providing three-phase power to the site, as it will enable some of the priorities identified in the Melbourne Food Hub strategic business plan to be implemented. Council officers support this request.

OPTIONS FOR CONSIDERATION

Option 1 – Note the report and endorse the change for the Melbourne Farmers Market (Recommended)

Option 2 – Note the report and do not endorse the change for the Melbourne Farmers Market (Not Recommended)

This is not the recommended option as the amendment to the scope for the Melbourne Farmers Market will progress the Melbourne Food Hub strategic business plan and is supported by officers.

IMPLEMENTATION STRATEGY**Communications**

Once formally noted by Council, the 2018–19 Quarter 3 Progress Report will be promoted using a variety of communication channels.

Timeline

- Implement the communications plan using the Darebin corporate website, the Darebin 2021 Council Plan website and social media.
- The 2018–19 End of Year Action Plan Progress Report will be prepared in August 2019.

RELATED DOCUMENTS

- Council Plan 2017–21
- 2018–19 Council Plan Action Plan
- 2018–19 Annual Budget

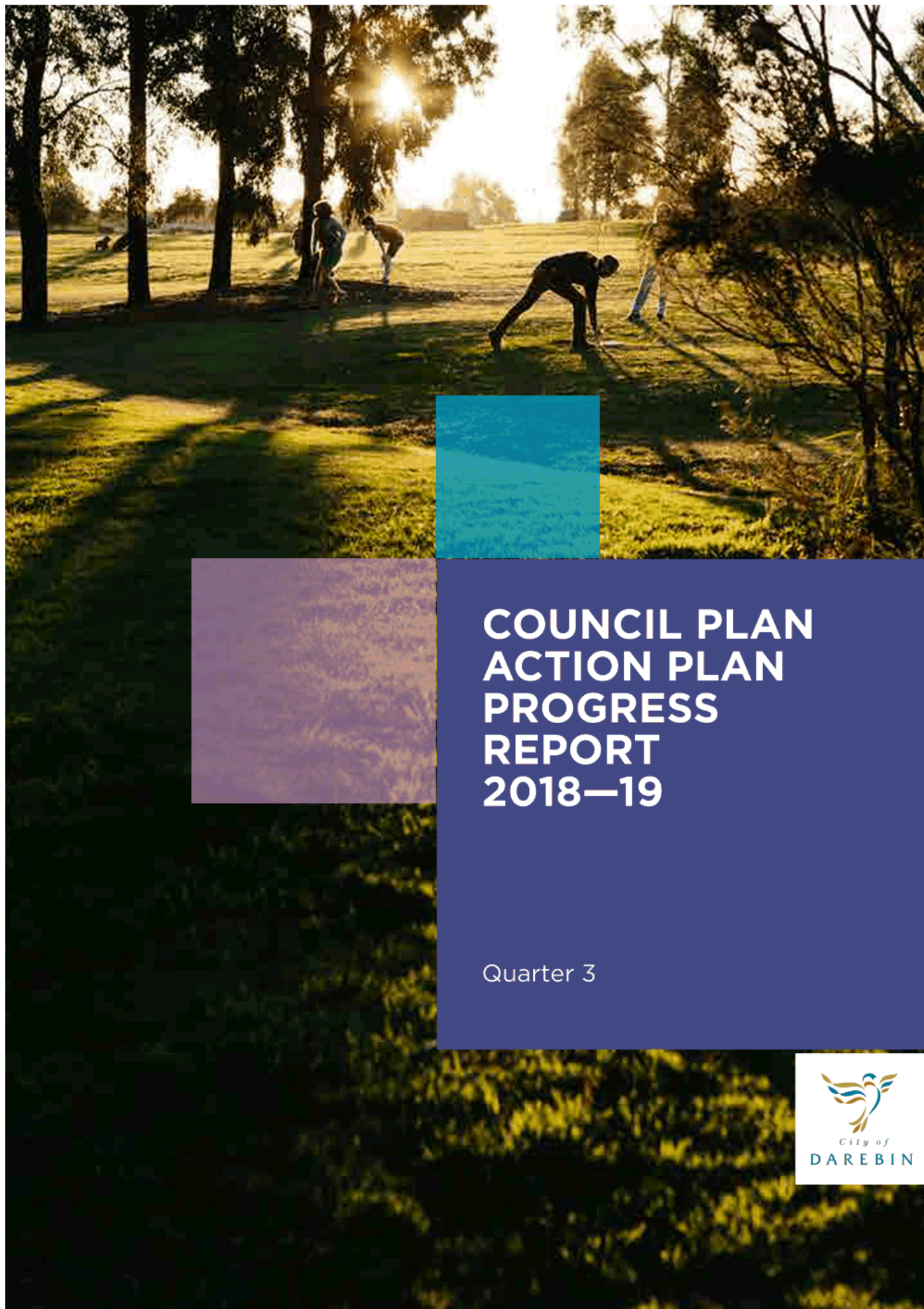
Attachments

- 2018-19 Quarter 3 Progress Report (**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.



COUNCIL PLAN ACTION PLAN PROGRESS REPORT 2018—19

Quarter 3



THIRD QUARTER PROGRESS REPORT

Welcome

Darebin Council aspires to be a greener, bolder, more connected city. We are working hard to address the critical issues affecting our community including the climate emergency, unprecedented growth and change and growing inequality. We invite you to read on to see what we've done to meet these challenges in the third quarter of the 2018-19 financial year.

How to Read This Report

This document outlines our progress in completing the Council Plan Action Plan 2018-19. The report comes in five sections:

1. The Big Action Progress Report covers the status of the 16 priority projects that Council has set in its Council Plan for 2017-21.
2. The Action Plan Update covers the 210 items from the 2018-19 Council Plan Action Plan. The actions are arranged by Council Plan goal and each action has a comment that outlines the progress against that action as at 31 March 2019.

The Capital Works Summary contains highlights from some of the 122 projects in our capital works program, as well as a dashboard that gives an update for each individual project.
3. The Status of Council Resolutions report provides a summary of the organisation's progress in implementing Council's decisions from the 2018-19 financial year.
5. The Financial Statement includes an executive summary and sections that detail our operating and capital works performance, along with other information. A list of proposed adjustments to the budget is at the end of the Financial Statement, which is part of the mid-year review process. These adjustments are necessary to ensure that the organisation can respond to changing circumstances and complete key projects.

Darebin at a Glance

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

We are home to one of the largest, most diverse communities in Victoria in terms of culture, language (around 140 languages are spoken), religion, socioeconomic background, employment status, occupation and housing need. We have one of the largest populations of Aboriginal and Torres Strait Islander residents in metropolitan Melbourne. We know that one in five Darebin residents is affected by a disability of some kind and that almost one-third require assistance. Nearly 6 percent of our population, 16 years and over, identify as bisexual, gay, lesbian or 'other' sexuality. While the social and economic prosperity of Darebin is changing with more residents earning higher incomes, there are many people in Darebin who experience disadvantage and our unemployment rate of 6.3 percent is higher than the greater Melbourne figure of 5.9 percent.

Our Services

Darebin City Council provides more than 100 services to residents, businesses and community groups, from the early years - maternal and child health and family services - through to retirement and seniors activities.

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

Our Plan for a Greener, Bolder, More Connected City

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

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

1. We will be leaders in creating a sustainable city through local innovation projects that address climate change.
2. We will improve the wellbeing of people in our community by providing opportunities for them to live their lives well.

3. We will ensure our planning system facilitates high quality and sustainable development that extracts social, environmental and economic benefits for our community.
4. We will support and attract a diversity of local businesses and industries by fostering an environment in which they can thrive.
5. We will lead on equity and recognise our diverse community as our greatest asset for solving future challenges.
6. We will be a leading, modern and open council to meet our challenges, now and in the future.

Under each goal of the Council Plan, are three strategies dictating how the organisation plans to meet these objectives. For more detail on the Council Plan, go to www.darebin2021.org. Supporting the Council Plan is an annual Action Plan which sets out our work for the financial year to ensure that the objectives of Council Plan are implemented.

ICAN Mural

On 16 April 2019, Mayor Susan Rennie unveiled a mural that honours the work of Dimity Hawkins and Dave Sweeney, the Preston-based co-founders of the International Campaign to Abolish Nuclear Weapons (ICAN). ICAN received the Nobel Peace Prize in 2017 for their work in raising awareness about the consequences of the use of nuclear weapons and for their efforts to achieve a treaty-based prohibition on such weapons. The Nobel Peace Medal was a feature of the mural launch.

The mural was created by artist Hayden Dewar on an outer wall of the Preston Library and pays tribute to Yankunytjatjara man and Aboriginal Elder, Yami Lester. Mr Lester was tireless in highlighting the suppressed history of nuclear testing in Australia and was blinded by fallout from atmospheric nuclear tests as a child. He became an anti-nuclear and Aboriginal rights activist that was an inspiration and call to action for the ICAN founders. The launch ceremony featured an Aboriginal smoking ceremony and was attended by representatives of ICAN.





**REPORT
AGAINST OUR
16 BIG ACTIONS**



BIG ACTIONS — COUNCIL PRIORITIES AND PROGRESS

Action 1: Double solar power

So far this financial year, 435 solar systems (or around 1,800 kW) were installed by Council and another 400 are scheduled before 30th June 2019. This equates to 2,800kW, with an estimated equivalent annual greenhouse gas saving of approximately 7,000 tCO₂-e.

In 2017, Council committed to doubling the amount of solar power installed within the City of Darebin from 18 megawatts (MW) to 36 MW by 2021. As of 28 February 2019, the total amount of solar power installed within the City of Darebin during the 2018-19 period is 4.4MW, with an overall installed capacity of 29.2 MW. Therefore, our community is 62 percent of the way to doubling solar capacity within the City of Darebin by June 2021 and on track to meet this target.

Status - on target

Action 2: Create a new Darebin Energy Foundation (now Climate Emergency Darebin Advisory Committee)

Council resolved to change Darebin Energy Foundation to the Climate Emergency Darebin Advisory Committee (CED) in 2018. The CED meets regularly and is investigating a range of climate emergency projects. They include: solar garden and micro-grid pilot feasibility studies, resource guide for other climate emergency councils and Council climate emergency webinar. Also, a climate emergency dinner, pilot community ambassadors program, community survey and research project on what 'maximum protection' means for climate-threatened ecosystems.

The Committee is working to identify the most effective formal structure, goals and priorities for the group and will provide this advice to Council in late 2019.

Status - on target

Action 3: Dramatically improve walking and cycling

Highlights in Council's Walking and Cycling program include:

- Launching the new Darebin Loves Bikes campaign at the Darebin Community and Kite Festival. This included free bike tune-ups with WeCycle and red-carpet treatment at the Roll-up Valet parking. Over 200 festival attendees reached the event by bike and 37 bikes were checked and tuned.
- Running the autumn series of bike skills workshops.
- Working with Reservoir West Primary School to design raised pedestrian crossings to show the path for pedestrians and slow traffic at intersections.
- Working with new Octopus School (Newlands Primary) to plan and design school crossings and raised thresholds for construction in future years. Getting to school routes are being designed and options for bike storage being developed with the school community.
- Constructing a safer shared path link on the Cheddar Road shared path at Hickford Street and safer raised side road crossing points around Westgarth Station.
- Consulting and designing the Preston Activity Link and Northern Reservoir Streets for People corridors. Beginning construction of the Northcote-Thornbury Streets for People corridor.

Status - on target

Action 4: Advocate for better public transport

Improving public transport is a key priority. Council is advocating to the federal government to commit to investing in the extension of the Tram Route 11 to Reservoir Station and with the state government to bring forward the section of the Suburban Rail Loop - serving the north and other east-west public transport connections. Council is also advocating for key local issues such as reinstatement of the tram stop at Tyler St and Plenty Road.

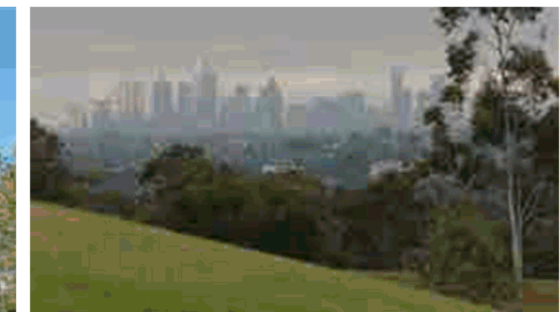
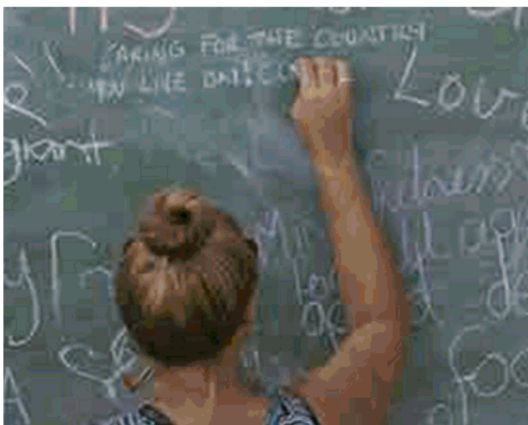
After many years of advocacy, Council has welcomed the state government's significant commitment to better public transport in Darebin, through removal of the Reservoir Level Crossing and pre-election commitment to remove four level crossings in Preston. Council is now advocating for the design of these removals to maximise access to public transport and connect buses, trains and trams.

Status - on target

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

The Darebin Nature Trust first met in August 2018. Since then, it has provided feedback on the draft Open Space Strategy and begun work to identify the most effective formal structure, goals and priorities for the group. The strategic focus of the group is to enhance biodiversity and the open space network.

Status - on target



BIG ACTIONS – COUNCIL PRIORITIES AND PROGRESS

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

Council continues to collaborate with the Community Reference Group to create a Park and Landscape Improvements Plan to identify short and long term improvements for the park. A planting list has been created to improve biodiversity and maintain the natural character of the park. Council decided not to proceed with a Children’s Hub based on community consultation, instead ensuring that this site remains as a natural, open space.

Status - behind schedule

Action 7: Build a multi-sports stadium

Construction of the outdoor netball courts has commenced. Soil contamination has caused delays to the construction of the netball courts, which will now be completed by mid-August 2019. It is anticipated that an architect, for the main multi-sports building, will be appointed in May 2019.

Status - behind schedule

Action 8: Renew the Northcote Aquatic and Recreation Centre

Procurement is currently underway to engage an architect to start the design of the renewal of the Northcote Aquatic and Recreation Centre. Essential repairs are being undertaken to ensure the Centre can operate until the site is redeveloped.

Status - behind schedule

Action 9: Reimagine and revitalise seniors clubs

This is being considered as part of the Age Friendly Darebin Review, which was initiated in May 2018. Future actions to deliver on this initiative will be considered after the independent panel delivers its report to Council in 2019. Resources are allocated, in the midyear budget review, to undertake a functional assessment of all senior citizen centres in Darebin.

Status - behind schedule

Action 10: Reinvigorate the Darebin Arts Centre

An upgrade of the Darebin Arts Centre foyer commenced in January 2019 and construction works are on track for completion in April 2019. This upgrade ensures the venue is fit-for-purpose, accessible to people of all abilities and a thriving arts centre. A new five-year operational plan for Darebin Arts Centre is near completion and provides a road map to enable and support arts and creativity locally. The plan will significantly enhance the use of the venue, facilitating the making of new work – enabling spaces for artists and the creative sector organisations to base themselves in Darebin.

Status - on target

Action 11: Increase our tree canopy and urban forest

Between July and September, over 300 trees were planted in parks and over 1,000 trees were planted in nature-strips. The tree planting program stopped due to the onset of summer and will resume in April 2019 with further whole street and infill plantings. Trees that were planted in the first quarter have been maintained with regular watering and formative pruning over the summer months. Losses have been minimal over the exceptionally dry summer.

Status - on target

Action 12: Expand our land subdivision levy

Council’s current land subdivision levy (Open Space Levy) collects funds for new and improved open space capacity to help meet the needs of our growing population. Feedback from the community on the draft Open Space Strategy is currently being collated and considered. Following this, Council will consider the final Open Space Strategy. A key action of the draft strategy is to increase the levy’s contribution rate. A new Open Space Contribution Framework is currently being developed to inform the increased levy rates. Once the framework is finalised and adopted by Council, a planning scheme amendment process will be commenced to implement the levy.

Status - on target

Action 13: Create a developer contributions scheme

The Developer Contribution Scheme is a multi-year project that allows Council to collect funds from new developments to cover the costs of infrastructure. Currently work is focused on planning for specific infrastructure needs and works to which developers would contribute. Work is now expected to commence on a Planning Scheme Amendment in mid-2019, with the public exhibition process to follow in the second half of 2019.

Status - behind schedule

Action 14: Create a new suburb for Northland

The first draft of the Structure Plan for the area, which will guide future development is being finalised by Council and is expected to be shared with the community in mid-2019. This is slightly later than Council previously estimated. Following consultation and finalisation of a structure plan, work will commence to amend the Planning Scheme.

Status - on target

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

Advocating for the removal of all four level crossings at Oakover, Bell, Cramer and Murray Roads in Preston has been a priority for Council and instrumental in securing a pre-election commitment to fund their concurrent removal. Since then, Council has advocated for the state’s design process to ensure effective integration with the wider area, involve the community and minimise disruption.

Council continues to advocate to government to improve the complex road network adjoining the level crossing proposed in the Reservoir Structure Plan. Broader benefits would be delivered, such as improving pedestrian safety and connection between Edwardes Street and Broadway. As well, Council lobbied for improvements to the proposed Reservoir Railway Station Precinct and replacement of trees on a four – one basis.

Status - on target

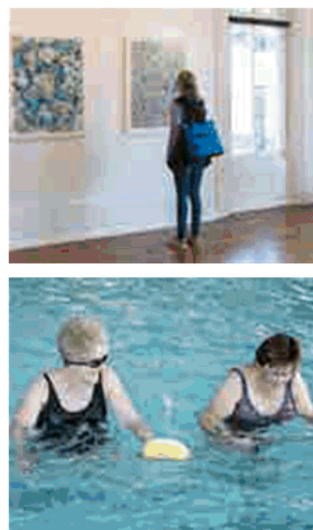
Action 16: Develop a plan for the revitalisation of central Preston

Council has undertaken community engagement activities to develop a new vision for Central Preston. These included targeted stakeholder workshops, street stands and a full-day Future Preston Summit, held in the Shire Hall.

This work supports Council advocating to the State Government for integrated level crossing removal and station redevelopment at Bell Street and the review of the planning controls for Preston Market. Together, these projects are an opportunity to revitalise the area and deliver improved community outcomes.

Council expects to finalise a Draft Vision and Concept Plan for community feedback in mid-late 2019.

Status - on target





**PROGRESS
REPORT ON
THE 2018-19
ACTION PLAN**



GOAL 1

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

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

2018–2019 actions working towards targets:	Progress comments:
Council will support Climate Emergency Darebin (CED) to finalise a recommendation in regard to long term governance structure, whilst enabling the group to undertake projects and/or actions to help address the climate emergency.	Climate Emergency Darebin (CED) investigated a range of climate emergency projects. Work is proceeding on a solar garden and micro-grid pilot feasibility studies, resource guide for other climate emergency councils and two Council climate emergency webinars - one with Australian councils and another with international councils. A climate emergency dinner was held in May with over 60 community representatives in attendance to explore a pilot community ambassadors program.
Ongoing implementation of the Climate Emergency Plan including delivery of a national Climate Emergency Conference (September 2018) and implementation of carbon reduction projects.	Following on from the Climate Emergency Conference, hosted by Darebin in 2018, Council continued its climate emergency communications and engagement research to develop a toolkit guide for local governments to communicate the climate emergency. The toolkit is being developed and tested through workshops for staff and community on how to use/apply the toolkit. From here, multi-council workshops (for councils which have declared a climate emergency/urgency) will be held. They will look more closely at developing a shared story (which may be used in advocacy campaigns, engagement projects, for example) and engagement strategies, tactics and possible programs.
Review the Community Emergency Risk Assessment and update the Emergency Management Plan as well as relevant sub-plans e.g. Heatwave and Pandemic Plans.	Work continued on updating the Municipal Emergency Management Plan and associated sub-plans, in preparation for the upcoming audit later this year. This included the meeting of the relief and recovery and hoarding and squalor working groups, along with the formal quarterly Municipal Emergency Management Planning Committee meeting. Review of the Flood and Storm Emergency, Heatwave and Pandemic Plans commenced this quarter.
Revise the 2007 Drainage Asset Management Plan and replace with an Integrated Water Management Strategy that addresses drainage, stormwater reuse and potable water management by June 2019.	Planning is in progress for the development of the Integrated Water Management Plan (to be known as the Rain Management Plan). The 2007 Drainage Asset Management Plan is currently being reviewed and will feed into the Rain Management Plan in 2019-20, which will include stormwater reuse and potable water management.
Continue to review our Fossil Fuel Divestment Strategy on an annual basis to reduce our investment in financial institutions that lend to the fossil fuel industry.	Council's Investment Policy gives preference to financial institutions that make a commitment not to finance fossil fuel projects. A further review of the Investment Policy was undertaken after consultation with the Northern Alliance for Greenhouse Action and the Eastern Alliance for Greenhouse Action. The review included realigning portfolio rating limits to allow Council to increase the percentage of investments that can be made with institutions that do not finance fossil fuel projects.
Council will purchase and operate two electric vehicles as part of its fleet.	The order for the two electric vehicles was placed and is scheduled for delivery by mid-May. The charging equipment was procured which is also scheduled to be installed mid-May.

2018–2019 actions working towards targets:	Progress comments:
Finalise the Vehicle Policy and process to ensure priority selection of environmentally friendly (preferably electric), or hybrid passenger fleet vehicles.	The Fleet Policy was reviewed to improve sustainability outcomes and to ensure best value for Council. An interim vehicle list, with more sustainable and efficient options, is in operation. Two electric vehicles are being purchased for the Council fleet and two electric vehicle charging points will be installed by June 2019. One of the charging stations will be available free to the public and located in the Gower Street car park, next to the Preston Town Hall.
Council's building maintenance, upgrade and design work will, at a minimum, meet the standards in the Environmentally Sustainable Development (ESD) Policy.	Council's Environmentally Sustainable Design (ESD) policy will be applied to all relevant projects going forward. Major projects such as the Multi-Sport Stadium and Northcote Aquatic and Recreation Centre will include ESD outcomes in design. Pavilion upgrade works, such as at Pitcher Park, had ESD initiatives included as part of the works. Examples include water efficient fixtures and installation of solar panels. Building maintenance programming included the replacement of building components with more environmentally sustainable fittings, such as the replacement of the chillers at the Preston Town Hall Precinct.
Install over 4,000 kW of solar panels on 1,000 homes and businesses, resulting in significant progress towards the goal of doubling solar in Darebin from 18 000 kW to 36 000 kW by 2021.	To date, 435 solar systems (or around 1,800 kW) have been installed. Another 500 are scheduled (2,800kW, estimated equivalent annual greenhouse gas saving of approximately 7,000 tCO ₂ -e) before 30 June 2019. In 2017, Council committed to doubling the amount of solar power installed within the City from 18 megawatts (MW) to 36 MW by 2021. As of 31 March 2019, the total amount of solar power installed is 29.9 MW, which means that Council is already 66 percent of the way to doubling solar capacity. Making allowance for the anticipated additional 500 households and 2,800 kW to be installed by August, Council will be at 77 percent of the way to adding 18 MW of solar by 30 June 2021.
Support businesses to access renewable energy and energy efficient models by offering subsidised LED lighting and access to the Solar Savers program throughout the year.	Six businesses had their lights upgraded to LED. The Broadway Reservoir project upgrades are now complete. For 2018-19, we have had 35 Light\$mart retrofits completed. We anticipate that an additional Light\$mart upgrades are likely to occur before the end of June. This is 15 more than target for this year. The Solar Saver Scheme continues to be promoted through Council's business channels and to all businesses undertaking an LED Light\$mart upgrade.
Increase the number of certified sustainable businesses in Darebin and add businesses to the Green Business Directory.	Four businesses were awarded a 'We are Greening our Business' certificate and listed on the Green Business Directory. The total number participating is 26 for 2018-19. In addition, four sustainable business case study films were developed and promoted.
Commence the development of the Integrated Water Management Strategy by updating flood modelling for the Municipality.	Work is in progress to update the information on Council's flood mapping system, which will assist in the development of the Integrated Water Management Strategy (to be known as the Rain Management Plan) in 2019-20.

GOAL 1

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

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

2018–2019 actions working towards targets:	Progress comments:
Continue to investigate and implement Water Sensitive Urban Design and/or Environmentally Sustainable Design practices or products into at least 75% of Council's capital work projects.	Rain gardens and passive tree watering diversions were incorporated into road safety and rehabilitation projects across the municipality, such as the road narrowing on Park Street Northcote and the reconstruction of Edwin Street, Preston. The replacement of a Heating Ventilation and Air-Conditioning (HVAC) system at 274 Gower Street commenced. The heating component was replaced in December 2018 and the chiller is planned for replacement in April 2019. The replacement components were specified to meet best environmental outcomes.
Implement a range of recycling education activities for the Darebin community to help achieve high levels of recycling in the City.	During the past quarter, Council's recycling was sent to landfill for a short time, in response to the temporary closure of the recycling processor site. Council regularly updated the community about the issue and encouraged people to avoid waste by buying only what they needed, flatten items as much as possible and put recycling bins out for collection when full. Our community responded with 12 percent less recycling being collected and sent to landfill.
Review Darebin's Waste Strategy to seek to deliver on the aspirations of the Climate Emergency Plan 2017–2022 by cutting emissions from waste; supporting elimination of single use plastics; and ensure recycling systems are effective in the long run.	Darebin's Recycling and Waste Review is in progress and on track. We are undertaking a detailed analysis of our waste and recycling focussing on the best end destinations with the lowest carbon emissions, opportunities for circular economy gains, trials and other opportunities. An options paper is being drafted.
Finalise a model for the introduction of a City-wide food waste recycling service and explore lowest carbon options for food waste.	Council's Food Waste Recycling Trial, completed in June 2018, gave targeted residents in Kingsbury the opportunity to put their food waste into their green waste bins. The trial's findings showed that 72 percent of residents support the wider roll-out of food waste collection in green bins throughout the municipality. A model to introduce food waste recycling across the city to current green bin users has been developed for implementation in late 2019.

2018–2019 actions working towards targets:	Progress comments:
Implement the Single Use Plastics resolution.	Council passed its Single-Use Plastic Elimination Policy in February 2018. Implementation of the internal action plan is continuing across all Council departments. Council's Kite Festival, held in March, was single-use plastic free. Darebin's libraries are now also single-use plastic free. Darebin Council is the first to introduce an elimination of single-use plastic policy in metropolitan Melbourne and one of the first in Victoria. Council continued leading on this issue and advised a number of other councils and residents on our policy and progress across Melbourne, Victoria and interstate.
Advocate for the transformation of Australia's national approach to packaging, materials, waste and litter management to be environmentally focused and sustainable in the long run.	Council actively advocated for the issues surrounding the recycling industry to be addressed urgently. It received newspaper and television news report coverage. Council also recently resolved to call upon both the Australian Local Government Association and the Municipal Association of Victoria to advocate to the Australian and Victorian Governments respectively to take action to resolve the recycling crisis. Council has repeatedly called on the Victorian Government to spend the Landfill Levy funds on projects for climate change, waste and environmental outcomes, with transparency, honesty and urgency.
Continue providing waste and recyclable collection services in line with Council's service standards.	Waste, green and recycling collection services continued as scheduled. However, issues with Council's recycling processing contractor resulted in four-and-a-half weeks of kerbside collected recycling being diverted to landfill. This state-wide issue affected more than 20 local councils. The recycling processing contractor is back on line to process recycle collected by Council.



GOAL 1

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

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

2018-2019 actions working towards targets:	Progress comments:
Identify priority locations and a forward plan for car share bays across the City and further increase the number of car share bays towards the target of 100.	Council worked with car share companies to further increase the number of permanent car share spaces throughout Darebin. To date, 50 spots out of our target of 100 have been installed. Fifteen new car share bays are being investigated this year. Promotional and advertising material on car sharing is also being developed.
Continue to partner with Reservoir West Primary as the pilot active travel 'Octopus School', constructing two pedestrian crossings and improving cycling access to the school, and select and partner with the next 'Octopus School'.	Council's partnership with Reservoir West Primary School, as the key Octopus school of the pilot program, is complete. Footpath improvements will be constructed mid-2019. Students, teachers and parents from the new Octopus School (Newlands Primary) are involved in developing projects to encourage walking and cycling to school. Safety improvements to two school crossings and at an informal crossing adjacent to the school and footpath improvements are being designed to be built in future years. Active routes have been designed and bike storage and an art project are being developed with the school community. Thornbury Primary and William Ruthven Primary are also partnering with Council to run active travel activities.
Promote car sharing, cycling and walking events (such as Ride2Work Day), as well as facilitation of schools programs and community skills building (such as cycle skills workshops).	The new Darebin Loves Bikes campaign was launched and the autumn series of bike skills workshops included On-road Bike Confidence, Women on Wheels and Basic Bike Maintenance @ Preston Market. At the Darebin Community and Kite Festival, there were free bike tune-ups with WeCycle, a Bike Decoration Station, Bike Parade and red-carpet treatment at the Roll-up Valet parking. More than 200 festival attendees reached the event by bike and 37 bikes were checked and tuned.
Design and construct streetscape, landscape and traffic engineering improvements to create a 'Streets for People' corridor (a project to prioritise walking, cycling and traffic calming) that will extend from Miller Street in Thornbury to Merri Parade in Northcote; improvements include a linear corridor of a local street network adjacent to the South Morang railway line.	Ninety percent of the streetscape designs for the Streets for People project have been completed in Northcote/Thornbury. Seven of the 12 works are expected to be constructed by June 2019.
Engage the community in development of a second 'Streets for People' corridor that will improve road safety, and prioritise cycling, walking and traffic calming.	Community engagement was undertaken on issues and ideas for the Broadhurst Ave/Crookston Rd and Cramer St/Gower St corridors. Online input, drop-in sessions and champion workshops were held throughout March. Further engagement with the broader community on the proposed streetscape designs is planned for April and May 2019.
Improve our walking network including; design of two pedestrian crossings and construction of four pedestrian crossings construction of three new raised entry treatments to improve safety and walkability; implementation of changes to parking restrictions at Fairfield; and investigation and design of other improvements for future years.	New parking restrictions were installed in the Fairfield Village area and are currently being monitored. The construction of four new crossings, along South Crescent will commence in April 2019. The design of two signalised pedestrian crossings is underway for Separation Street, Northcote and Edwardes Street, Reservoir.

2018-2019 actions working towards targets:	Progress comments:
Install new drinking fountains in parks and shopping strips across Darebin.	The program of installing 22 drinking fountains for 2019 began in Oldis Gardens and Bill Lawry Oval. The program will continue through June at locations including those along the Darebin Creek Trail, Preston Civic Precinct, Fairfield Library, Bundoora Farm. Also, at several neighbourhood parks with sporting infrastructure or a play space.
Deliver 100% of the 2018-19 footpath renewal program.	This program was completed, which resulted in Council replacing more than 18,000m ² of footpath across Darebin.
Install intersection improvements on a key cycling route, and design a range of cycling infrastructure improvements across the municipality including new bicycle lanes, cycling refuges and improvements to existing traffic signals.	VicRoads approved new bike lanes on Victoria Road up to the Victoria Road/ Darebin Road intersection. A feasibility report is currently being prepared for an off-road path along the eastern side of the Mernda rail line between Ruthven and Keon Park Stations. All other projects have been completed.
Undertake improvements to the Cheddar Road cycling path as per the recommendations of the Shared Path Safety Audit to include a realigned section of shared path adjacent to Hickford Street.	The construction of the shared path realignment at Hickford Street was completed March 2019. Further safety works identified in the safety audit will be completed by June 2019.
Undertake planning for safety and landscaping improvements to the St Georges Road - High Street Shared Path (Northern Pipe trail project).	The State Government advised that their priority shifted away from short-term works to the cycling network. This had implications for Council in the southern sections of the Northern Pipe Trail. Council advocated for improvement on State Government-owned sections of the trail. This included collaboration on art mural with Northcote High School for trail user safety and advocating for improvements to bus and tram shelters. These projects will be implemented in quarter four. Planning and design improvements in the northern section of the trail is well underway and a draft plan due for consultation in quarter four.



GOAL 1

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

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

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

2018–2019 actions working towards targets:	Progress comments:
Seek VicRoads approval for further speed limit reductions to 40km in priority locations.	<p>Council made an application to VicRoads requesting the change of speed limit signs to 40km/h this year in the following areas:</p> <ul style="list-style-type: none"> – east of Grange Road residential – bound by High Street, Victoria Road, Darebin Road and Separation Street – west of St Georges Road between Miller Street and Arthurton Road – surrounding Reservoir West and Newlands Primary Schools. <p>Council expected to have received approval for these changes by March 2019. Council is now liaising with VicRoads and the Minister's Office to expedite approval.</p> <p>Speed limits to 40km/h are also proposed to be installed through these projects:</p> <ul style="list-style-type: none"> – Northcote Local Area Transport Safety Project: High Street, Victoria Road, Clarke Street to Separation Street – Clarendon Local Area Transport Safety Project: High Street, Victoria Road, Dundas Street to Darebin Road – Streets for People Project: Miller Street Preston to Charles Streets Northcote along the eastern side of the Mernda rail corridor east to High Street.
Advocate to the State Government for the Level Crossings to be removed at Bell St, Preston, Murray Road and at Reservoir Station; and for all the removals to be elevated solutions to open up and improve pedestrian and cycling access as well as create new opportunities for parks and recreation areas.	<p>Council has long advocated for the removal of level crossings across our City and was instrumental in securing an election commitment from the State Government to fund the concurrent removal of all four level crossing crossings in Preston, including Oakover Road, Bell Street, Cramer Street and Murray Road.</p> <p>Council is advocating to achieve great access to public transport, improved pedestrian and cycling access and new opportunities for parks through the Preston level crossing removal package.</p>
Advocate for the State Government to fund a feasibility study for the extension of Tram Route 11 to Reservoir station or La Trobe University.	<p>Council advocated to the Federal Government to commit to investing in the extension of the Tram Route 11 to Reservoir Station. Council is also advocating to the State Government to bring forward the section of the Suburban Rail Loop serving the north, given the increasing population pressures on the region.</p>
Continue to advocate to the State Government for improved east – west transport connections throughout Darebin and the wider northern Melbourne region as well as for an increase in bus services and bus routes across Darebin.	<p>Council advocated for improved bus and tram routes along its east-west axis and is working to ensure integration with the proposed Suburban Rail Loop. This includes participating in a Victorian Government-led planning process on broad transport outcomes for the LaTrobe National Employment Cluster and the region. This will guide future priorities and investment in the region.</p>

2018–2019 actions working towards targets:	Progress comments:
Support the Darebin Nature Trust to provide advice to Council on biodiversity and open space matters.	<p>The Darebin Nature Trust Committee worked to identify a longer-term vision, goals, actions and a governance structure for the Committee and worked collaboratively with Council to identify priorities for biodiversity.</p>
Conduct a detailed biodiversity study to help inform future work to conserve and enhance biodiversity across the City.	<p>As part of developing the draft Open Space Strategy, research identified that the 2011 Biodiversity Inventory provides a reasonable basis for biodiversity management planning. In 2018-19, elements of Council's current practice in tree selection, park maintenance and ecology assessments of crown land were reviewed and updated to improve the biodiversity in Darebin.</p>
Undertake planning for improvements at Mayer Park and Penders Park including consultation, design and priority construction projects.	<p>Following onsite community consultation events that included an accessible film night at Penders Park and a listening post at 2018 markets at Mayer Park, the Community Project Control Groups are synthesizing the community's feedback. The feedback will be used to create draft master plans for each reserve respectively. At Penders Park, improvements including installation of waste and recycle bin sets, new turf and gravel paths to create a circuit track will be delivered in quarter four.</p>
Construct a new public space on the corner of High Street and Oakover Road, Preston.	<p>Some challenges were encountered in construction planning for this project, due to unanticipated quotation costs being significantly high. Priority projects, identified for construction in quarter four, include pedestrian safety improvements, a wombat crossing, kerb realignment, tree planting and some seating.</p>
Plan for improvements at Edwardes Lake including consultation on the draft Master Plan.	<p>The draft master plan for Edwardes Lake Park is in the final stages of review. Community consultation on the draft master plan will take place in 2019.</p>
Make improvements at Donath Dole Reserve to extend the internal path network.	<p>Following community consultation held in February, the installation of the shared path, picnic area, seating and tree planting is anticipated to occur in May and will include a community planting day.</p>
Improve the entry to Batman Park with new landscaping and seating.	<p>The design of landscaping improvements at the Batman Park entry is underway and community consultation has been planned. Implementation and planting will then follow in the autumn 2019 planting season.</p>
Deliver Council's park maintenance programs in accordance with Council's level of service.	<p>Key performance indicators for maintenance programs continued to be monitored on a monthly basis. For all park maintenance activities, targets were met and achieved a 95 percent rate. Playground maintenance and audits achieved a 100 percent completion rate.</p>
Complete the planting of 2,100 street trees and 300 park trees to increase the municipality canopy and urban forest. This is an increase of 500 trees planted (19%) compared to 2017/18.	<p>The tree planting program temporarily stopped due to the onset of summer and will resume in the fourth quarter. Trees that were planted in the first quarter were maintained over the lengthy dry spell, with watering and formative pruning as necessary. Losses were minimal.</p>

GOAL 1

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

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

2018-2019 actions working towards targets:	Progress comments:
Plant 5,000 indigenous plants within conservation parkland and bushland.	There were no plantings undertaken in the third quarter due to the ongoing dry period. The planting program will resume in quarter four.
Develop a Local Law for the protection of trees on private property.	The draft local law for tree protection went out to community consultation in February. Following the regulatory consultation period of 28 days, a Hearing of Submissions was held on March 25. Eleven submissions were received, the majority of which were in favour of the introduction of a local law to protect trees on private property. The report recommending the adoption of the local law is scheduled to be presented to Council on 8 April.
Finalise the installation of four new rain gardens/ water sensitive urban devices.	Four projects were identified that will include a rain garden or water sensitive urban device. The projects are the Edwin Street Fairfield, Cornwall Street Northcote and McLachlan Street road reconstructions and the Northcote and Purinuan Road / Mais Street drainage improvements, Northcote. The road reconstruction projects will begin in early May and the drainage project is planned to start in late May 2019.



GOAL 2

We will improve the wellbeing of people in our community by providing opportunities for them to live their lives well.

2.1 We will ensure health and social services meet our community's needs across their life-course.

2018-2019 actions working towards targets:	Progress comments:
Deliver music and arts projects through the Decibels Youth Music Centre that engages young females and gender diverse young people.	Council continues to deliver the Turn Up program at the Decibels Youth Music Centre, with strong engagement by young people. Additional partnerships are currently being established with Merri Health's YGLAM program, a performing arts program for LGBTIQ young people and Q-Groups through the Rainbow Network.
Utilise existing campaigns (e.g. RUOK day and Mental Health Week) to support schools and community organisations to raise awareness regarding mental health support for youth.	In partnership with the Young Citizen Jury, Council delivered two workshops with young people to develop content for a new social media project titled "How to Help your Friends". The project will be launched via social media during Victorian Youth Week in April 2019.
Adopt and implement a Gender Equity and Preventing Violence Against Women Plan.	The development of the action plan is on track, with the draft to be presented to Councillors in April 2019. Key projects delivered this quarter included the Molly Hadfield Social Justice Oration event.
Implement the Health and Wellbeing Plan 2017-2021.	Projects delivered this quarter included a community garden program, drop-in session at East Preston Community Centre in partnership with Span Community Centre. Also a health session held at Preston Mosque for women and children, which included immunisation outreach and the provision of health information.
Council will lead the partnership with the immunisation teams and early year's services in the North West region to ensure children holding a health care card are immunised.	Grosvenor Public Sector Advisory Group (GPSA), engaged by the Metro Northern Region Immunisation project team, completed a literature review exploring policies and relevant strategies in the Metro Northern Region, surrounding areas and other states to identify similar or different approaches to the No Jab No Play Policy 2016. Additionally, they have looked at models both locally and internationally to identify the best practice employed to ensure all children begin early years education fully immunised.
Commence implementation of the recommendations of the Aboriginal Maternal and Child Health Initiative to increase the number of Aboriginal and Torres Strait Islander families accessing and remaining engaged with the Maternal and Child Health Service.	Council's Maternal and Child Health Service staff completed advanced cultural competency training and developed practices with feeder hospitals to ensure all Aboriginal families are referred to the MCH services in a timely manner and that families receive a culturally safe and appropriate service. The LGPro 2019 Awards for Excellence recognised the Aboriginal Maternal and Child Health Initiative as a finalist under the Indigenous Community Partnership initiative.
Continue to support and maintain good access for community access to the Park whilst continuing to plan for future improvements and community demand at the old Ruthven School site.	Intensive maintenance, including mowing and tree works, is being undertaken to improve landscape quality and community accessibility. The Community Reference Group continued to work with Council officers to develop a Park and Landscape Improvements Plan for Ruthven Reserve that will highlight and enhance the natural character of the parkland.

GOAL 2

We will improve the wellbeing of people in our community by **providing opportunities** for them to live their lives well.

2.1 We will ensure health and social services meet our community's needs across their life-course.

2018-2019 actions working towards targets:	Progress comments:
Continue to support a range of playgroups, both universal and targeted, to improve the learning, development and wellbeing outcomes of children and their families - this will include the provision of 10 supported playgroups per term to families experiencing disadvantage.	Council delivered 10 supported playgroups at different locations and times to ensure all families can attend. There were 53 families who attended. An additional community playgroup was facilitated at East Preston Community centre, with 20 families attending. Six new community playgroups were supported and eight playgroups were supported to continue. Supported Playgroups have incorporated the 'Brush Dental' Pilot program in their brief to enhance the importance of dental care for young children.
Continue the implementation of the Youth Services Strategy that will guide future engagement with, and future service provision to, the young people of Darebin.	Council aligned the Youth Citizen Jury Solutions Recommendation Action Plan with the Youth Services Framework. Council consulted with 150 young people through discussion groups and with 15 partners via stakeholder interviews. A reference group was established to support strategy development. Membership includes internal staff, two external agencies and two members from the Young Citizens Jury.
Explore mentoring opportunities for at-risk young people that support their social and vocational development.	Council continued to deliver approximately 15 hours of one-on-one mentoring to young people per week this quarter. Mentor opportunities for young people with an interest in arts and culture was provided at the Kite Festival through Creative Culture and Event Department staff.
Council, in partnership with Northland Shopping Centre, will deliver the annual Jobs Fair to increase young people's employment skills and employment outcomes.	Council delivered a successful Job Fair in partnership with Northland Shopping Centre. More than 1,000 young people and 18 retailers participated. Council's Youth Services also ran daily resume and interview readiness programs leading up to the Jobs Fair, engaging with more than 765 people directly.
Council, in partnership with Northland Shopping Centre, Council will deliver the 'First Step' Job Ready Employment Program to increase young people's employability.	Council delivered two 'First Step' Job Ready Employment programs, supporting 30 young people through job readiness workshops and work experience.
Council will work in collaboration with local communities who experience social and economic disadvantage to explore further youth outreach opportunities and provide services accordingly.	Council provided approximately 50 additional hours of exploratory outreach and support to young people following a series of tragic incidents. A partnership has been established with Reclink Australia (a sport, recreation and art program) to pilot weekly program delivery in three locations that experience social and economic disadvantage.
Council will upgrade, renew and replace essential equipment and assets that support the delivery of youth programs and activities for young people in Darebin.	Council has purchased 80 percent of the equipment needed for the renewal of essential assets. Program participants continue to be consulted regarding equipment requirements.

2018-2019 actions working towards targets:	Progress comments:
With the support of Council, an Independent expert panel will review Council's services, collect and consider evidence and ideas, and gather community input in to how Council can best create an Age Friendly Darebin where older people are valued, supported and empowered to live well.	The Independent Panel met staff, members of the community and interest groups during the pre-consultation period to assist in developing a discussion paper. The independent panel developed a discussion paper which was distributed to residents, community groups and stakeholders during the second quarter. During the first round of consultation, 896 community members participated. There were 44 events and 402 written submissions were received. Feedback informed development of a draft report that will be published in April 2019.
Complete the construction of a Changing Places toilet at Gower Street/Kelvin Grove. Complete designs at Raleigh Street Public Toilet facility, Edwardes Lake Park Public Toilets and toilets on the corner of Westgarth Street and High Street, Northcote.	Construction of the Kelvin Grove Changing Places facility is underway, with works continuing until mid-June 2019. The design process has commenced for the Edwardes Lake Park Changing Place and Public Toilet.
Ensure all of Darebin's food premises receive an annual food safety assessment.	The inspection schedule of food premises within the municipal area has been implemented and is on track.



GOAL 2

We will improve the wellbeing of people in our community by **providing opportunities** for them to live their lives well.

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

2018-2019 actions working towards targets:	Progress comments:
Design six play spaces for construction in 2019-20 financial year.	Designs for playspace improvements at Bundoora Homestead, Bundoora Park Farm, Bundoora Park River Red Gum, Gresswell Grange Reserve and LE Cotchin were completed. Construction will occur in future years, subject to funding allocation through the annual budget process. Play space design at Penders Park is in progress and on track. Construction of improvements at All Nations Park, LW Williams Reserve, Rona Street Reserve, Crispe Park and AG Davis Reserve will be complete by mid-year.
Construct play spaces at Bundoora Park River Red Gum play space, All Nations Park East play space, LW Williams Reserve play space, LE Cotchin Reserve play space, Bundoora Park play space and Bundoora Homestead play space in 2019-20.	Two construction of two playspaces at All Nations Park East and LW Williams Reserve have been procured in early May to be completed mid-late June 2019. The bespoke Bundoora Park playspace is in the final stages of procurement, with a planned start to the works in late-May 2019. The remaining projects have been referred to future years for delivery.
Undertake a comprehensive investigation into the current asset condition of sporting facilities.	Fourteen of Darebin's Australian Rules Football facilities were audited under the Melbourne North Regional Strategy. This strategy identifies the gaps, key regional drivers of demand and identifies opportunities to accommodate participation growth across the region. This project will generate updated asset condition data which will be used for the review of the Outdoor Sports Venues Priority Plan. Completion of this work will result in a clear understanding of the current asset condition of Darebin's outdoor sporting infrastructure and the existing and future needs of the community.
Investigate the challenges and opportunities for Reservoir Leisure Centre so the long term future of the facility can be planned for and actioned.	A feasibility study commenced, to explore four options for the future of the Reservoir Leisure Centre. This project will consider the existing and future needs of the community that the facility services and a range of options for how these needs can be met. Immediate improvement works are underway and include the following completed works: <ul style="list-style-type: none"> - replacement of the pool filter - review and replacement of fire alarms - installation of water meters for each pool - repair and tiling of concrete columns in the pool hall - repair of air-handling systems - installation of bollards at the pool entry - replacement of the redundant lifeguard station with casual seating for users. Immediate improvement works will continue in the next quarter to provide improved pool deck change rooms for families and schools.
Complete the program for sportsground upgrades include reshaping ovals (where required) at Preston Oval and A H Capp Reserve (to provide consistent surface levels that will assist in surface drainage and surface run-off).	All major sportsground upgrades were completed. Preston City Oval, Mayer Park Capp Reserve and Merri Park baseball diamond resurfacing was completed. Minor top dressing works are yet to be completed.

2018-2019 actions working towards targets:	Progress comments:
Complete the construction of the outdoor netball courts as part of the Multi-Sport Stadium redevelopment.	Construction of the outdoor netball courts commenced. Soil contamination caused delays to the construction of the netball courts, which will now be completed by mid-August 2019.
In consultation with the community, commence detailed design for the Multi-Sport Stadium.	Procurement of a principle architect for the design of the indoor multi-sports stadium is currently underway. It is anticipated that an architect will be appointed in May and detailed design will commence following that appointment.
Adopt the preferred redevelopment option for the Northcote Aquatic and Recreation Centre and commence schematic designs in consultation with community.	Council resolved to proceed with the design phase of the redevelopment for the Northcote Aquatic and Recreation Centre. Procurement is currently underway to engage an architect to begin design for the centre. Essential repairs are being undertaken to ensure the Centre can operate until the redevelopment project is delivered.
Deliver four community workshops aimed at building the capacity of Darebin's Sports Clubs to foster social connection and participation.	Two of the four workshops were delivered. The first workshop was the launch of the short film Front and Centre: Achieving Gender Equality on and off the Field, which included a Q&A session with club representatives on the topic of gender equity in sport. Held on the 24 October 2018, this forum identified some of the challenges for clubs and the strategies that can be used to make positive inroads into increasing the participation of women and girls in all aspects of sport. The second workshop was the Sports Club Breakfast held on 8 February 2019. The theme of this event was good governance. A panel of guest speakers from local clubs spoke to more than 100 participants on the challenges and achievements they have made in the area of club governance. Subsequent sessions will focus on capacity building in the areas of sponsorship and Single-Use Plastics Policy implementation.
Increase the number of people from the community participating in the Bundoora Park Farm volunteer program.	The volunteer program, running from August 2018 to February 2019, featured 30-41 participants at different times during the period. The volunteer program also works with 5-7 students from Yarra Me School Preston (a specialist school delivering therapeutic education programs for students with social, emotional and behavioural needs) and 5-7 people from IDV (a registered not-for-profit community service organisation dedicated to delivering support services to people with disabilities). There were also five volunteers working and assisting on specialist tasks, including fixing up the farm machinery, building small enclosures, working in the community gardens and various other jobs. A new intake of volunteers began in February 2019 with induction and information days. This program runs until August 2019. There were 49 people registered and six support workers involved in the program as at 21 March 2019. Students from Yarra-me school and people from IDV continue to come in as volunteers. This quarter also saw the introduction of three more volunteers with a support worker from Latrobe Lifeskills, which is an NDIS registered Disability Support Service and Registered Training Organisation that provides a variety of group supports, one-to-one support and accredited training for adults with a disability.

GOAL 2

We will improve the wellbeing of people in our community by **providing opportunities** for them to live their lives well.

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

2018–2019 actions working towards targets:	Progress comments:
In partnership with the Reservoir Neighbourhood House, implement the community gym program to increase engagement/participation in the Reservoir Leisure Centre from people experiencing high levels of disadvantage.	All of the 50 available spaces in the community gym program have been filled. The Reservoir Leisure Centre and the Reservoir Neighbourhood House continue to work in partnership to oversee and manage the program. Reporting on non-active members occurs every eight weeks with a view to either re-engaging the participant or offering the place to a new participant.
Continue to implement the sports clubs performance subsidies program to recognise sporting clubs in the areas of: social inclusion and participation, good governance and community/Council relations.	The implementation of the Performance Subsidies Program continued, aligning with the season allocations. Applications were open from 24 October to 9 November 2018. The summer seasonal allocations and the annual agreements (for tennis clubs) have been completed. There were 13 summer clubs and 11 annual clubs who received a subsidy.
Undertake an audit of six seniors centres to establish an asset management improvement plan for the centres.	Detailed building inspections were completed for six senior centres. Immediate maintenance requirements are being rectified and a renewal program for the buildings was established. Delivery will be subject to Council providing funding as part of the development of the 2019-20 Budget.
Adopt new sustainable operating models and implement a five-year strategic plan for Northcote Town Hall Art Centre and Darebin Art Centre to ensure improved cultural outcomes for artists, audiences and community.	Following Council's September resolution to transition the Northcote Town Hall Arts Centre and Darebin Arts Centre away from a venue-for-hire facility model to a dedicated arts centre model, staff developed communication and transition plans. Development of a five-year strategic plan is near completion. This plan will ensure sustainable operations and improved outcomes for artists, audiences and community. Discussions occurred with Multicultural Arts Victoria with a view to their becoming an anchor tenant at Northcote Town Hall Art Centre.
Implement year two of the five-year strategic plan at the Bundoora Homestead Art Centre that delivers improved benefits and outcomes for artists and visitors.	Council is creating a Marketing Research Overview, Measures and Evaluation Framework and Public Programs Strategy, which aim to further develop Bundoora Homestead and related arts outcomes for our community. The trial Public Programs Strategy will be launched in April 2019, including a new program of workshops and events and a hire space for creative industry. A new artist-designed play space is due to begin construction in July 2019 to meet Council's aim of creating a family-friendly and active space at the Homestead. In addition, Council is also delivering significant exhibitions such as 'Lucky?' and 'These Monuments Don't Know Us', featuring artists from diverse backgrounds and exploring themes relevant to our community.

2018–2019 actions working towards targets:	Progress comments:
Deliver year one priorities of the inaugural Darebin Future of Festivals Framework.	A Future of Festivals report was considered by Council in December 2018 and Council resolved to move to a model of major annual Autumn and Spring Festivals. A Festivals Framework will be available for public consultation in January/February. A Discussion Paper was posted on the Your Say section of the website along with a survey to gauge public feedback on the Future of Festivals model. This went live in March and will be open until the end of April. A public workshop for interested artists, community members and business people will follow in early May. A different survey was conducted at the Kite Festival at the end of March. There were 264 respondents commenting on their festival attendance and experiences in Darebin. A series of presentations have begun with advisory groups and peak bodies and more of these will roll out in April.
Implement a centralised events consultancy service to ensure the quality and safety of large scale events in Darebin. The service will be guided by a newly developed and overarching Council-wide Event and Festival Framework.	A report was completed and a three-stage process is in place to address risk issues with large scale events. A staff member is managing event queries and activities. The development of new templates and guidelines are in progress.
Design and implement a new Local Community Events Scheme to provide small grants for community-led local events.	The new local community events scheme, Celebrating Darebin, was opened for public submissions in October 2018 and aims to enable new, first-time community events that celebrate people and place. Following an evaluation of applications, contractual arrangements are currently underway with successful applicants. Events funded through this program will be delivered by various community groups in a number of locations and settings throughout 2019.
Improve the accessibility and engagement of Darebin's arts precincts for people with disability. Programs will be designed to create new services that include direct and positive impact for both artists and audiences with disability.	A new creative program was implemented to ensure all sessions of Council-produced performances at Northcote Town Hall Art Centre include access initiatives. The program delivered 11 Auslan interpreted sessions of theatre works, four relaxed performances for people on the autism and sensory spectrum and four audio-described performances for people with vision impairment. Council included a participatory Deaf Dance party and theatre show by a disability rights activist in the Melbourne Fringe Festival. The Deaf Dance event was a winner of the Melbourne Fringe Festival Spirit of the Fringe Award.
Develop the 'garden gate to plate' link between the Bundoora Park Farm and Bundoora Park Café by providing farm fresh produce in the café.	Produce continues to grow and garden plots are beginning to flourish with vegetables and herbs. The café continues to be fitted out to support the display and sale of produce. Investigations are underway to expand the produce area with other possible suppliers.
Develop and implement a service agreement with Reservoir Neighbourhood House to support the House to become a food hub for the Reservoir community and coordinate the east Reservoir Community Garden.	The Reservoir Neighbourhood House Food Hub project service agreement was executed in October 2018.

GOAL 2

We will improve the wellbeing of people in our community by **providing opportunities** for them to live their lives well.

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

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

2018–2019 actions working towards targets:	Progress comments:
Promote and engage the community with local food production including the delivery of the Backyard Harvest Festival.	The Backyard Harvest Festival were held in autumn 2019 across 19 gardens, in conjunction with the Homemade Food and Wine Festival. For the first time, the Backyard Harvest will be co-hosted by 3000 Acres this year.
Review the support provided to Seniors Clubs as part of the Age Friendly Darebin Review to ensure the support model continues to meet current and future needs.	The independent panel met with representatives of seniors clubs and other older adult groups to seek input into the Aged Friendly Darebin Review. Feedback is considered as part of the draft report and further consultation is scheduled on the draft report and recommendations.
Undertake a feasibility study of the seven neighbourhood houses to inform future works that will enhance service provision.	The feasibility study research stage is complete and the consultation stage underway. The draft feasibility study report will be completed in April 2019.
Undertake a review of all community grants and funding agreements with community organisations and create a new centralised grants program.	The grants review was completed, with a final model endorsed by Council in February 2019. The 2019-20 small and medium grants and venue hire support grants opened in March 2019.

2018–2019 actions working towards targets:	Progress comments:
Council will develop a range of diverse communication mediums targeted specifically to the different agencies working with vulnerable families (for example Child Protection, NDIS providers), so that agencies are better equipped to support families' access to kindergarten and other early years services.	Council consulted with key agencies and early years services in Darebin to co-design new kindergarten and child care information guides and marketing material, developed specifically for services working with vulnerable families. This included the mapping of support and funding opportunities available for vulnerable families through the kindergarten and child care registration process.
Complete the Lifelong Learning Strategy that will define opportunities for residents to continuously improve their knowledge and skills and commence implementation through collaboration and partnerships.	The draft Lifelong Learning Strategy is being prepared for Reference Group feedback prior to being released for public comment.
Encourage and support the participation of schools (minimum of three) in their participation of a youth resiliency program.	This quarter, four schools who commenced the program in 2018 completed their professional development. Three new primary schools will commence the youth resiliency program in Term Two of 2019. An outcome evaluation of the program in two primary schools will also commence in Term Two 2019.
Implement Libraries After Dark to promote and deliver evening activities at Preston Library.	Author talks, film screenings, local history talks and craft nights are some of the many events and activities delivered as part of Libraries After Dark. Over the past three months, more than 1,000 visitors have used Preston Library between 8 and 10 pm on Thursdays. Customer feedback demonstrates how valued these extended hours have been as a study space for students, for the provision of a diverse program of events and as a place for social connectivity.
Develop an East Preston Community Centre governance and operational model for implementation in 2020–21 that best suits the community's changing needs.	Scoping and benchmarking is underway, including a local community survey. A Council briefing with options is scheduled for May 2019.
Continue to grow our library service; increasing awareness and usage by our community.	The very successful Conversation Café program has now been extended to East Preston Community Centre, enabling cross promotional opportunities. The new Home Library Service brochure and application pack was released; a customer survey will be undertaken seeking feedback and areas for improvement.
Activate our library spaces through engaging events, collaborative partnerships and innovative technology solutions.	Darebin Libraries delivered more than 130 events for 7,000 attendees between January and March. Events included The Summer of Films, a family-friendly film program with Love, Simon promoted through the Midsumma Festival. The continuing collaboration with Gurwidj Neighbourhood House resulted in Elders sharing knowledge of Aboriginal travelling stones. An information session to prepare children and families for the transition to high school was delivered in partnership with Council's Equity and Wellbeing Department, Reservoir High School, Ruthven Primary School and the Department of Education and Training.



GOAL 3

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

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

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

2018-2019 actions working towards targets:	Progress comments:
In consultation with our community, review the community language library collection ensuring it meets the community's needs.	Launched in August 2018, the Kanopy Film-Streaming Service has found an enthusiastic audience. The most popular subjects viewed are movies, independent and world cinema, drama and documentaries. However, content from a broad range of subjects is also being accessed. New Chinese resources were displayed to celebrate Lunar New Year in conjunction with Chinese Storytime sessions. The LOTE collection is being considered as part of the development of the new Libraries Strategy.
Continue to develop the library collection to meet community needs (including Premiers Reading Challenge).	Collection plans for all physical and digital collections have been updated, outlining future plans for each collection based on performance, opportunities and industry knowledge and trends. In a new approach, Premiers' Reading Challenge selections have been added to the ebook and eaudiobook collections, providing additional digital resources for children and young people.
Implement Darebin Libraries Technology Strategy Action Plan to deliver enhanced digital services.	Audiovisual equipment was installed at Preston and Reservoir Libraries to support children's events. Powerpoints have now been upgraded at Preston Library to include USB connections to support recharging and use of mobile devices by customers. Specifications are being developed for people counters at all branches and a 'vending machine' to support off-site access to library resources.

2018-2019 actions working towards targets:	Progress comments:
Complete the Review of the Planning Scheme to ensure the Planning Scheme is achieving Council's strategic goals and meeting the technical requirements for review in the Planning and Environment Act.	The Darebin Planning Scheme was reviewed and updated and provided to Council in December 2018. The technical review, required by State Government legislation, is being finalised. Broad community engagement is being planned for mid-2019 about the future planning, growth and development in the city to define a shared vision for the future and to inform a range of policies and practices. This work will also inform the development of Darebin's Municipal Planning Strategy (which will replace the Municipal Strategic Statement) and the translation of the Darebin Planning Scheme into the new Planning Policy Framework, which will take place in consultation with the State Government as part of their SMART Planning Program.
Continue to work closely with the State Government to commence the Planning Scheme amendment process for future years.	To define a shared vision for planning growth and development, Council resolved in December 2018 to collaborate with the community. This work will also inform developing Darebin's Municipal Planning Strategy (replaces the Municipal Strategic Statement) and translated the Darebin Planning Scheme into the new Planning Policy Framework. The State Government commenced the Smart Planning Program to translate planning schemes into the new framework, when rolled out across all local councils in Victoria. However, the State Government's roll-out has now been delayed to late 2019.
Begin work to develop a long term integrated plan for the future of the City – creating greater certainty for the City and a 50 year vision for a sustainable, liveable, productive, accessible, creative City.	Council commenced the scoping and planning for the development of a 50-year vision for the municipality. Broad community engagement will take place in 2019 to define a shared vision for planning, growth and development. This work will also inform the development of Darebin's Municipal Planning Strategy (which has replaced the Municipal Strategic Statement) and Planning Policy Framework.
Complete the investigation of the Northland Urban Renewal Precinct (a new suburb in Preston East), and develop a draft Structure Plan, and advocate for good public transport links to service the area.	Preparation for the Northland Urban Renewal Precinct (NURP) Structure Plan included community consultation undertaken from May to June 2018. To inform the development of the Structure Plan, Council completed the NURP Street Network Strategy and commenced the Waste, Energy and Creative Industries Strategies. Council will continue to liaise with land owners and other stakeholders to ensure the best possible outcome for the long-term future of the precinct. Council is on track to share a draft of the Precinct Structure Plan with stakeholders and the community in 2019.
Develop a vision for Central Preston in partnership with the community, to progress development of a new, long-term plan to guide how the Central Preston precinct will be developed.	Council undertook community engagement activities to develop a vision for Central Preston, including surveys, workshops and street stands. An all-day summit with visiting experts on relevant topics and a range of activities was held to explore the future needs of the area in relation to themes such as transport, housing, shopping, working, local identity and open space. The ideas and aspirations of the local community and stakeholders will inform the vision for the area and the development of a concept plan which will be translated into a precinct structure plan to guide future growth and development. This vision and concept plan is expected to be finalised in 2018-19.



GOAL 3

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

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

2018-2019 actions working towards targets:	Progress comments:
Work to ensure Preston Market and its neighbourhood thrives into the future including working with the Victorian Planning Association to review the planning controls and future opportunities at the site.	In 2018, the VPA and Council had in-depth conversations with local residents and businesses as part of reviewing the Preston Market precinct's current planning controls. Since then, the State Government announced that it would remove the level crossings at Cramer Street and Murray Road and rebuild the Preston train station, adjacent to Preston Market Precinct. It is important that these level crossing removal works are considered in the next community engagement phase about future opportunities for the Preston Market Precinct to commence in May.
Identify and respond to opportunities and address issues arising from State Government projects, developments and land holdings where appropriate, and advocate for positive outcomes that align with Council's plans for the community (including Oakover Village).	Council advocated to the State Government for better sustainable transport, retention of valued biodiversity and great design. The advocacy projects included the proposed sale of Dumbarton Street, Reservoir, affordable housing and good design at State Government's land assets in Oakover Village and Walker Street, good design and community outcomes as part of the Reservoir, Bell and Preston level crossing removal projects. The State Government selected a developer team for the Oakover Village and Walker Street sites and Council will continue to advocate with them directly.
Work closely with the State Government to advocate for significant improvements at Reservoir Junction at the same time as removal of the Level Crossing.	The State Government commenced works on the High Street, Reservoir level crossing removal in December 2018, without the inclusion of any improvements to the adjacent road network. Council continued to advocate to government to simplify and improve the complex road network adjoining the level crossing, as proposed in the Reservoir Structure Plan. This is needed for improved pedestrian safety and to connect Edwardes Street and Broadway. In the December and March quarter, Council advocated for improvements to the proposed station building and its surrounding precinct at Reservoir. This included suitable tree replacement of four trees for every tree to be removed for the project. Design improvements focused on the ground floor activation of the station building, width of the pedestrian plaza connection linking through to Edwardes St and Broadway, integration of public art and the overall need to achieve an exemplary level of design.
Advocate with the Level Crossing Removal Authority and other partners to maximise positive outcomes for local communities affected by level crossing removals.	In Reservoir, the State Government started construction activities. Council advocated for improvements to design as well as minimise disruption. It called on the LXP to establish programs to support local businesses, for pedestrian access between Broadway and Edwards to be maintained throughout and for the speed limit to be reduced in Cheddar Road to improve safety. Council also adjusted parking controls in Reservoir shopping area. This was to ensure that there is space for customers even while some carparks are closed and to encourage community to support their local businesses. This included working with the Reservoir Traders Association and LXP on an Easter hunt and launching its #loveressa campaign.

2018-2019 actions working towards targets:	Progress comments:
Consult and finalise the review on the Darebin Open Space Strategy, and work with the State Government to seek approval for changes to the Planning Scheme to collect any additional Open Space Levy amounts from developers in future years.	Consultation on the draft Open Space Strategy was undertaken in November and December 2018. The draft strategy contains policy statements and justification for an increased Open Space Levy. Following adoption of the final Open Space Strategy, a planning scheme amendment process will begin to make changes associated with the levy that is anticipated to commence in quarter four 2018-19.
Continue collecting funds from developments in activity centres to support the upgrade of streetscapes adjacent to their development.	Planning permit conditions were applied on major development sites, including those at the corner of High Street and Arthurton Road, Northcote and High Street and Raglan Street, Preston. It is anticipated that the process will trigger the collection of funds for streetscape works.
Complete the development of a long-term infrastructure plan for works across Darebin, which is a critical component of a Developers Contribution Scheme.	The Development Contributions Plan is a high priority for Council and the project is well underway. However, due to the complexity and scale of the work, there has been a delay to the original timeline. The current focus is on finalising the 10-Year Capital Works Plan to identify future infrastructure based on projected demographics. Preparing the planning scheme amendment documents will commence during the 2018-19 financial year.
Work closely with the State Government to seek approval for changes to the Planning Scheme required to start collection of developer funds.	To meet future population growth, Council continued to advocate to the State Government on introducing a Development Contributions Plan (DCP) and levy developers for contributions to provide required infrastructure. Following completion of the long-term infrastructure plan for Darebin, the schedule of works for a DCP can be completed and adopted. A planning scheme amendment to introduce the DCP into the Darebin Planning Scheme can commence. This is a multi-year project and will require further work in future years. At the State Council meeting of the MAV in October 2018, Council supported a motion to write to the Planning Minister seeking urgent action on allowing councils to apply the standardised levies available through Infrastructure Contributions Plans (ICP) and to develop a funding stream for councils for infrastructure in established urban areas to support population growth.
Review the Darebin housing policy and strategies to meet long term community needs and maximise affordable housing throughout the municipality.	Council undertook background research and investigations that informed future housing policy work. Current projects such as Townhall Avenue and Oakover Village Precinct will assist to inform Council's policy and strategic direction. A joint project with Moreland City Council funded a Housing Advisor who delivered workshops to build staff capacity in negotiating affordable housing outcomes in multiple contexts.
Consider the feasibility and delivery model for an affordable housing site on Townhall Avenue.	In November 2018, Council resolved to proceed with the long-term lease of the site for the purpose of affordable housing. This follows community consultation and statutory notice in July-August 2018. An expression of interest process is underway to identify a tenant capable of delivering and managing affordable housing on the Townhall Avenue site.
Advocate for high levels of affordable housing at State Government owned renewal sites throughout Darebin, including Oakover Village.	Council continued to advocate and work with the State Government regarding affordable housing in Darebin, including the Walker Street precinct, Oakover Village Precinct and Dumbarton Street, Reservoir. The State Government selected a developer for the Walker Street and Oakover Village sites, with whom Council will continue to advocate directly.

GOAL 3

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

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

2018-2019 actions working towards targets:	Progress comments:
Deliver Year One priorities of the Darebin Creative and Cultural Infrastructure Framework.	<p>A creative arts strategy for the Reservoir Station level crossing removal project was completed. A commitment of both funds and integration of a public art work into the architectural package was confirmed. The project is commissioned by the State Government-appointed alliance, who will oversee and manage the project.</p> <p>Council resolved in September 2018 that Northcote Town Hall and Darebin Arts Centre would transition to be dedicated arts hubs. A five-year operational plan is in development for these two precincts. This aligns with the Bundoora Homestead Arts Centre's growth strategy to strengthen cultural hubs with increased visitation, community participation, arts programming and creative partnerships.</p> <p>There has been increased visitation within all three creative precincts. The Northlands Creative Strategy was developed as part of the Northland Urban Renewal Project during this reporting period. It directly addresses a number of priorities of the Creative and Cultural Infrastructure Framework.</p>
Implement the Public Art Framework 2018.	<p>Significant consultation and research was undertaken to inform the Public Art Framework that was presented to a meeting in February 2019 and adopted by Council. Council will now undertake a process to implement internal procedures and checklists to ensure that new public art commissions follow best practice and deliver best value for our community.</p>
Scope a new landmark public art commission that acknowledges and recognises Darebin's migration story.	<p>Scoping of the new public art commission has commenced. Governance matters and artist expressions of interest process have been designed and are currently being tested with a smaller scale public art project. A specialist public art consultant has been engaged to scope three to four sites in Darebin that may accommodate a major public art installation celebrating Darebin's migration story.</p>
Undertake a professional and market-led valuation of the indoor art collection for insurance purposes.	<p>Upgrades to the art collection database are being finalised and an audit of collection items in Council buildings is due for completion in April 2019. A valuer has been appointed and valuation of the Darebin Art Collection will occur in April-June 2019.</p>
Develop and test a cultural outcomes framework using the Speakeasy program (a year-round independent theatre program) to monitor and evaluate the impact of a local performing arts scene based at the Northcote Town Hall Art Centre.	<p>In partnership with the Cultural Development Network, an outcomes and measurement framework was implemented as part of the Speakeasy Program at Northcote Town Hall Arts Centre. A number of cultural, social and economic outcomes are informed by new data collection methods and evaluation tools. The first full year of data and analysis will be complete by June 2019.</p>
Design, develop and implement a municipal-wide arts marketing plan to diversify audiences and grow visitation across signature arts precincts in Darebin.	<p>An Arts Precincts Marketing Overview has been completed, incorporating Darebin Arts Centre, Northcote Town Hall Arts Centre and Bundoora Homestead Art Centre. The marketing plan will now be developed from this overview and finalised in June 2019.</p>

2018-2019 actions working towards targets:	Progress comments:
Expand Council's art collection through new acquisitions and commissions of both indoor and outdoor art works aligned to the Collections Policy and Public Art Framework 2018.	<p>Several new artworks were recommended for acquisition to the Darebin Art Collection. The recommendations were assessed by a selection panel guided by Council's Collection Policy and procurement is now complete or in progress for all new art works. Six new works for the collection were approved, including a painting by Indigenous artist Marlene Gilson, an embroidery by Abdul Abdullah and work by Australian Chinese artist Eugenia Lim. Once finalised, the artworks will be displayed and available to view online. The selection panel also approved acquisition into donations related to the Smith family and hospital history collections.</p>
Complete the restoration of FIDO public art work located in Fairfield.	<p>Timber restoration work commenced and will be completed by the end of April 2019. Other works are being scoped in collaboration with the original artists. All works are planned to be completed prior to the end of June 2019.</p>



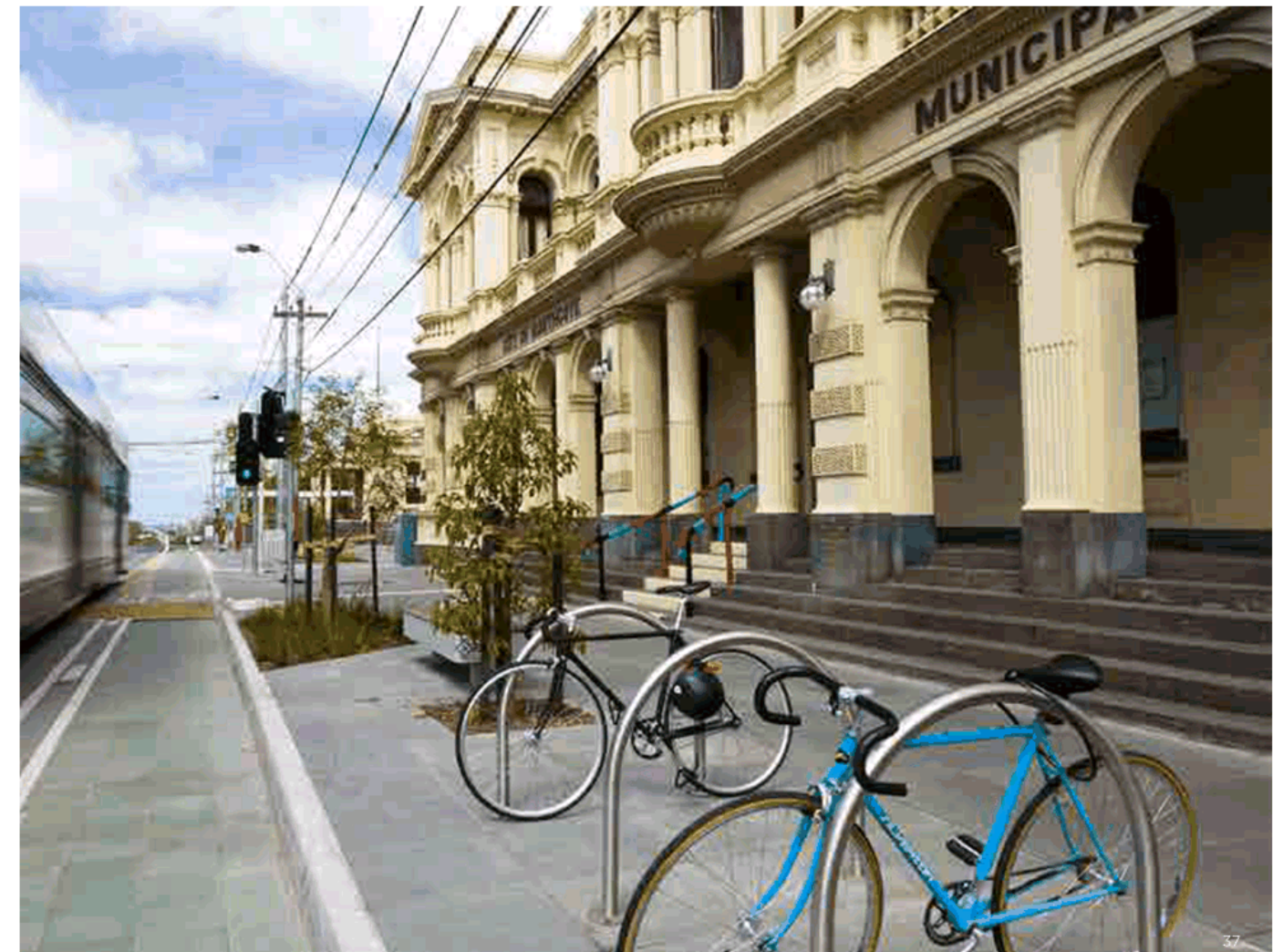
GOAL 3

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

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

2018-2019 actions working towards targets:	Progress comments:
Construct local area traffic treatments in Northcote, Thornbury and Reservoir at high priority locations nominated by traffic management and road safety audits. Complete design works for additional high priority construction works in subsequent financial years.	Construction works to slow vehicles and increase the walkability of our streets were completed along Queen Street in Reservoir and Springthorpe Boulevard in Macleod. Community consultation was completed for the Northcote Mitchell Street area.
Complete design works for additional high priority construction works in subsequent financial years.	Design is currently being undertaken for building renewals, road rehabilitation, laneways and other civil projects. Designs of Edwardes Lake Park athletics track, JE Moore Pavilion, Bundoora Park Pavilion and Bundoora Homestead will be ready for construction in the 2019-20 financial year.
Construct upgrades to six small Shopping Strips with new amenities including bins, recycling bins, cycle hoops, seats or trees.	Designs for improvements to six retail centres were completed in 2017-18. Construction for two of these centres, located at Enfield Avenue Preston and Banff St Reservoir, is in progress. Construction work to install a new footpath at Lancaster Gate (Polaris) Bundoora is also complete. Designs for improvements to retail streetscapes at Wales St Thornbury and Moira/Churchill Reservoir is nearing completion and consultation is planned for future years.
Renew three special rates schemes to enable traders associations to continue improving and marketing key activity centres.	Council considered the renewal of the Fairfield and Northcote business precincts on 18 March and the public consultation process has commenced. Council will also consider renewing the Preston Central special rate levy in April.
Deliver maintenance programs for streetscapes and public spaces in line with current levels of service.	Council invested substantial resources in upgrading major shopping strips and streetscapes. Contracts were awarded for the maintenance of High Street from Westgarth to Murray Road, Edwardes Street, Reservoir Broadway, Reservoir, Gilbert Road/Miller Street, Preston intersection and Station Street Fairfield plantings. These programs are ongoing and have experienced a significant improvement in maintenance standards.
Integrate safety as a high priority into all design for new public places and facilities including consideration of lighting design.	Increasing the perception of safety and actual safety are high priorities in every Council project. Council undertakes safety audits and incorporates the Crime Prevention Through Environmental Design principles as part of the design process for parks, playspaces, activity centres and streets.
Continue to install high efficiency lighting whenever replacement or renewal is needed.	Council upgraded its street lights to LED technology whenever replacement or renewal was needed.
Commence the implementation of the Gender Equality Map pilot, in partnership with the State Government, including undertaking a minimum of one gender and community safety audit.	The Gender Equality Map closed in February, with 142 pins mapping experiences across the municipality. The findings of the map are being analysed by Monash University and will inform community safety and public place initiatives in 2019-2020.

2018-2019 actions working towards targets:	Progress comments:
Deliver at least two whole of place audits to identify actions to reduce crime and improve perceptions of safety.	Two safety audits were undertaken this quarter: Eric Street Preston (surrounding the public housing estate) and Main Drive Bundoora, with identified actions underway. An audit in Crevelli Street, East Preston will take place in April 2019.
Using a risk based approach, respond appropriately, consistently and in a timely manner to matters affecting the safety and amenity of our community.	A risk-based assessment of issues is the primary tool used to prioritise the way resources are used to respond to matters that may impact or affect the safety and amenity of our community. This is being reinforced by work focused on improving and updating our Local Laws, including the development of Standard Operating Procedures, which aim to ensure consistency in approach. Improvements to the service delivery aspects of Council's compliance areas also occurred. For example, the process for reporting of dumped rubbish was streamlined, which reduced the time for removal.



GOAL 3

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

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

GOAL 4

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

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

2018–2019 actions working towards targets:	Progress comments:
Provide an effective monitoring and compliance response to parking that supports Council's efforts to improve the safety and amenity of our road network.	A review of the overall parking strategy for the City of Darebin is underway. As the strategy is developed, the role of enforcement and emerging technologies will play an important role in ensuring the delivery of the strategy's outcomes. This will ensure that Council has the capacity to meet community expectations regarding parking management into the future. As part of the ongoing monitoring and enforcement of parking in the municipality, Council's parking officers detected 26,400 parking breaches year-to-date as part of their regular patrols. As well, they have responded to and resolved 8,796 requests concerning parking-related matters.
Complete the review of the Graffiti Strategy.	Public consultation commenced, with a draft of the new strategy expected to be completed by 30 June 2019.
Complete 12 street art murals across the municipality to minimise graffiti occurring at hot spot locations whilst improving the amenity.	Seven murals were completed, with two more due to commence in early April. The remaining four murals will commence in late April.
Deliver year two actions identified in Council's 2017–2021 Domestic Animal Management Plan (DAMP) including those actions aimed at ensuring responsible animal ownership continues within our community.	Council is well advanced in the delivery of the Domestic Animal Management Plan's Year Two actions. In particular: <ul style="list-style-type: none"> – a three day animal de-sexing program is planned to be conducted before the end of June, which will complement the sessions already completed earlier in 2018-19 – all animal management officers have successfully completed specialised training regarding the handling of dogs and cats, particularly focusing on the handling of animals that are aggressive. Further training for officers covering basic investigation updates and legal procedures will be completed before the end of the June – the procedures for dealing with the destruction and management of dangerous and restricted dog breeds was reviewed and updated – increased proactive patrolling of Council's parks and reserves took place over the recent daylight saving period that aimed to increase responsible pet ownership awareness and improve the safety and amenity of all park/reserve users.
Improve our approach to construction management and enforcement to better address the disruptions that the current high levels of development are causing in our community.	A whole-of-council approach was undertaken to review and better understand the scope of construction management issues. Council started reorienting work towards a place-based approach. For example, a dedicated team was established to minimise and manage disruption associated with the State Government's level crossing removal – the largest construction project in the City. Appointment of place managers is near completion and these staff will help Council manage disruption and communicate with the community in a more integrated way.
Prioritise the enforcement of compliance and safety issues, such as swimming pool fencing and boarding house management.	The monitoring and enforcement of safety risks related to both swimming pools and boarding houses were given priority. Council issued and acted on a total of 21 building notices and six orders related to boarding houses. Many of the issues related to the failure to authorise building works.

2018–2019 actions working towards targets:	Progress comments:
Deliver the Pitch IT program to support new businesses in Darebin.	Applications for the Pitch IT closed on 15 March and Pitch Day was held on 22 March. Five finalists were chosen to enter the Darebin Accelerator Program, with the Grand Final scheduled to be held in May 2019.
Support the establishment of a social enterprise network in Darebin.	The inaugural Social Enterprise Network meeting held on 31 October 2018 attracted 12 local social enterprises. Council is currently developing a Social and Sustainable procurement policy which will directly benefit local social enterprises.
Undertake research to understand Darebin's micro business structure.	This research is expected to be completed by the end of June.
Undertake a business support program to assist local migrant and refugee women to start their own businesses.	Commenced promotion for the Global Sisters Program, which aims to support local migrant and refugee women to begin businesses. Recruitment and workshops are being delivered until June.
Encourage businesses to take up apprenticeships and other employment programs available through state and federal government funding, including placement opportunities for Aboriginal and Torres Strait Islander people.	Assisted a local business Activ8Me in their recruitment for people from Aboriginal and Torres Strait Islander background and continued to promote the Darebin Jobslink, which showcases local job opportunities to local job seekers.
Undertake two projects with local tertiary providers to enhance employment outcomes.	Three Darebin businesses have engaged La Trobe University students through the Northern Industry Student Placement Program facilitated by NORTH Link. An additional business, Shiny Embroidery, has engaged La Trobe University students to undertake research projects funded by a Federal Government grant. The project included the development of an app to enhance warehouse logistics.
Continue to work with the community to develop a Parking Management Strategy that will consider community, transport, public space, climate change and responding to population growth in the City.	A new Parking Strategy is being developed which will change Council's approach to parking management. It is intended that this new approach will transition to an evidence-based parking management process that will consider parking at a precinct level. The draft Parking Strategy, draft revised Parking Permit Policy and plan for ongoing implementation of parking restrictions, will be released in May 2019 for community consultation.



GOAL 4

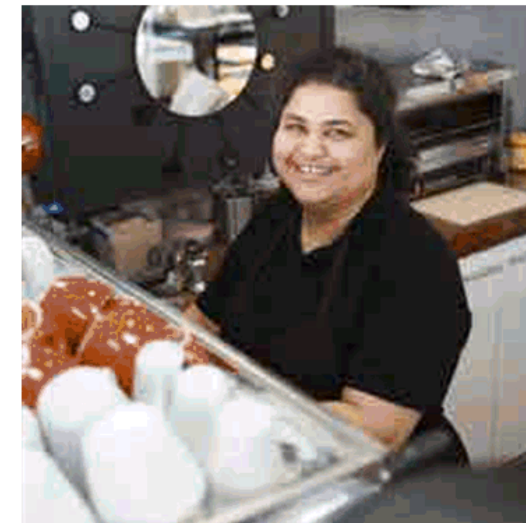
We will support and attract a diversity of local businesses and industries by fostering an environment in which they can thrive.

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

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

2018-2019 actions working towards targets:	Progress comments:
Activate vacant shop fronts in Darebin.	Two art installations were delivered in long-term vacant shops in High Street Preston and Thornbury, bringing the total number for the year to eight. These installations beautified the precincts and can be directly attributed to reducing graffiti. Council also confirmed a partnership with Melbourne Polytechnic to display students' artwork in vacant shops across Darebin. Additionally, the program supported five potential new businesses.
Support businesses operating in Council facilities at the Melbourne Innovation Centre in Alphington and the old Police Station at Northcote.	In November, the Melbourne Innovation Centre (Darebin's business incubator) celebrated 20 years of operation. Melbourne Innovation Centre became a partner to deliver 2019 Pitch IT. The program was promoted to all businesses operating out of the incubators.
Develop a partnership between the Darebin Arts Centre and the Global Sisters social enterprise initiative to enable access to a commercial grade kitchen to support start-up local food enterprises.	Council worked in partnership with community-based organisation Global Sisters to facilitate access to the Darebin Arts Centre commercial kitchen for women who are re-entering the workforce, or entering it for the first time. The kitchen has been made fit-for-purpose and the collaborative projects with Global Sisters are progressing with mutual benefit to both.
Reinvigorate the Darebin Art Centre as a centre for arts and innovation with public areas (including the main foyer of the Darebin Art Centre) upgraded to meet community expectations of a functional and quality arts centre.	In addition to transitioning the Darebin Arts Centre away from a Council facility for hire and into a dedicated arts centre, the centre's foyer is undergoing refurbishment. These works will ensure accessibility for people of all abilities, as well as improving community experience of the centre. Works continue to progress on schedule and budget and will be complete in the first week of April 2019.

2018-2019 actions working towards targets:	Progress comments:
Continue our partnership with NORTH Link to advocate for regional economic growth and implementing regional strategies such as the Melbourne's North Food and Beverage Growth Plan.	NORTH Link released a regional investment prospectus as part of their regional attraction strategy. The prospectus showcased key industries and investment opportunities available throughout the region. Council is working in partnership with Melbourne's North Food Group to deliver the 2019 Export Program. Promotion of NORTH Link's Industry Student Placement Program has seen an increase in the number of local businesses utilising this opportunity.



GOAL 5

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

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

2018–2019 actions working towards targets:	Progress comments:
Develop an Equity, Inclusion and Human Rights Framework with associated actions plans.	The draft framework is complete and will be presented to Council briefing in the fourth quarter.
In partnership with external community organisations and internal stakeholders, identify employment programs that support Darebin's underemployed, unemployed, low socio-economic, CALD, youth, disabled and disadvantaged community members to develop skills, build capacity, gain experience and increase opportunities to gain meaningful employment.	Council continues to work closely with the Darebin Aboriginal Advisory Committee, Darebin Ethnic Communities Council, La Trobe University, Melbourne Polytechnic and other external stakeholders to identify and support local employment pathways within Council. Council supported 90 placements, engaged an Aboriginal and Torres Strait Islander trainee and coordinated eight Council employees to participate in the Real Jobs Industry Program for more than 200 Year 10 local students in October 2018. Council is currently scoping a new community employment program to support diverse and disadvantaged community members to participate in a 16-week certificated program to gain employment with Council or externally.
Continue to apply the equity, inclusion and wellbeing assessment tool to ensure our services, facilities and programs prioritise the needs of our most vulnerable.	Council continues to apply the equity, inclusion and wellbeing assessment tool across the organisation to ensure our services, facilities and programs prioritise the needs of our most vulnerable. The tool was applied to nine major projects this quarter. They included Draft Parking Strategy consultation Phase 2, Recycle Right Campaign Phase 2, Streets for People Corridors 2 and 3, Intercultural Centre Feasibility Study and the Draft Gender Equity and Prevention of Violence Against Women Action Plan.
Review the 2015–2019 Disability Access and Inclusion Plan and develop a new plan for Council.	Internal consultation took place to inform the new plan and consultation was undertaken with the Disability Advisory Committee. Community engagement activities are being planned to inform the evaluation of the current plan and the development of the new plan. Community consultation commenced at the Kites Festival in March, with conversations focusing on social inclusion, using graphics and illustrations to capture ideas.
Construct two new disabled parking spaces serving Activity Centres and schools to improve safety and accessibility for users.	A relocated upgraded disabled parking space was installed in Mitchell Street near the Miller Street/Gilbert Street Activity Centre. The disabled parking space upgrade on Ash Street next to Preston North East Primary School was completed.
Finalise designs for disabled parking spaces in five locations in Darebin to be constructed in subsequent financial years.	Upgrade works for two parking bays for people with a disability were completed in Mitchell and Park Streets, Preston. The space in Ash Street, Preston was upgraded in January 2019 to comply with the Australian Standards.
Complete access and inclusion capital works improvement program for the following projects: the bridge internal alterations (Stage 2 Construction) 220 High Street, Preston; accessibility alterations to Merrilands Community Centre East Building (Stage 2 Construction) 35 Sturdee Street, Reservoir; the bridge relocation of accessible toilet (Stage 2 of 3 Design) 220 High Street, Preston; and the bridge accessibility (Stage 1 Design) Shaftesbury Parade, Thornbury.	Works at Merrilands Community Centre East Building and The Bridge, Preston are almost complete, with remaining minor items to be finalised.

2018–2019 actions working towards targets:	Progress comments:
Implement the final actions from the 2017 Language Aide and Multilingual Service review.	This project is on target for completion by the end of June. Once implemented, customers who don't have English as their first language will experience an improved level of service. The Language Aide Officer has met with CALD community groups to ensure work undertaken is appropriate, relevant and aligns with expectations and needs. Staff training has also been undertaken. As part of this project, we are also ensuring accessibility for all groups, with the inclusion of the CAS symbol, hearing loops and the work with Autism SCOPE about our services.
Meet our legislative and moral obligations to children, ensuring that children and young people involved in Council programs or visiting Council are safe from harm and abuse.	Training was delivered to all teams that provide direct services to children and young people to ensure employees have an understanding of legislative, policy and moral obligations. Council commenced roll-out of its on-line Child Safety training in March. Council also developed a Safeguarding Children Code of Conduct, which will be communicated across the organisation in 2019. Three cross-organisational working group meetings were facilitated to identify issues and to support the implementation of a child safe culture.
Deliver a professional development program designed to address inequality in the music industry targeting early-career music producers.	Darebin Music Feast was held in October 2018 and focused on gender inequity in the music industry. A weekend-long professional development program explored relationships between gender, sound and narrative. The program covered ideas about how female, femme and non-binary indie musicians approach their artistry, what makes them, what breaks them and how broader issues like age, class and ethnicity affect creative practice .
Deliver the AMPLIFY mentoring program (a professional development program to address inequality in the music industry) as part of the 2018 Darebin Music Feast.	AMPLIFY was delivered on Saturday 27 October as part of the 2018 Music Feast. In 2018, AMPLIFY was open to Aboriginal and Torres Strait Islander music event producers and the resulting event, Jirmujina Liyan (songs for spirit), showcased Aboriginal and Torres Strait Islander People through music.
Develop and deliver a 12-week arts development mentoring program for young people from disadvantaged backgrounds. 'LET'S TAKE OVER' Arts Producing Mentorship will culminate in a one day arts festival at Northcote Town Hall Arts Centre.	The development program was successfully completed and the festival event was held on 2 March. Attendance was at capacity and Council has now moved into the debrief phase.
Deliver a feasibility report on the Intercultural Centre with a focus on the functional, space and design requirements as well as a renewal of the vision, service outcomes and potential locations.	The feasibility study commenced in September 2018. Consultation with users, Council, community stakeholders and internal officers is being undertaken. External consultants are working on the preferred assessment criteria for a new location for the Intercultural Centre. An internal Transition Analyst is developing a new service model for the program, incorporating the directions and drivers identified through consultation. The final report will be completed in June 2019.
Adopt and implement an Electronic Gaming Machine Policy.	The Electronic Gaming Machine Policy 2018-21 and action plan were endorsed by Council in December 2018. Council will continue to implement the action plan and review it on an annual basis.

GOAL 5

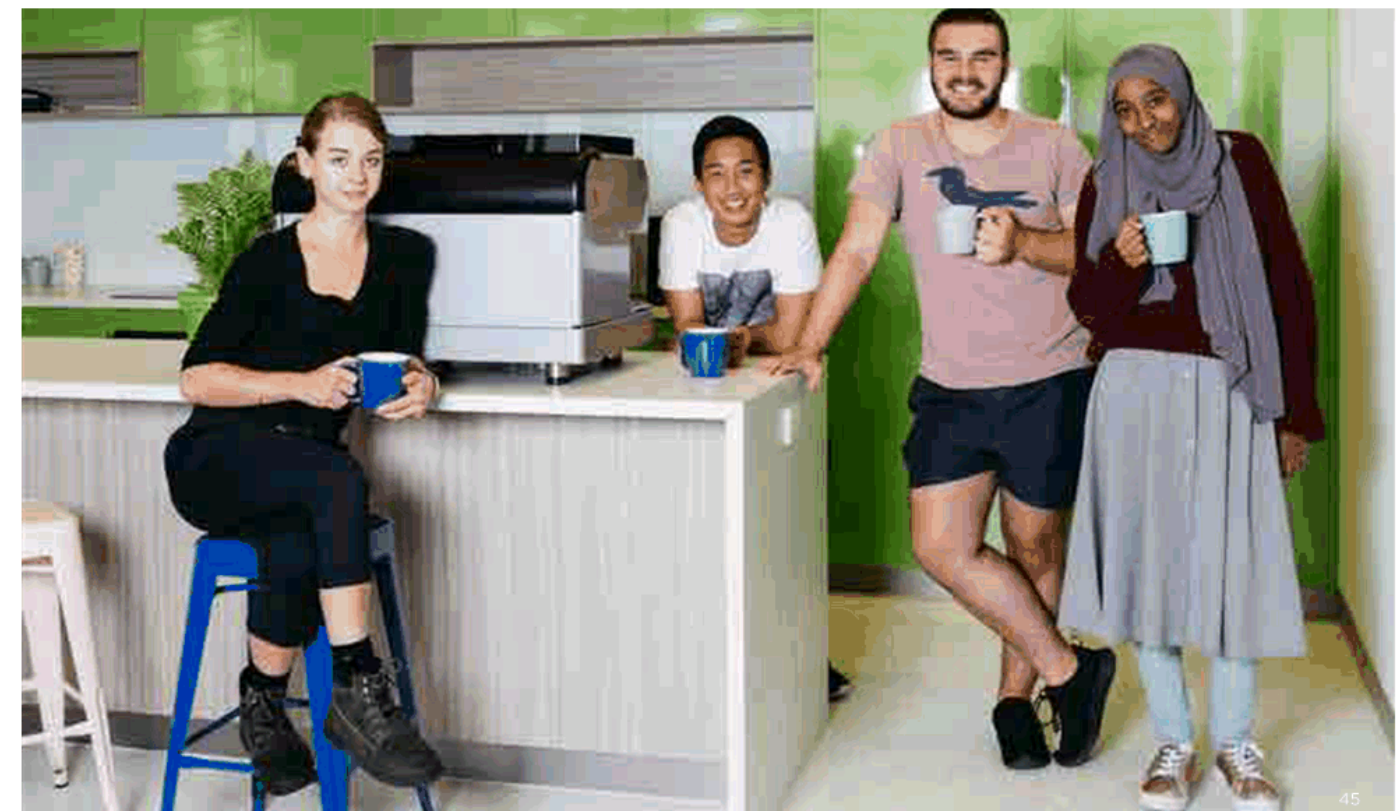
We will lead on equity and recognise our **diverse community** as our **greatest asset** for solving future challenges.

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

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

2018-2019 actions working towards targets:	Progress comments:
Develop a partnership with the Brotherhood of St Laurence to deliver an employment support program for asylum seekers and refugees.	Council executed a funding agreement with the Brotherhood of St Laurence to allow the Employment Pathways for People Seeking Asylum project to commence. The program has engaged 72 asylum seekers, with 39 remaining actively involved in the program activities. Three participants were supported to obtain employment and volunteer opportunities in Darebin.
Advocate for good community outcomes and high levels of affordable housing at State Government owned renewal sites throughout Darebin, including Oakover Village.	Council continued to advocate to and work with the State Government on affordable housing in Darebin that included the Walker Street, Oakover Village Precinct and at Dumbarton Street, Reservoir. The State Government selected a developer team for Walker Street and Oakover Village and Council will continue to advocate directly with them.
Develop and implement a Local Diversity and Inclusion through Employment Strategy that identifies ways to minimise the barriers to diversity in the workplace and increases pathways to employment for our local community.	Council's Employment Pathways Committee continued to work collaboratively to explore local employment and placements in partnership with local institutions and organisations. This is supported by Council's Pathways to Employment Policy and the newly developed Volunteer Policy. Council has recently undertaken an internal diversity survey. Analysed data will inform future employment strategies. Council will develop a Local Diversity through Employment Strategy during 2019.
Develop and deliver Aboriginal and Torres Strait Islander and Refugee Mentoring Programs across Council.	Council delivered its first Aboriginal and Torres Strait Islander mentoring program, which included training for both mentors and mentees to ensure they have the skills and knowledge to participate in the program. Mentors and mentees have been partnered and connect sessions scheduled. The first 'connect' session was successfully held in October 2018 at the Darebin Spiritual Healing Trail and guided by Uncle Trevor Gallagher, Koori Education Worker. Another 'Connect' session is scheduled for May 2019.
Deliver Aboriginal, Cross Cultural, Diversity and Inclusion and Disability Awareness Training across Council that fosters a more creative, inclusive, respectful and productive workforce and workplace.	Aboriginal and Torres Strait Islander Awareness, Disability Awareness and Say NO to Racism training was delivered this financial year. Participants found the training useful, informative and relevant. Disability and LGBTIQ Awareness sessions are scheduled for quarter four.
Support the implementation of Council's Workplace Cultural Development Strategy through the facilitation of programs that build a harmonious, performance and values-based culture that meets the changing needs of our diverse workforce and community.	Council has scheduled more than 40 programs to support the continued development of a harmonious, performance-oriented and values-based culture, including Introduction to Emotional Intelligence, Being a Peak Performer, Lead Innovative Thinking and Practice, Creative Thinking and Problem Solving and Develop and Implement Strategic Plans. In addition, more than 100 Managers, Coordinators and Team Leaders attended Teamwork Performance and Accountability training. Council also delivered Aboriginal and disability awareness training, Say No to Racism and LGBTIQ awareness training and improved its induction program to focus on delivering excellent services to our diverse community. People and Development continue to partner with Council's Manager Culture and Transformation to identify and implement key strategies.

2018-2019 actions working towards targets:	Progress comments:
Undertake a review of Council's Community Grant Program to deliver a more effective and streamlined approach.	The grants review has been completed, with a final model endorsed by Council in February 2019. The 2019-20 small and medium grants and venue hire support grants opened in March 2019.
Design and implement opportunities for children and young people to participate in civic life by seeking their input into decisions that affect them including Northland Urban Renewal Precinct, Reimagining Ruthven Master Plan and Northcote Aquatic and Recreation Centre Renewal.	Council consulted with families and children at the Darebin Community and Kite Festival, as part of its advocacy to the Federal Government for ongoing four-year-old kindergarten funding. Children were asked to illustrate what they loved about kindergarten and to share their work as part of Council's endorsement of the I Love Kinder campaign.
Develop a comprehensive Community Engagement Framework that will shape and drive our engagement processes with the Darebin community to ensure we continually reflect the views and needs of residents, traders and visitors.	Council is developing an overarching community engagement strategy and framework to guide engagement plans that are ideas-driven, innovative, events-based and future-focused, capture individual stories, experiences, faces and personalities. The framework will reflect proposed legislative requirements in the upcoming new Local Government Act and better-practice recommendations in the Victorian Auditor-General's Public Participation and Community Engagement: Local Government Sector Report. The framework will also reflect community expectations of a modern, progressive Council with robust community engagement at the heart of decision-making and incorporate staff development and capability.



GOAL 5

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

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

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

2018-2019 actions working towards targets:	Progress comments:
Deliver the recommended solutions identified by the Young Citizen Jury that respond to the key issues currently affecting Darebin young people.	Young Citizen Jury members co-designed Youth Services Darebin Community and Kite Festival display and Victorian Youth Week activities. Two members joined the Youth Services Strategy Reference Group. Members also provided input into a submission to the National Youth Commission's Inquiry into Employment and Transition and Royal Commission in Mental Health's Terms of Reference.
Undertake a comprehensive and inclusive community engagement process, including community listening posts and digital channels, for the coming 2019-20 budget. Research and develop a deliberative budget engagement model to be implemented in 2019-20.	The pre-budget consultation was completed, with community feedback incorporated into the development of the proposed 2019-20 Annual Budget. Stage Two of the engagement process will occur in April and May 2019, when the draft budget is exhibited for public comment. This will include six pop-ups, community conversation sessions and a variety of communications tools to ensure the budget is communicated throughout the community. Through this process, the community will be provided with a range of ways to provide feedback to Council on the 2019-20 budget.
Review the Terms of Reference for our Community Advisory Committees to ensure consistency and clarity of purpose.	The terms of reference will be revised based on outcomes from the Advisory Committee Review, which will be conducted as part of the development of the Community Engagement Framework.
Provide training and targeted professional development for councillors.	Professional development training is provided for Councillors, as requested.
Deliver training and online resources to help citizens make verbal and/or written submissions at government bodies and other agencies.	Fifty community members participated in three community submission training sessions in February and March. Feedback from participants has been very positive. Over the next quarter, Council will evaluate the success of the program and make recommendations for 2020.
Work with local schools to encourage student's attendance at three daytime Council Meetings in 2019, in recognition of the value of children and young people's participation in local democratic processes.	Council distributed an Expression of Interest to all primary and secondary schools within Darebin inviting their participation in the 2019 daytime Council meetings. Workshop content was developed to be delivered within participating schools pre and post day time meetings to ensure that students are more informed about the Council and the democratic process.
Optimise the processes for briefing sessions to ensure Councillors have all the relevant information to inform decision making.	An initial review of the Councillor Briefing Policy was undertaken. A workshop will be held with Councillors to finalise both the Local Law (Council Meetings) and the briefing process.
Review the procedures for tracking Council resolutions to ensure they are implemented in a timely manner.	A process was developed and implemented, which includes quarterly reporting to Councillors and the Executive Team on the implementation of Council resolutions. An update was provided to Councillors in the Quarter 3 Council Plan Progress Report in May 2019.
Finalise Council's Advocacy Strategy that focuses on the issues important to the Darebin community and supports Council's efforts in fighting for our voice to be heard at a State and Federal Government level.	Council's Advocacy Strategy for the 2019 Federal Election outlines the key issues of importance to our community and an overview of the funding and policy commitments we are seeking. The broader overarching advocacy strategy, which will focus on key initiatives and policy priorities for our community and will draw on feedback we have received from the community through Council's engagement activities.

2018-2019 actions working towards targets:	Progress comments:
Develop a new Aboriginal and Torres Strait Islander Action Plan for endorsement by the Aboriginal Advisory Committee.	The Action Plan was endorsed by the Committee at their meeting in March 2019, pending the finalisation of the updated Darebin Council Statement of Commitment to Traditional Owners and the Aboriginal and Torres Strait Islander Community.



GOAL 6

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

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

2018–2019 actions working towards targets:	Progress comments:
Complete a review of Council's Asset Management Policy and Strategy aimed at ensuring that service delivery is provided in a financially sustainable and effective manner.	Benchmarking against other councils was undertaken, in addition to an internal assessment of Council's asset management practices and procedures. Procurement commenced to deliver a new Asset Management Policy and Strategy.
Implement a program to drive and expand upon its current continuous improvement capability. The program will focus on productivity and efficiencies gains, customer service improvement, business integration and cost savings.	Delivery of the process and service review program is on track, with 97 processes reviewed and mapped. Significant progress has also been made on building internal capability, with the roll-out of the continuous improvement capacity building program.
Review Council's current Project Management Framework to support the design and implementation of consistent project management principles across the organisation for all major projects CAPEX and non-CAPEX projects.	Significant changes are currently being made to the Project Management Office processes with a cross-functional team charged with driving change.
Develop a new Property Management Strategy to guide Council's future decision-making in relation to the management of its property assets, leases, licences and service levels.	The project scope was completed and initial bench-marking was undertaken against similar organisations. The project is scheduled for completion in the first half of 2019–20.
Develop and commence implementation of a Workforce Planning Strategy that aligns the needs and priorities of the Council with those of the workforce, ensuring that it meets legislative, regulatory and service needs of our community now and into the future.	Council continues to work closely with neighbouring councils as part of a regional partnership in relation to the development of a framework for the strategy, to ensure Council is legislatively compliant and has resource needs mapped into the future. The framework will be completed by June 2019.
Conduct an extensive five-yearly household survey to better understand the needs of the Darebin community and ensure that this is reflected in our services and delivery methods.	The five-year survey was postponed for 2018-19. The Community Engagement Strategy project will look at the best ways for Council to engage with the community on a broader level to provide a longer-term profile snapshot and to inform planning and future service delivery.
Undertake a periodical assessment of the alignment of staff and resources regarding service delivery and community levels of service.	Research has been undertaken and the framework will be developed by 30 June.
Undertake a review of Council's procurement policy, framework and processes to deliver better practice, improved compliance, enable collaboration with other Councils and social procurement outcomes.	Council is developing a new Procurement Policy and Strategy that will embed social and sustainable procurement principles and practices that demonstrate corporate social responsibility, better practice and tangible return to our community. Finalisation of the documents will occur by the end of the financial year, in preparation for consideration
Collaborate with surrounding northern region Councils to explore shared opportunities, minimise costs and maximise value for money for our communities.	Council is collaborating with our northern region partners in relation to the procurement processes that will yield better value for Council and also to support the development of temporary staffing and workforce planning strategies.

2018–2019 actions working towards targets:	Progress comments:
Collaborate with the Northern Region Councils, deliver an IT systems integration project that will deliver the ability to integrate various technological systems that will streamline customer service, improve functionality and enable more efficient business services.	Council continues to work with its regional partners on collaborative initiatives and is currently mapping system connectivity gaps and opportunities for immediate customer service and functionality improvements to be implemented during 2019-20. The IT Integration project forms part of the CommunityFIRST and IT Strategies and will continue to evolve in line with business and service needs.
Complete the IT Strategy and 'Digital First' plan to support Council's commitment to improved customer service, digital initiatives, business efficiency, 'Smart City' innovations and value to the community.	To assist in the development and implementation of the IT Strategy, a new IT governance structure has been implemented. This will ensure key organisational and customer needs are achieved while compliance, security and regulatory obligations are being met. Significant research and prioritisation of works was undertaken in quarter three and will continue in quarter four to support the strategy.
Scope and design a digital solution to decrease the councils expensive and physically large storage footprint resulting from storing in excess of 15000 archive boxes. This will encompass aspects such as physically auditing to reduce box numbers, digitising documents to provide cheaper, more secure storage with quick and effective management/recall of records, disposal and regulatory compliance.	A review of the electronic document and records management system was undertaken. Recommendations from the review, in addition to modelling a number of options to mitigate storage and manage digital solutions, is currently underway. A report was prepared in quarter three, finalising Council's options and costs.
Finalise and commence the implementation of the Customer Service Strategy.	Council's customer service strategy (Customer Experience Strategy) forms part of the CommunityFIRST Strategy. The overarching CommunityFIRST strategy will define Council's brand and be underpinned by the organisation's values and related behaviours that guide staff in every internal and external interaction. This is then brought to life through the customer experience strategy, which will ensure we deliver on those expectations by staying true to the brand and values. The customer experience element of the CommunityFIRST project will incorporate the strategy, charter, service policy and complaints process. Stage One of the CommunityFIRST project will be completed by June 2019.
Develop and implement a new Complaints Handling Policy.	Work has begun on the complaints policy and procedure with an audit process, staff hack sessions, data collection and alignment with the CommunityFIRST Strategy.
Introduce a new digital platform to significantly improve the convenience, simplicity and effectiveness of the community's interaction with Council's services. The platform will support the 'Digital First' plan by enabling a wide range of services to be offered online as well as improve the in person and phone based customer experience through increased customer service capability.	To assist in the development and implementation of the IT Strategy, a new IT governance structure was implemented. This will ensure key organisational and customer needs are achieved while compliance, security and regulatory obligations are being met. Significant research is being undertaken to support the strategy. In the interim, key business and customer service improvements are being identified and actioned. This includes automated data collection, improved GIS capability and website, health and planning improvements.
Expand the use of the Darebin City Council website through automated online forms and payment capability.	Website functionality is currently being scoped in line with the CommunityFIRST Strategy. This will ensure customer service levels are clearly defined and responsive to customer needs. Technological capability is also currently being mapped to accommodate future needs.

GOAL 6

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

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

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

2018-2019 actions working towards targets:	Progress comments:
Progress implementation of the Public Open Space Levy and Developer Contribution Scheme (see Strategy 3.1).	Consultation on the draft Open Space Strategy was completed in December 2018. As part of this body of work, an Open Space Contribution Framework will propose changes to the Open Space Levy. Once adopted (planned for mid-2019), this will form the basis of the planning scheme amendment process. The Development Contributions Plan is a high priority for Council. The project is well underway; however, due to the complexity and scale of the work, the project has seen some delays to the original timelines. At this stage, the planning scheme amendment process is expected to commence during the 2018-19 financial year.
Council will explore and implement solution-based engagement methods that suit the diverse stakeholder groups across our community.	This project will form part of the Community Engagement Strategy. This will include an extensive consultation piece supporting the draft Multicultural Communications Action Plan 2018-21 and develop recommendations and strategies. These actions have been tested with departments from across the organisation, including Aged and Disability, Leisure, Libraries, Equity and Wellbeing and Youth. Final strategies will be included in the workplans and key performance indicators of the Communications, Community Engagement and Corporate Affairs teams.
Negotiate a modern and flexible Enterprise Agreement that is sustainable and reflects industry and industrial standards.	Council completed the Enterprise Agreement 2018-22 negotiations, with a resounding 93 percent of employees voting 'Yes' in support of the agreement. The agreement has been lodged with the Fair Work Commission and Council expects to hear back from the Commission in April 2019.
Review Council's ten year financial strategy that delivers funding for ongoing service delivery to the community, the timely renewal of community assets and the assets required for ongoing service delivery and new community assets. This strategy will fully integrate with the Council Plan, Strategic Resource Plan, Capital Works Plan, Annual Budget, and other informing Council strategies.	A review of Council's 10-year Long Term Financial Plan (LTFP) is underway as part of the 2019-20 Annual Budget process. The focus for the third quarter was preparing Council's 2019-20 Annual Budget and the 10-year Capital Works Plan.
Develop a new Risk Management Policy and Framework to ensure an integrated and holistic approach to the management of risk is embedded organisation-wide.	Drafts of the new Risk Management Policy, Risk Management Framework and supporting tools and guidelines were developed. The documents will be finalised by end of May 2019. Drafts have been endorsed by the Audit Committee.

2018-2019 actions working towards targets:	Progress comments:
The Darebin website will be redeveloped to provide the community with greater access to the information they need about their local community and services. There will be significant community consultation built into the project to ensure the views of Darebin residents, traders and visitors are incorporated into the new design.	Consultation will be undertaken to scope this project and will start in June 2019. It will include community consultation on the type of content, design and functionality required for the new site and be completed by the end of May 2019. The website will include a new 'look and feel' with functionality that enhances the customer experience.
Develop an interactive map for the community to view Council services and where they are located.	Planning commenced, with interactive mapping functionality included in the community engagement process. This functionality was integrated into the Darebin website project.





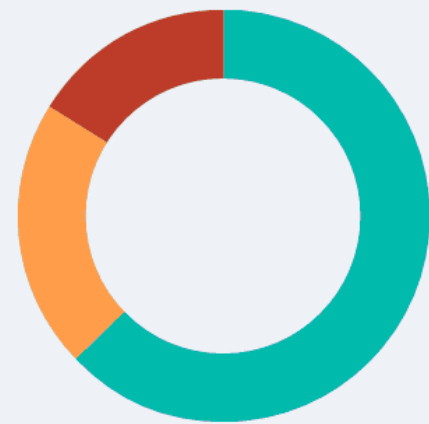
CAPITAL WORKS



CAPITAL WORKS

Third Quarter 2018-19

Overall Performance



- **63%** On track
- **21%** In danger of missing target
- **16%** Has/predicted to not meet target*

This is the second year of the Council Plan 2017-21. Darebin's capital works program continues Council's strong investment in new and renewed infrastructure. In the Annual Budget 2018-19, Council committed \$52.2 million to its 2018-19 capital works program of 131 projects. The budgeted capital expenditure for 2018-19 included \$15.73 million for new assets, \$24.59 million for asset renewal and \$11.87 million for asset upgrades and expansion works. Some of these projects are being delivered over several financial years.

As at 31 March 2019, 63 percent of projects are on track, 21 percent are at risk of missing target and 16 percent have missed*. Council is working to ensure a successful delivery of these projects within the 2018-19 Financial Year.

Actual spend on the capital works program to date is \$20.4M. As at 31 March 2019, there is a further \$12.2M of agreed and committed work under contract that is set to be delivered.

* 'Has/predicted not to meet target' may refer to budget or schedule targets.

Completed Works

As at 31 March 2019, a number of projects have already been completed, including:

Modify parking bays for persons with a disability

Actual expenditure 2018-19: \$209,772

This is the ninth year of Darebin's 10-year commitment to ensure our parking spaces for people with a disability are compliant with Australian Standards for accessibility. This year, modifications were made at Park Avenue, Mitchell Street and Ash Street.

Other Progress Highlights

There are 131 separate programs and projects with the capital works program. Below is a selection of projects that are progressing across the municipality.

Rathcrown Road Bridge Construction

Total project budget 2018-19: \$972,000
Current expenditure to date: \$450,943

Construction of a new shared path bridge over Darebin Creek at the end of Rathcrown Road will provide an additional link between Reservoir and Kingsbury. The bridge and the connecting pathways will branch off the Darebin Creek Trail and provide an alternative to pedestrians and cyclists from crossing at Chenies Street.

Construction of the bridge and connecting pathways is due to be completed by mid-May.

Pavilion Upgrade Pitcher Park

Total project budget 2018-19: \$520,000
Current expenditure to date: \$439,180

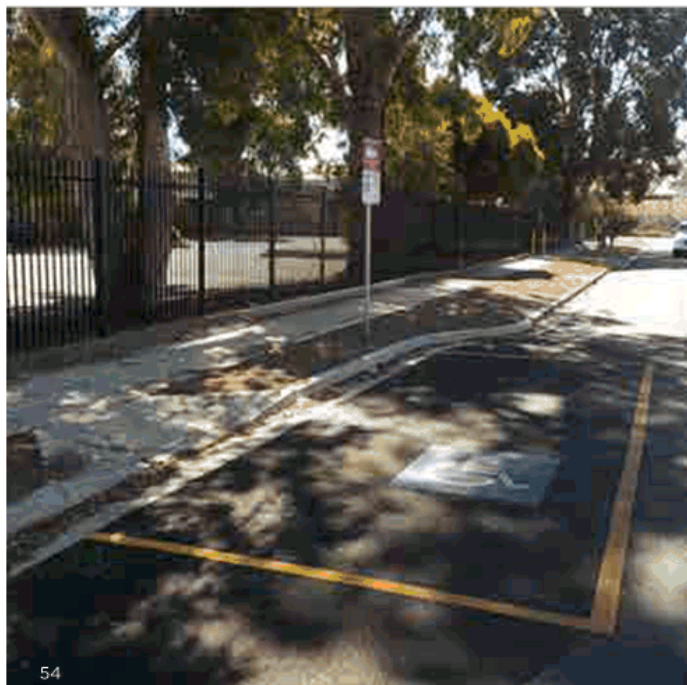
This pavilion is being upgraded to create a contemporary facility, which includes the installation of solar PV panels and battery storage. The renovation will also accommodate change room facilities for women and girls.

As at 31 March 2019, all construction works are complete, including internal finishes. The facilities are already being used by the Parkside Football club.

Drinking Fountains Program

Total project budget 2018-19: \$250,000
Current expenditure to date: \$38,493

There are 17 sites identified across Darebin for the installation of new drinking fountains. To date, two fountains have been installed and are ready to use at Bill Lawry Oval. The remaining 15 sites include locations next to Northcote Town Hall, Preston Town Hall, Fairfield Library and alongside parks and reserves. These are planned to be installed by the end of the financial year.



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CAPITAL WORKS

Third Quarter 2018-19

Safer Travel

Total project budget 2018-19: \$480,000
Current expenditure to date: \$186,177

The Safe Travel to School Audit produced a number of recommendations, including modifications at 16 sites across Darebin. The road thresholds have been raised at four sites, making it safer for school children and local pedestrians to cross roads during school times. The four raised thresholds are located at:

- McColl Street at Newton Street
- Dundee Street and Hickford Street
- Green Avenue and Niblick Street
- Green Avenue and Eagle Avenue.

Designs for an additional 12 sites have been completed, with community consultation to be held in May. These works contribute to the implementation of the Darebin Transport Strategy 2007-2027 and the Safe Travel Strategy 2018-2028.

Road Resurfacing Program

Total project budget 2018-19: \$1,510,000
Current expenditure to date: \$1,176,281

Works are almost complete on the streets selected for the current year's resurfacing program. Asphalt and 99 percent recycled content are being used for the reseal of roads across the municipality.

As at 31 March 2019, Council has resurfaced approximately 56,905m² of roads across 34 streets, including the following key sites:

- Anderson Street, Thornbury
- Theobald Street Thornbury
- Gertz Street, Reservoir
- Edwards Street, Reservoir
- Gertz Avenue, Preston.

The remaining two streets that are scheduled to be resurfaced in the current program are well on track to be completed by the end of the financial year.

Darebin Arts Centre Foyer Upgrade

Total project budget 2018-19: \$1,161,000
Current expenditure to date: \$726,608

This is the third year of refurbishment works that will transition the Darebin Arts Centre from a Council facility into a dedicated arts centre. Completed works this year include renovations to the foyer, canopy and bar areas, as well as the installation of a wheelchair lift.

The foyer will reopen in early May.

BT Connor Reserve - Sports field Lighting Construction

Total project budget 2018-19: \$511,000
Current expenditure to date: \$111,145

Construction has commenced on four lighting towers at BT Connor Reserve to illuminate the entire playing surface. This will allow sporting activities, training and competition to be conducted safely in accordance with the Australian Standard and the priorities identified in the Leisure Strategy Action Plan and Outdoor Sports Venues Infrastructure Policy. The lights will be turned on in May.



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CAPITAL WORKS REPORT

Third Quarter 2018-19

- On track
- In danger of missing target
- Has or is predicted to not meet target

Project by Asset Class	Total Budget	% Complete
Bridges		
Bridge Construction – Rathcoun Road, Reservoir	\$972,000	80%
Bridge Construction – Beavers Road, Northcote	\$2,150,951	35%
Bridge Renewal – Dundas Street, Preston	\$185,973	100%
Bridge Replacement – Wood St, Preston – Financial Contribution	\$458,000	25%
Buildings		
Gellibrand Kinder – Additional Vapour Intrusion Sampling Report	\$1,170,000	100%
Northland Northcote Customer Service Centre	\$79,430	100%
Neighbourhood Houses – Accessibility Works, Design and Investigation	\$1,009,000	95%
Merrilands West Building Renewal	\$102,000	28%
Melbourne Innovation Centre Shade Structure	\$37,000	31%
Preston Municipal Complex Office Accommodation	\$648,000	46%
Preston Underground Power Supply	\$177,342	96%
Northcote Aquatic Recreation Centre Schematic Design	\$432,000	30%
Pitcher Park Pavilion Upgrade	\$520,000	92%
Reservoir Leisure Centre Roof Replacement	\$600,000	30%
Bill Lawry Oval Redevelopment	\$300,000	33%
Reservoir Community Learning Centre Foyer Re-design	\$26,270	100%
Preston Municipal Complex – Lift Replacement	\$19,582	100%
WH Robinson Reserve – Pavilion Renewal	\$928,058	73%
BT Connor Reserve Pavilion Upgrade Detailed Design	\$81,000	72%
Preston Municipal Complex	\$297,000	20%
Northcote Aquatic Recreation Centre Maintenance & Renewal Program	\$162,000	30%
GE Robinson Reserve Pavilion Upgrade	\$251,000	32%
Raleigh St Children Centre	\$40,000	25%
Preston Town Hall Heritage Building Works	\$675,000	62%
Building Renewal Program	\$290,000	70%
Bundoora Park Female Change Room	\$176,000	90%
Darebin Arts Centre Foyer Upgrade	\$1,168,000	98%
JE Moore Park Pavilion Female Public Toilet Design	\$317,000	39%
Bundoora Homestead Minor Asset Renewal and Upgrade	\$45,000	42%
Darebin Community Sports Stadium Asset Renewal	\$154,000	10%
Darebin Arts Centre and Northcote – Accommodation Design	\$43,000	52%
Disability Access Capital Works	\$195,000	30%
Carbon Reduction Implementation Plan	\$940,000	35%

Project by Asset Class	Total Budget	% Complete
Public Toilet Strategy Implementation	\$544,000	38%
High Street Preston	\$8,000	100%
Darebin Multi-Sports Stadium	\$4,500,000	39%
The Bridge Thornbury Outdoor Redevelopment	\$38,000	15%
Darebin Childcare and Kindergarten Outdoor Redevelopment	\$27,000	30%
Sullivan Ice Rink Roof	\$340,000	30%
Preston Municipal Complex Fire Panel Renewal Upgrade	–	Project Not Required
Preston Municipal Complex Chiller and Boiler Replacement	\$529,000	79%
Relocatable Kindergarten Building	\$237,000	0%
Computers & Telecommunication		
Digital Transformation Strategy Program	\$1,400,000	37%
IT Infrastructure Program	\$1,364,000	44%
Darebin Libraries Technology Strategy	\$187,000	49%
Darebin Libraries Website Refresh Stage 2	\$215,000	Merged with Digital Transformation Strategy
Drains		
Drainage Improvement – Byfield Street, Reservoir	\$155,553	100%
Drainage Improvement – 69 Wilson Boulevard, Reservoir	\$341,182	100%
Drainage Improvement – Mais St – Purinuan Rd, Reservoir	\$180,000	59%
Drainage Improvement – 3-19 Miranda Rd, Reservoir	\$108,000	59%
Drainage Improvement – St Vigeons Rd – Miranda Rd, Reservoir	\$197,000	59%
Drainage Improvement – Jackman St – David St, Preston	\$200,000	59%
Drainage Improvement – Design of Gilbert Rd & Knox St, Reservoir	\$33,000	35%
Stormwater Pipe Relining Program	\$273,000	87%
IW Dole Reserve Playground Drainage	\$16,000	5%
Darebin International Sports Centre Stormwater Harvest & Flood Mitigation	\$370,000	90%
Reactive Minor Drainage Improvement Program	\$108,000	40%
Reactive Drainage Renewal Program	\$58,000	60%
Stormwater Drainage Contributions Program	\$25,000	27%
Footpaths & Cycleways		
Footpath Renewal Program	\$2,596,000	94%
Footpath Walkability Improvements	\$310,000	37%
Walking Initiatives	\$441,000	79%
Shared Path Program	\$570,000	88%
St Georges Rd-High St Shared Path Master Plan Implementation	\$50,000	46%
Yarana Road Shared Trail	\$70,000	63%

CAPITAL WORKS REPORT

Third Quarter 2018-19

- On track
- In danger of missing target
- Has or is predicted to not meet target

Project by Asset Class	Total Budget	% Complete
Bundoora Park Active Transport Program	\$216,000	70%
Cheddar Road Shared Path Safety Improvements	\$123,000	89%
Cycling Facilities	\$131,000	100%
Northern School for Autism Crossing	\$40,000	87%
Land		
Land Acquisition Fund	\$1,715,000	0%
Library Books		
Darebin Libraries Product Purchases	\$804,000	94%
Parks, open space & community		
Community Art Restoration Fund	\$80,000	13%
Drinking Fountains Program	\$250,000	47%
Minor Streetscape Furniture Works and Beautification	\$174,000	20%
Playspace Upgrade Program	\$719,000	40%
Sporting Practice Nets & Cages	\$160,000	42%
Junction Urban Master Plan Implementation	\$188,471	5%
Streetscape Upgrades Minor Retail Activity Centre	\$321,000	26%
KP Hardiman Precinct Redevelopment - Schematic Design	\$80,000	100%
Pocket Small and Medium Parks Upgrade Program	\$313,000	33%
Pitcher Park Sportsfield Lighting	\$15,000	100%
Edwardes Lake Park Athletics Track Refurbishment	\$400,000	34%
BT Connor Reserve - Sportsfield Lighting Construction	\$507,000	65%
Urban Forest Strategy Implementation	\$450,000	44%
Dole and Donath Master Plan Implementation	\$100,000	56%
Robinson Capp Master Plan Implementation	- Project Not Required	
Fairfield Village Streetscape Master Plan Implementation	\$150,000	83%
Penders Park Master Plan Implementation	\$257,000	75%
Bill Lawry & Oldis Gardens Master Plan Implementation	- Project Not Required	
Mayer Park Masterplan Implementation	\$25,000	31%
Batman Park Master Plan Implementation	\$60,000	20%
Bundoora Park Precinct Master Plan Implementation	\$250,000	30%
Bundoora Homestead Playspace	\$216,000	43%
Merri Park Baseball Diamond Refurbishment	\$19,000	55%
Synthetic Cricket Wicket Installation	\$50,000	95%
Irrigation Upgrades and Renewals	\$105,000	72%
Sportsground Upgrades	\$255,000	62%
Mayer Park Surface Works	\$271,000	71%

Project by Asset Class	Total Budget	% Complete
Darebin Municipal Signage Strategy Implementation	\$69,247	100%
Park Renewal Projects	\$100,000	100%
Inner City Netball Program	\$1,027,000	5%
Recycling in Our Public Spaces	\$105,985	100%
Public Safety Infrastructure Fund	\$140,686	5%
Pavilion & Sports Lighting Design	\$8,000	5%
Plant, machinery & equipment		
Youth Service Equipment and Asset Program	\$160,000	70%
Art Collection Acquisition	\$100,000	25%
Monument Public Art to celebrate Darebin's Migration Story	\$40,000	15%
Northcote Town Hall Minor Asset Renewal and Upgrade	\$100,000	58%
Darebin Arts Centre Minor Asset Renewal and Upgrade	\$136,000	86%
Reservoir Leisure Centre Pool Plant Renewal and Maintenance	\$216,000	90%
Replacement of Mobile Garbage, Green Waste and Recycling Bins	\$300,000	73%
Vehicular Plant Replacement - Light Vehicles	\$577,923	77%
Vehicular Plant Replacement - Heavy Vehicles	\$1,142,000	77%
Electric Vehicles	\$130,000	30%
Roads		
Road Rehabilitation - Simpson St, Northcote	\$430,648	100%
Road Rehabilitation - Edwin St, Northcote	\$540,000	57%
Road Rehabilitation - Myrtle Grove, Preston	\$187,545	100%
Kerb and Channel Program	\$378,000	77%
Streets For People	\$490,000	65%
Road Rehabilitation - Cornwall St, Northcote	\$100,000	20%
Right of Way Rehabilitation Program	\$169,000	100%
Road Resurfacing Program	\$1,508,000	92%
Road Rehabilitation and Design Program	\$992,901	44%
Street Lighting Program	- Project Not Required	
Safer Travel	\$481,000	70%
Octopus Schools	\$297,000	45%
Pedestrian Crossing	\$386,000	50%
Modify Parking Bays for Persons with a Disability	\$157,000	100%
Traffic Management and Road Safety	\$490,000	70%
Blackspot Separation St, Northcote	\$156,000	10%
Road Rehabilitation - McLachlan St, Bundoora	\$350,000	10%

STATUS OF COUNCIL RESOLUTIONS

Council decision-making is guided by the direction and intent set out in the Council Plan, principles outlined in the *Local Government Act 1989*, the Governance Local Law and the Councillor Code of Conduct. These decisions are recorded in the form of resolutions, which are enacted by the Council administration.

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

Darebin City Council records and monitors the progress made on the implementation of Council resolutions. Year to date, 77 resolutions have been completed and 32 resolutions are in progress. Due to the complexity of some of the resolutions, they span multiple years and can be superseded or updated as the initiatives progress.

The status of the 109 resolutions made by Darebin City Council since 1 July 2018 is:

- 71% complete
- 29% in progress

FINANCIAL REPORT

9 months ended
31 March 2018

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1 EXECUTIVE SUMMARY

1.1 Operating performance

	YTD Budget \$'000	YTD Actual \$'000	YTD Var \$'000	Adopted Budget \$'000	Mid-Year Forecast \$'000
Operating					
Revenue	165,558	166,027	469	180,212	183,334
Expenditure	(124,154)	(115,462)	8,692	(165,688)	(165,792)
Surplus (deficit)	41,404	50,565	9,161	14,524	17,542
Capital & other					
Revenue / grants	(2,038)	(1,988)	50	(1,988)	(4,370)
Developer contributions	(4,275)	(4,071)	204	(5,700)	(5,700)
Adjusted underlying surplus	35,091	44,506	9,415	6,836	7,472

For the nine months ended 31 March 2019, Council has recorded an operating surplus of \$50.57 million, which is \$9.16 million ahead of the year to date budget. After eliminating capital and other items, the adjusted underlying surplus is \$44.51 million, which is \$9.42 million ahead of budget. 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.

The main items contributing to this favourable variance are greater income than budgeted from the disposal of Council properties, rental income and the recovery of expenses as well as savings and delays in expenses for employee costs and materials and services. The forecast operating result for the year ending 30 June 2019 is an operating surplus of \$17.54 million, which is \$3.02 million more than budget. The forecast adjusted underlying surplus is \$7.47 million, which is \$0.63 million more than budget.

1.2 Capital performance

	YTD Budget \$'000	YTD Actual \$'000	YTD Var \$'000	Adopted Budget \$'000	Budget & CFWD's \$'000	Mid-Year Forecast \$'000
Property	11,554	6,689	4,865	19,922	20,391	19,982
Plant & equipment	5,823	3,913	1,910	9,605	9,650	6,872
Infrastructure	13,152	9,881	3,271	22,676	22,822	23,197
Total capital works	30,529	20,483	10,046	52,203	52,863	50,051

For the nine months ended 31 March 2019, Council has expended \$20.48 million on the capital works program, which is \$10.05 million behind the year to date budget. The variance is due mainly to delays in buildings works, computers, telecommunications, bridges and parks, open space and streetscapes.

As at 31 March 2019, a further \$12.29 million has been committed by way of issued purchase orders. Commitments are not reflected in the reported capital expenditure and may indicate that many projects are well progressed. The mid-year review process provides confidence that the forecast total to be expended on capital works for the year ending 30 June 2019 is \$50.05 million, which is \$2.15 million less than the adopted budget.

1.3 Financial position

	YTD Budget \$'000	YTD Actual \$'000	YTD Var \$'000	Adopted Budget \$'000	Mid-Year Forecast \$'000	Audited 2018 \$'000
Cash and investments	62,242	95,951	33,709	49,584	64,983	85,766
Net current assets	78,191	107,108	28,917	32,631	47,537	60,083
Net assets and total equity	1,413,305	1,568,262	154,957	1,386,426	1,535,243	1,520,614

The financial position as at 31 March 2019 shows a cash and investment balance of \$95.95 million which is \$33.71 million ahead of budget. The variance is due mainly to timing differences in receipt of rates, other income, payments to employees and suppliers, payments for capital works and a higher opening cash and investment position compared with budget. The cash and investment balance of \$95.95 million was sufficient to meet restricted cash and intended allocation obligations of \$32.83 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 \$107.11 million which is \$28.92 million more than budget. The net asset position of \$1.57 billion is \$155.0 million more than budget. The forecast Financial Position as at 30 June 2019 shows a cash position of \$64.98 million and net current assets of \$47.54 million.

2 FINANCIAL ANALYSIS

2.1 Operating performance

The information in the table below shows income and operating expenditure for the period ended 31 March 2019. The six columns of data provide information on the following:

- YTD budget to 31 March 2019 (i.e. estimated timing of income and expenditure)
- YTD actual results to 31 March 2019
- YTD variance of actuals compared to budget
- Original budget as adopted by Council
- Mid-year forecast of the year end position
- Variance of original budget adopted by Council and mid-year forecast of the year end position.

The report provides year to date (YTD) 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.

	YTD Budget \$'000	YTD Actual \$'000	YTD Var \$'000	Annual Budget \$'000	Mid-Year Forecast \$'000	Forecast Variance \$'000
Income						
Rates and charges	128,970	126,296	(2,674)	132,500	130,990	(1,510)
Statutory fees and fines	7,223	7,145	(78)	9,182	9,548	366
User fees	7,661	7,483	(178)	10,831	10,036	(795)
Grants – operating	11,562	10,608	(954)	14,981	13,373	(1,608)
Grants – capital	2,686	2,636	(50)	2,636	5,018	2,382
Contributions – monetary	4,275	4,071	(204)	5,700	5,700	0
Net gain (loss) on disposal of property, infrastructure, plant and equipment	67	2,239	2,172	(412)	1,799	2,211
Other income	3,114	5,549	2,435	4,794	6,869	2,075
Total income	165,558	166,027	469	180,212	183,333	3,121
Expenses						
Employee costs	61,975	58,258	3,717	82,287	80,911	1,376
Materials and services	40,567	35,903	4,664	49,350	55,535	(6,185)
Bad and doubtful debts	804	1,161	(357)	1,267	1,272	(5)
Depreciation and amortisation	17,651	16,568	1,083	23,535	23,121	414
Other expenses	3,157	3,572	(415)	9,249	4,952	4,297
Total expenses	124,154	115,462	8,692	165,688	165,791	(103)
Surplus for the year	41,404	50,565	9,161	14,524	17,542	3,018
Less						
Grants – capital (non-recurrent)	(2,038)	(1,988)	50	(1,988)	(4,370)	(2,382)
Contributions – monetary	(4,275)	(4,071)	204	(5,700)	(5,700)	0
Adjusted underlying surplus/(deficit)	35,091	44,506	9,415	6,836	7,472	636

Operating Revenue – notes

1. Rates and charges

Major variances include:

- Supplementary rates are \$412K less than budget due to the impact of annual valuations and it is forecast that this variance will be \$300K less than budget at the end of the financial year.
- Rates and charges levied under the Solar Saver special charge program are \$2,310K less than budget and is forecast to be \$1,186K less than budget at the end of the financial year mainly due to the impact solar credits received in the form of small-scale technology certificates. \$996K of income budgeted as rates has been received as Solar Saver STC credits and appears in other income below.

2. Statutory fees and fines

Major variances include:

- Planning fees are \$70K greater than budget partly due to timing differences and it is forecast that this variance will on be \$350K at the end of the financial year.
- Building fees are \$92K less than budget mainly due to lower Council consents as a result of a requirement for construction activity to be more contained on site (public precaution).
- Civic compliance are \$87K less than budget and it is forecast that this variance will be \$440K at the end of the financial year.
- Local laws Infringements issued are \$145K more than budget partly due to timing differences.
- Traffic infringements issued are \$104K less than budget and are forecast to achieve budget by the end of the financial year.

3. User fees

Major variances include:

- Revenue from Arts precincts is \$194K less than budget partly due to the temporary closure of the Darebin Arts Centre and it is forecast that this variance will be \$264K at the end of the financial year. This project was delayed and the full impact on revenue was not forecast.
- Revenue from Valuations is \$81K less than budget due to the timing of income from the State Revenue Office and Yarra Valley Water for supplementary valuations.
- Revenue from Planning is \$88K less than budget partly due to timing differences.
- Revenue from Local laws is \$46K more than budget partly due to timing differences.

4. Grants operating

Major variances include:

- Victorian Grants Commission (Financial Assistance Grants) for 2018/19 were 50% prepaid in 2017-18 and accordingly the grants received were \$1,652K less than budget. The forecast for receipts from the Victorian Grants Commission has been reduced to \$1,991K which is \$2,203K less than budget.

- Supported playgroups program funding variance is \$76K less than budget and is forecast to be \$135K less than budget.
- Unbudgeted grant funding of \$138K has been received for the Recycling services and \$73K for the gender equity for early years grant funding program.
- Aged and disability service delivery funding is \$202K more than budget and is forecast to be \$279K greater than budget.

5. Grants capital

Major variances include:

- Funding for the Dundas Street bridge replacement of \$205K has been received.
- Funding for BT Connor Reserve lighting of \$135K has been received.
- Funding for the redevelopment of Bill Lawry Oval is \$425K ahead of budget.
- Blackspot funding for Separation Street and Arthurton Road of \$156K is forecast to be received by the end of the financial year.
- Funding for the Inner City Netball Program is \$650K more than budget and \$1,047K is forecast to be received by the end of the financial year.
- Funding for the Rathcrown Road bridge replacement is \$393K ahead of budget and \$450K is forecast to be received by the end of the financial year.
- Funding for the Beavers Road bridge is \$1,580K behind budget but is forecast to be received by the end of the financial year.

6. Contributions – monetary

Major variance is:

- Public open space contributions received are \$204K less than budget and is forecast to be on budget at the end of the financial year.

7. Net gain / (loss) on sale of property, plant and equipment:

- Proceeds on sale of plant and equipment is \$131K greater than budget due receiving better trade-in amounts on vehicles turned over.
- Proceeds from the sale of discontinued road at 800 Plenty Road of \$1,181K has been received.

8. Other income

Major variances include:

- Interest received is \$532K greater than budget and is forecast to be \$732K greater than budget at the end of the financial year.
- WorkCover salary reimbursement is \$242K greater than budget.
- Solar Saver STC credits of \$996K have been received.
- Costs associated with the centralization of valuations of \$531K has been received from the Valuer-General Victoria.
- YMCA contribution for the management of NARC \$471K has not been received.

2 FINANCIAL ANALYSIS

Operating Expenses – notes

9. Employee costs

Major variance is:

- Employee costs are \$3,717K less than budget year to date mainly due to staff vacancies across the organisation and the timing of the payment of entitlements. It is forecast that employee costs will be \$1,376K less than budget at the end of the financial year.

10. Materials and services

Major variances include:

- Aged and disability is \$190K less than budget and it is forecast that this variance will be \$381K at the end of the financial year.
- Facilities management is \$196K less than budget and it is forecast that the variance will be \$67K greater than budget at the end of the financial year due to the planned maintenance works to be undertaken in the second part of the financial year.
- Help desk services is \$207K less than budget and it is forecast that this variance will be \$94K at the end of the financial year.
- Infrastructure maintenance is \$123K less than budget and it is forecast that the variance will be \$203K greater than budget at the end of the financial year.
- Leisure contracts is \$171K less than budget and it is forecast that the variance will \$32K at the end of the financial year.
- Solar Saver is \$1,543K less than budget and it is forecast that this variance will be \$231K at the end of the financial year.
- Strategic planning is \$679K less than budget and it is forecast that this variance will be \$435K at the end of the financial year.
- Tree management is \$620K less than budget and it is forecast that this will be fully spent by the end of the financial year.
- Water and waste strategy is \$203K less than budget and it is forecast that this variance will be \$74K at the end of the financial year.
- Civic compliance is \$187K greater than budget and it is forecast that this variance will be \$169K at the end of the financial year.
- Community empowerment and engagement is \$230K greater than budget and it is forecast that this variance will be \$367K at the end of the financial year.
- Digital service license agreements is \$195K greater than budget and it is forecast that this variance will be \$585K at the end of the financial year.

- Level crossing removal is forecast to be \$150K greater than budget.
- People and development is \$148K greater than budget is forecast \$208K at the end of the financial year.
- Procurement and contracts is \$170K greater than budget and it is forecast that this variance will be \$124K at the end of the financial year.
- Reservoir Leisure Centre is \$218K greater than budget and it is forecast that this variance will be \$198K at the end of the financial year.

11. Bad and doubtful debts

Major variance is:

- Traffic enforcement bad and doubtful debts is \$417K greater than budget mainly as a consequence of Fines Victoria not being able to process outstanding infringements in a timely manner.

12. Depreciation and amortisation

Major variance is:

- Depreciation and amortisation is \$1,082K less than budget due to 2018 revaluation of infrastructure and the capitalisation of assets as they are completed. It is forecast that this variance will be \$414K at the end of the financial year.

13. Other expenses

Major variances include:

- Arts partnership program is \$88K less than budget and it is forecast that there will be no variance at the end of the financial year.
- Darebin Creek and Darebin Parklands contributions is \$245K less than budget and it is forecast that there will be no variance at the end of the financial year.
- Community grants are \$89K greater than the year to date budget and it is forecast that there will be no variance at the end of the financial year.
- Employee relations is \$147K greater than budget and it is forecast that this variance will be \$188K at the end of the financial year.
- Planning legal advocacy is \$124K greater than budget and it is forecast that this variance will be \$137K at the end of the financial year.
- Special rates and charges contributions is \$244K greater than budget and it is forecast that this variance will be \$170K at the end of the financial year.
- Gambling strategy is \$122K greater than budget and it is forecast that this variance will be \$119K at the end of the financial year.

2.2 Capital performance

The information in the table below shows capital expenditure for the period ended 31 March 2019. The seven columns of data provide information on the following:

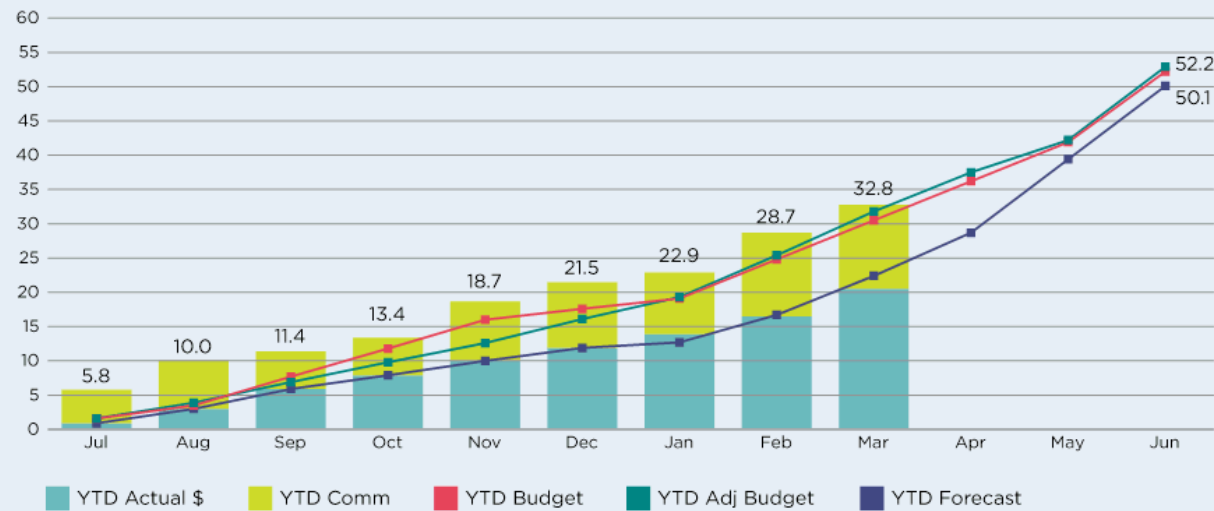
- YTD budget to 31 March 2019
- YTD actual results to 31 March 2019
- YTD variance of actuals compared to budget

- Original budget as adopted by Council
- Original budget plus additional carry forwards not included in the published budget
- Mid-year forecast of the year end position
- Variance of original budget adopted by Council and mid-year forecast of the year end position.

	YTD Budget \$'000	YTD Actual \$'000	YTD Var \$'000	Annual Budget \$'000	Budget & CFWD's \$'000	Mid-Year Forecast \$'000	Forecast Variance \$'000
Capital works							
Property							
Land	0	0	0	0	0	1,715	(1,715)
Land Improvements	673	668	5	1,161	1,161	1,161	0
Buildings	8,716	4,776	3,940	15,103	15,572	14,271	832
Building improvements	2,165	1,245	920	3,658	3,658	2,835	823
Total property	11,554	6,689	4,865	19,922	20,391	19,982	(60)
Plant & equipment							
Plant, machinery & equipment	2,598	2,153	445	4,480	4,480	2,902	1,578
Fixtures, fittings & furniture	0	0	0	0	0	0	0
Computers & telecommunications	2,506	1,014	1,492	4,321	4,366	3,166	1,155
Library books	719	746	(27)	804	804	804	0
Total plant & equipment	5,823	3,913	1,910	9,605	9,650	6,872	2,733
Infrastructure							
Roads	3,970	3,398	572	6,845	6,845	7,113	(268)
Bridges	2,658	953	1,705	4,582	4,573	3,767	815
Footpaths & cycleways	2,640	3,334	(694)	4,552	4,602	4,547	5
Drainage	1,141	847	294	1,968	1,953	2,065	(97)
Recreation, leisure & community facilities	93	17	76	160	160	160	0
Parks, open space & streetscapes	2,650	1,332	1,318	4,569	4,689	5,545	(976)
Total infrastructure	13,152	9,881	3,271	22,676	22,822	23,197	(521)
Total capital works	30,529	20,483	10,046	52,203	52,863	50,051	2,152
Represented by:							
Asset renewal	14,382	9,649	4,733	24,592	24,095	21,863	2,729
New assets	9,201	6,174	3,027	15,734	17,130	16,800	(1,066)
Asset expansion	997	669	328	1,705	1,671	1,635	70
Asset upgrade	5,949	3,991	1,958	10,172	9,966	9,753	419
Total capital works	30,529	20,483	10,046	52,203	52,863	50,051	2,152

2 FINANCIAL ANALYSIS

Cumulative capital works actual and committed expenditure



Capital Expenditure – notes

1. Buildings

Major variances include:

- Multi-sports stadium is \$2,893K less than budget and it is forecast that this variance will be \$1,489K at the end of the financial year. These funds will be spent in future years.
- Bill Lawry oval redevelopment is \$843K less than budget and it is forecast that this variance will be \$1,400K at the end of the financial year and this amount will be carried forward to 2019-20.
- Darebin Arts Centre foyer upgrade is \$349K less than budget.
- Darebin Community Sports Stadium is \$118K less than budget.
- GE Robinson Park Pavilion is \$392K less than budget and it is forecast that this variance will be \$691K at the end of the financial year.
- Merrilands west building upgrade is \$245K less than budget and it is forecast that this variance will be \$330K at the end of the financial year.
- NARC schematic design is \$102K less than budget.
- Office accommodation works is \$234K less than budget.
- Preston chiller and boiler replacement is \$181K less than budget.
- Preston fire panel replacement is \$129K less than budget and is forecast that this variance will be \$164K less than budget at the end of the financial year.
- Gellibrand Crescent Kindergarten is \$710K greater than budget and it is forecast that this variance will be \$1,170K at the end of the financial year.
- Neighbourhood houses accessibility is \$248K greater than budget and it is forecast that this variance will be \$130K less than budget at the end of the financial year.
- Northcote Customer Service Centre works is \$102K greater than budget.
- Pitcher Park pavilion is \$138K greater than budget
- Reservoir Leisure Centre roof replacement is \$146K less than budget and is forecast \$300K greater than budget.
- Underground power at Preston City Oval is \$247K greater than budget and it is forecast that this variance will be \$177K at the end of the financial year.
- WH Robinson Reserve pavilion is \$284K greater than budget and is forecast \$428K greater than budget.

2. Building improvements

Major variance includes:

- Environmentally sustainable design works are \$521K less than budget.

3. Plant, machinery & equipment

Major variance includes:

- Plant replacement is \$537K less than budget and is forecast \$1,578K less than budget due to waste trucks being unable to be delivered until 2019-20.

4. Computers & telecommunications

Major variances include:

- Darebin library website refresh is \$125K less than budget.
- Digital Technology Strategy is \$1,642K less than budget and it is forecast that this variance will be \$1,860K at the end of the financial year with \$624K being transferred to IT infrastructure upgrade and the balance going to the Information Technology Reserve.
- IT infrastructure upgrade is \$217K greater than budget and it is forecast that this variance will be \$624K at the end of the financial year.

5. Roads

Major variances include:

- Pedestrian crossing program is \$178K less than budget year to date.
- Road rehabilitation & design is \$632K less than budget year to date and is forecast to be on budget at the end of the financial year.
- Street light compliance is forecast \$145K less than budget year to date and is forecast that this variance will be \$250K at the end of the financial year.
- Parking bay disability access is \$119K greater than budget year to date.
- Road resurfacing program is \$302K greater than budget year to date and is forecast to be on budget at the end of the financial year.
- Roads to Recovery program is \$89K greater than budget year to date and it is forecast that this variance will be \$322K at the end of the financial year.
- Traffic management and road safety is \$101K greater than budget year to date.

6. Bridges

Major variances include:

- Beavers Road Bridge is \$1,537K less than budget and it is forecast that this variance will be \$1,109K at the end of the financial year.
- Rathcrown Road Bridge is \$113K less than budget.
- Wood Street Bridge is \$251K less than budget.
- Dundas Street Bridge is \$197K greater than budget and it is forecast that this variance will be \$186K at the end of the financial year.

7. Footpaths

Major variances include:

- Footpath renewal program is \$893K greater than budget.
- Shared path program is \$188K greater than budget.
- Footpath walkability improvements is \$166K less than budget.
- Walking initiatives is \$142K less than budget.

8. Drainage

Major variances include:

- Jackman Street – David Street drainage works is \$153K less than budget.
- St Vigeons Rd – Miranda Rd drainage works is \$118K less than budget.
- DISC stormwater harvesting is \$247K greater than budget and it is forecast that this variance will be \$370K at the end of the financial year.

9. Parks, opens space & streetscapes

Major variances include:

- Playspace upgrades are \$352K less than budget.
- BT Connor sports field lighting is \$183K less than budget.
- Bundoora Homestead playspace is \$171k less than budget and it is forecast that this variance will be \$336K at the end of the financial year.
- Bundoora Park playspace improvements is \$107K less than budget.
- Drinking fountains in Darebin is \$107K less than budget.
- Edwardes Lake Athletic Track resurfacing is \$174K less than budget.
- Pocket parks is \$112K less than budget.
- Retail activity centre streetscape is \$133K less than budget.
- Recycling in our public places is \$106K greater than budget.

2 FINANCIAL ANALYSIS

2.3 Financial position

	YTD Budget \$'000	YTD Actual \$'000	YTD Var \$'000	Adopted Budget \$'000	Mid-Year Forecast \$'000
Cash and investments	62,242	95,951	33,709	49,584	64,983
Net current assets	78,191	107,108	28,917	32,631	47,537
Net assets and total equity	1,413,305	1,568,262	154,957	1,386,426	1,535,243

Cash balance

The chart below shows projections of how Council's cash balance is expected to perform over the course of the 2018/19 financial year. The chart portrays:

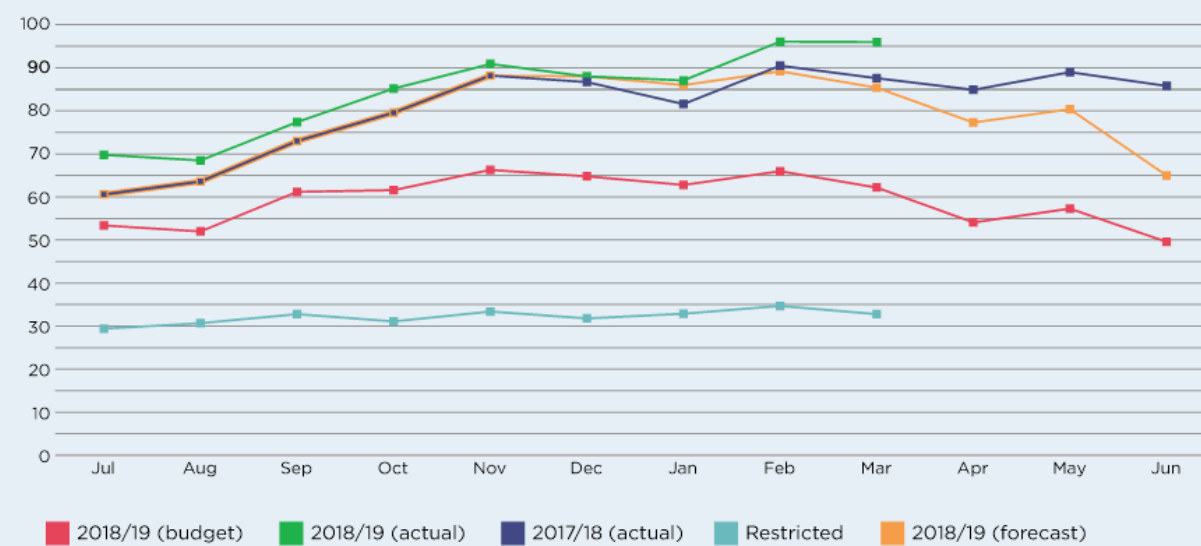
- Budgeted 2018/19 cash balance
- Actual 2018/19 cash balance
- Actual 2017/18 cash balance
- Restricted Cash
- Mid-year forecast cash balance.

Restricted cash includes:

- Developer contribution scheme
- 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 and every opportunity is taken to invest surplus cash to maximise investment returns.

Cash and Investment Balance

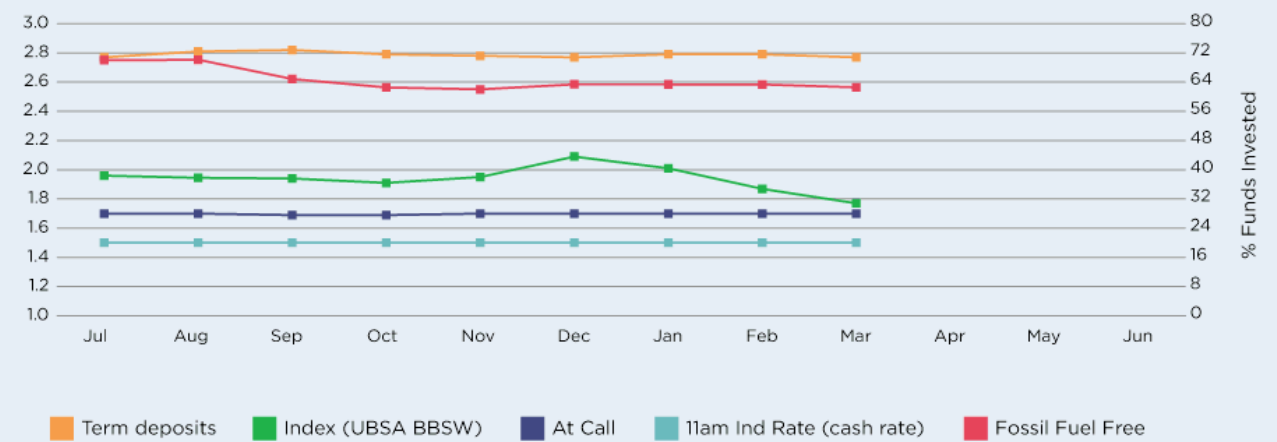


Note: Cash and investments include term deposits with a maturity date exceeding 90 days which are classified as other financial assets in the Balance Sheet (\$43.98M).

The graph below shows Council's interest performance against the market as well as showing the percentage of investments that were placed with Authorised Deposit-taking Institutions which do not have a record of funding fossil fuels.

As at 31 March 2019, 63% of all invested funds were placed with financial institutions and ADIs which do not have a record of funding fossil fuels (30 June 2018 63%).

Weighted average interest rate v benchmark

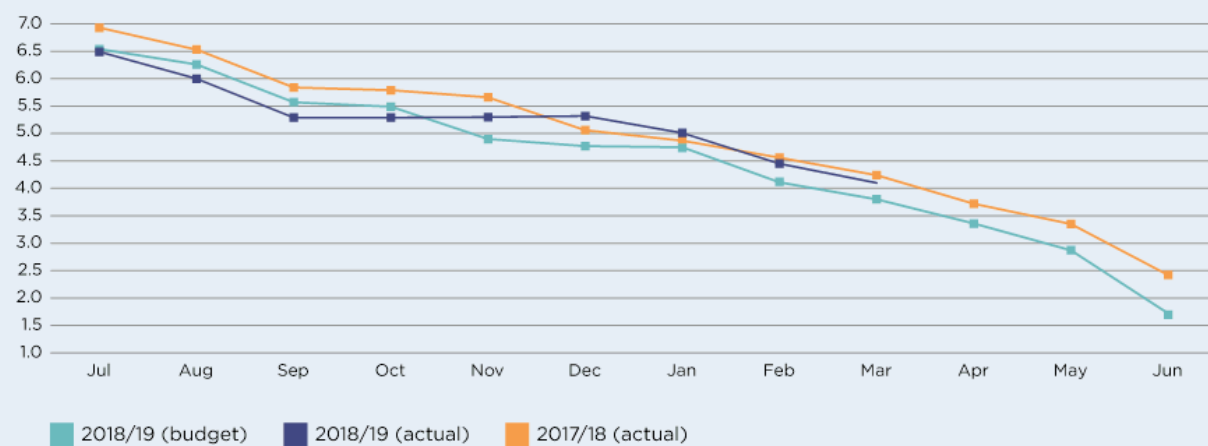


Working capital

The chart below shows projections of the movement in Council's working capital over the course of the 2018/19 financial year.

- The chart portrays:
- Budgeted 2018/19 working capital
 - Actual 2018/19 working capital
 - Actual 2017/18 working capital

Working capital (current assets/current liabilities)



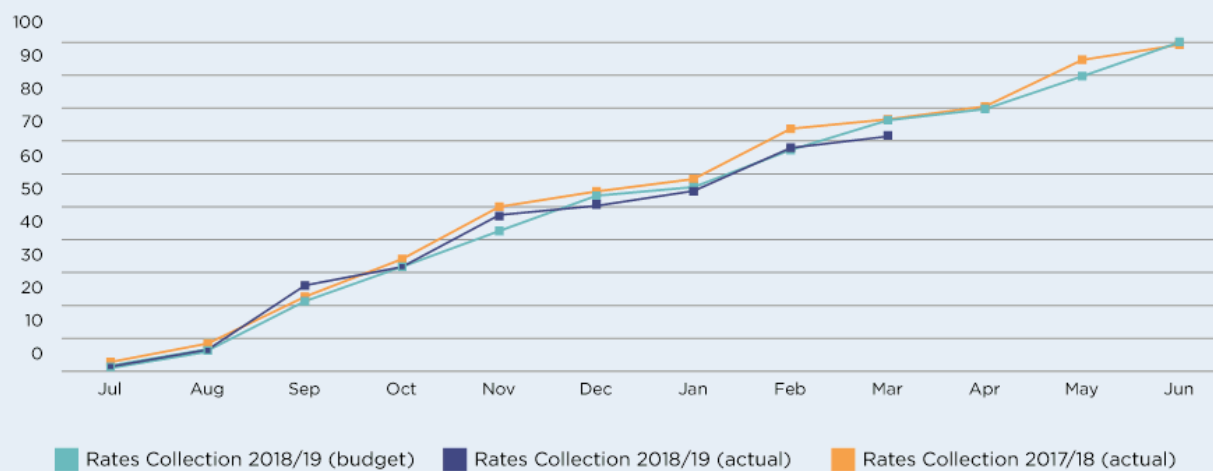
2 FINANCIAL ANALYSIS

Rates debtors

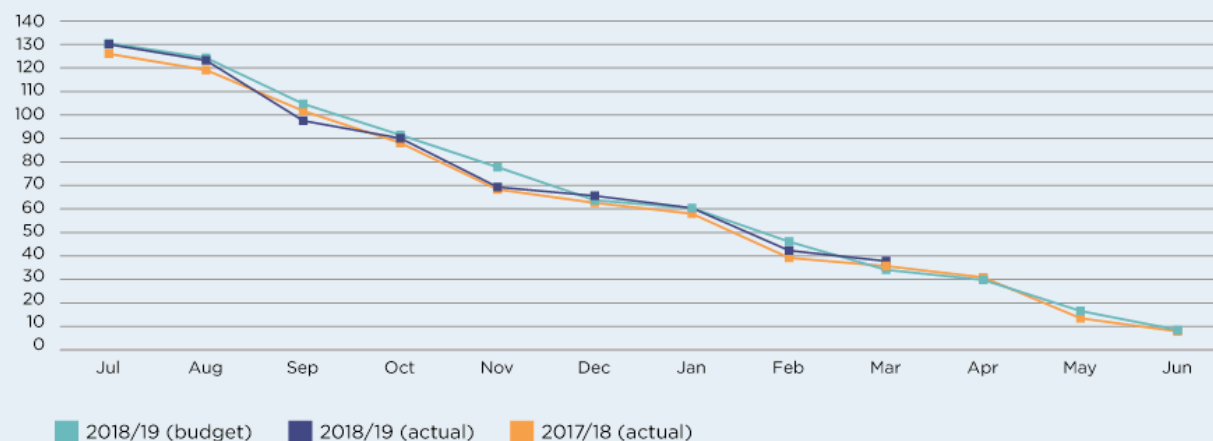
As at 31 March 2019, \$126.30 million was raised in rates and charges including supplementary valuations generated by changes to council's property base. At 31 March 2019, 71.4% of the rates raised have been collected compared to the same period of the 2017-18 financial year of 76.6%.

The following graphs show that current collection trends are closely following the 2017-18 collection trend and the budgeted collection trend:

% of rates received



Rates outstanding



APPENDIX A

Comprehensive Income Statement For the 9 months ended 31 March 2019

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Annual Budget \$'000	Mid-Year Forecast \$'000
Income					
Rates and charges	128,970	126,296	(2,674)	132,500	130,990
Statutory fees and fines	7,223	7,145	(78)	9,182	9,548
User fees	7,661	7,483	(178)	10,831	10,036
Grants - operating	11,562	10,608	(954)	14,981	13,373
Grants - capital	2,686	2,636	(50)	2,636	5,018
Contributions - monetary	4,275	4,071	(204)	5,700	5,700
Net gain (loss) on disposal of property, infrastructure, plant and equipment	67	2,239	2,172	(412)	1,799
Other income	3,114	5,549	2,435	4,794	6,869
Total income	165,558	166,027	469	180,212	183,333
Expenses					
Employee costs	61,975	58,258	3,717	82,287	80,911
Materials and services	40,567	35,903	4,664	49,350	55,535
Bad and doubtful debts	804	1,161	(357)	1,267	1,272
Depreciation and amortisation	17,651	16,568	1,083	23,535	23,121
Other expenses	3,157	3,572	(415)	9,249	4,952
Total expenses	124,154	115,462	8,692	165,688	165,791
Surplus for the year	41,404	50,565	9,161	14,524	17,542
Less					
Grants - capital (non-recurrent)	(2,038)	(1,988)	50	(1,988)	(4,370)
Contributions - monetary	(4,275)	(4,071)	204	(5,700)	(5,700)
Adjusted underlying surplus/(deficit)	35,091	44,506	9,415	6,836	7,472

APPENDIX A

Balance Sheet

As at 31 Marh 2019

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Annual Budget \$'000	Mid-Year Forecast \$'000	Audited 2018 \$'000
Current assets						
Cash and cash equivalents	38,395	51,973	13,578	25,737	41,136	43,480
Trade and other receivables	40,371	42,946	2,575	14,680	14,690	12,855
Other financial assets	23,847	43,978	20,131	23,847	23,847	42,286
Inventories	67	89	22	67	67	89
Other assets	3,460	2,653	(807)	3,338	3,364	3,695
Total current assets	106,140	141,639	35,499	67,669	83,104	102,405
Non-current assets						
Trade and other receivables	2,082	167	(1,915)	4,227	4,227	176
Property, infrastructure, plant & equipment	1,331,301	1,459,414	128,113	1,347,837	1,481,798	1,458,568
Investment property	2,906	2,840	(66)	2,906	2,840	2,840
Intangible assets	363	451	88	363	380	665
Other financial assets	236	236	0	236	236	236
Total non-current assets	1,336,888	1,463,108	126,220	1,355,569	1,489,481	1,462,485
Total assets	1,443,028	1,604,747	161,719	1,423,238	1,572,585	1,564,890
Current liabilities						
Trade and other payables	4,685	10,696	(6,011)	11,569	12,099	17,419
Trust funds and deposits	4,829	5,326	(497)	5,034	5,034	5,335
Interest bearing loans and borrowings	0	0	0	0	0	0
Provisions	18,435	18,509	(74)	18,435	18,435	19,568
Total current liabilities	27,949	34,531	(6,582)	35,038	35,568	42,322
Non-current liabilities						
Provisions	1,774	1,954	(180)	1,774	1,774	1,954
Total non-current liabilities	1,774	1,954	(180)	1,774	1,774	1,954
Total liabilities	29,723	36,485	(6,762)	36,812	37,342	44,276
Net assets	1,413,305	1,568,262	154,957	1,386,426	1,535,243	1,520,614
Equity						
Accumulated surplus	583,115	591,397	8,282	560,325	554,361	540,836
Asset revaluation reserve	811,699	958,662	146,963	811,699	958,662	961,575
Other reserves	18,491	18,203	(288)	14,402	22,220	18,203
Total equity	1,413,305	1,568,262	154,957	1,386,426	1,535,243	1,520,614

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Statement of Cash Flow

For the 9 months ended 31 Marh 2019

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Annual Budget \$'000	Mid-Year Forecast \$'000
Cash flows from operating activities					
Rates	98,165	96,095	(2,070)	126,278	127,169
Statutory fees and fines	6,533	6,153	(380)	8,153	8,204
User fees & charges (inclusive of GST)	8,458	7,882	(576)	11,661	10,208
Government receipts	14,248	13,354	(894)	14,982	18,531
Contributions - Monetary	4,275	4,071	(204)	5,700	5,700
Other income	2,084	3,586	1,502	5,687	4,262
Employee costs	(62,900)	(60,550)	2,350	(82,287)	(83,589)
Materials and services (inclusive of GST)	(51,124)	(43,538)	7,586	(69,600)	(72,742)
Net FSPL refund / payment	0	(14)	(14)	0	0
	19,739	27,039	7,300	20,574	17,743
Interest	1,213	1,864	651	1,748	2,481
Trust funds and deposits	0	(24)	(24)	0	(301)
Net GST refund / payment	6,795	5,649	(1,146)	10,161	9,187
Net cash provided by operating activities	27,747	34,528	6,781	32,484	29,110
Cash flows from investing activities					
Proceeds from sale of property, plant & equipment	382	640	258	660	2,928
Payment for property, infrastructure, plant & equipment	(30,530)	(24,992)	5,538	(52,203)	(50,053)
Repayment of loans and advances	9	9	(0)	9	(2,768)
Proceeds from sale of other financial assets	0	0	0	4,000	0
Net cash used in investing activities	(30,139)	(24,343)	5,796	(47,534)	(49,893)
Cash flows from financing activities					
Net cash used in financing activities	0	0	0	0	0
Net increase / (decrease) in cash & cash equivalents	(2,392)	10,185	12,577	(15,050)	(20,783)
Cash & cash equivalents at the beginning of the year	64,634	85,766	21,132	64,634	85,766
Cash & cash equivalents at the end of the period	62,242	95,951	33,709	49,584	64,983

Note: Cash and cash equivalents at the beginning of the year includes term deposits with a maturity date exceeding 90 days which are classified as other financial assets in the Balance Sheet (\$42.29M).

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APPENDIX A

Statement of Cash Flow

For the 9 months ended 31 Marh 2019
Reconciliation of cash flows from operating activities to surplus

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Annual Budget \$'000	Mid-Year Forecast \$'000
Surplus for the year	41,404	50,565	9,161	14,524	17,542
Items not involving cash or non operating in nature					
Depreciation and amortisation	17,651	16,568	(1,083)	23,535	23,121
Bad & doubtful debts	804	1,161	357	1,267	1,272
Net (gain) / loss on sale of assets	(67)	(2,239)	(2,172)	412	(1,799)
Other	0	50	50	0	0
	59,792	66,105	6,313	39,738	40,135
Change in operating assets and liabilities					
Decrease / (Increase) in rate debtors	(27,638)	(30,200)	(2,561)	(2,852)	239
Decrease / (Increase) in other operating assets	709	(137)	(846)	(4,502)	(7,309)
(Decrease) / Increase in Trade creditors	(6,882)	(40)	6,842	738	(1,195)
(Decrease) / Increase in other operating liabilities	1,766	(141)	(1,907)	(1,029)	(1,628)
(Decrease) / Increase in provisions	0	(1,059)	(1,059)	400	(1,132)
	(32,045)	(31,577)	469	(7,245)	(11,025)
Net cash provided by operating activities	27,747	34,528	6,781	32,493	29,110

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Statement of Capital Works

For the 9 months ended 31 Marh 2019

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Annual Budget \$'000	Budget & CFWD's \$'000	Mid-Year Forecast \$'000
Capital works						
Property						
Land	0	0	0	0	0	1,715
Land Improvements	673	668	5	1,161	1,161	1,161
Buildings	8,716	4,776	3,940	15,103	15,572	14,271
Building improvements	2,165	1,245	920	3,658	3,658	2,835
Total property	11,554	6,689	4,865	19,922	20,391	19,982
Plant & equipment						
Plant, machinery & equipment	2,598	2,153	445	4,480	4,480	2,902
Fixtures, fittings & furniture	0	0	0	0	0	0
Computers & telecommunications	2,506	1,014	1,492	4,321	4,366	3,166
Library books	719	746	(27)	804	804	804
Total plant & equipment	5,823	3,913	1,910	9,605	9,650	6,872
Infrastructure						
Roads	3,970	3,398	572	6,845	6,845	7,113
Bridges	2,658	953	1,705	4,582	4,573	3,767
Footpaths & cycleways	2,640	3,334	(694)	4,552	4,602	4,547
Drainage	1,141	847	294	1,968	1,953	2,065
Recreation, leisure & community facilities	93	17	76	160	160	160
Parks, open space & streetscapes	2,650	1,332	1,318	4,569	4,689	5,545
Total infrastructure	13,152	9,881	3,271	22,676	22,822	23,197
Total capital works	30,529	20,483	10,046	52,203	52,863	50,051
Represented by:						
Asset renewal	14,382	9,649	4,733	24,592	24,095	21,863
New assets	9,201	6,174	3,027	15,734	17,130	16,800
Asset expansion	997	669	328	1,705	1,671	1,635
Asset upgrade	5,949	3,991	1,958	10,172	9,966	9,753
Total capital works	30,529	20,483	10,046	52,203	52,863	50,051

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APPENDIX A

Capital works projects requiring
Q3 budget adjustment April 2019

Program	2018-19 Budget	2018-19 Adjusted Budget post mid-year	YTD Actuals	Forecast year end spend	Forecast savings / (overspend) 2018-19	Additional carry forward to 2019-20
Projects requiring additional funds						
5498.Synthetic Cricket Wicket Installation	50,000	50,000	51,980	51,980	(1,980)	0
6713.Dundas St Bridge Renewal	0	185,973	196,787	196,787	(10,814)	0
6113.Reservoir Leisure Centre Security & Risk Upgrade	0	0	15,000	15,000	(15,000)	0
5966.E-Waste Facility- Darebin Reservoir Recovery Centre	0	0	16,010	16,010	(16,010)	0
6770.Pocket Small & Medium Parks Upgrade	313,000	313,000	69,095	333,000	(20,000)	0
6855.Northland & Northcote Customer Service Centre	0	79,430	102,868	102,868	(23,438)	0
5251.Bundoora Park Active Transport Program	216,000	216,000	49,605	256,000	(40,000)	0
6395.(Ubr) Storm Damage Infrastructure	0	0	40,717	40,717	(40,717)	0
6465.Retrofit Parking Bays Disability Access	157,000	157,000	209,772	213,091	(56,091)	0
5571.Underground Power Supply Preston City	0	177,342	246,956	246,956	(69,614)	0
6880.Yarana Rd Shared Path Trail	70,000	70,000	18,300	195,000	(125,000)	0
6280.Preston & Northcote Town Hall Heritage Works	675,000	675,000	408,781	885,000	(210,000)	0

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Program	2018-19 Budget	2018-19 Adjusted Budget post mid-year	YTD Actuals	Forecast year end spend	Forecast savings / (overspend) 2018-19	Additional carry forward to 2019-20
Projects with savings						
5405.Drainage Improvement Works - Byfield St	182,000	155,553	152,327	152,553	3,000	0
5084.Bundoora Park Pavilion Female Public Toilet Design	176,000	176,000	37,601	156,000	20,000	0
5260.Right Of Way Rehabilitation Program	169,000	169,000	132,318	139,000	30,000	0
5930.Sporting Practice Nets & Cages	160,000	160,000	16,864	130,000	30,000	0
6597.KP Hardiman Reserve Precinct - Schematic Design	80,000	80,000	47,412	50,000	30,000	0
6897.Merrilands West Building Renewal	432,000	102,000	5,234	72,000	30,000	0
6718.Northcote Aquatic Recreation Centre Renewal	162,000	162,000	62,961	112,000	50,000	0
5404.St Vigeons - Miranda Road Drainage Improvement	237,000	197,000	19,628	120,000	77,000	0
5371.Wood Street Bridge Replacement	450,000	458,000	9,700	318,000	140,000	0
5491.BT Connor - Sport Field Lighting	507,000	507,000	111,145	357,500	149,500	0
5573.Northcote Aquatic Recreation Centre Schematic Design	432,000	432,000	147,667	232,000	200,000	0
6862.Carbon Reduction Implementation Plan	940,000	940,000	24,247	690,000	250,000	0

Projects requiring additional carry forwards

5403.Mais St - Purinuan Road Drainage Improvement	180,000	180,000	18,280	130,000	50,000	50,000
5404.St Vigeons - Miranda Rd Drainage Improvement	237,000	197,000	19,628	120,000	77,000	77,000
5801.Playspace Upgrade Program	719,000	719,000	64,649	519,000	300,000	100,000
6737.JE Moore Park Pavilion Female Public Toilet Design	282,000	317,000	48,753	117,000	200,000	200,000
6763.Bill Lawry Oval Redevelopment	1,500,000	300,000	27,251	100,000	200,000	200,000
6865.G E Robinson Park Pavilion Upgrade	751,000	251,000	43,490	60,000	191,000	191,000
6882.Bundoora Homestead Playspace	432,000	216,000	79,435	96,000	120,000	120,000
6888.The Bridge Thornbury	38,000	38,000	0	0	38,000	38,000
6892.Edwardes Lake Park Synthetic Refurbishment	400,000	400,000	58,068	100,000	300,000	300,000

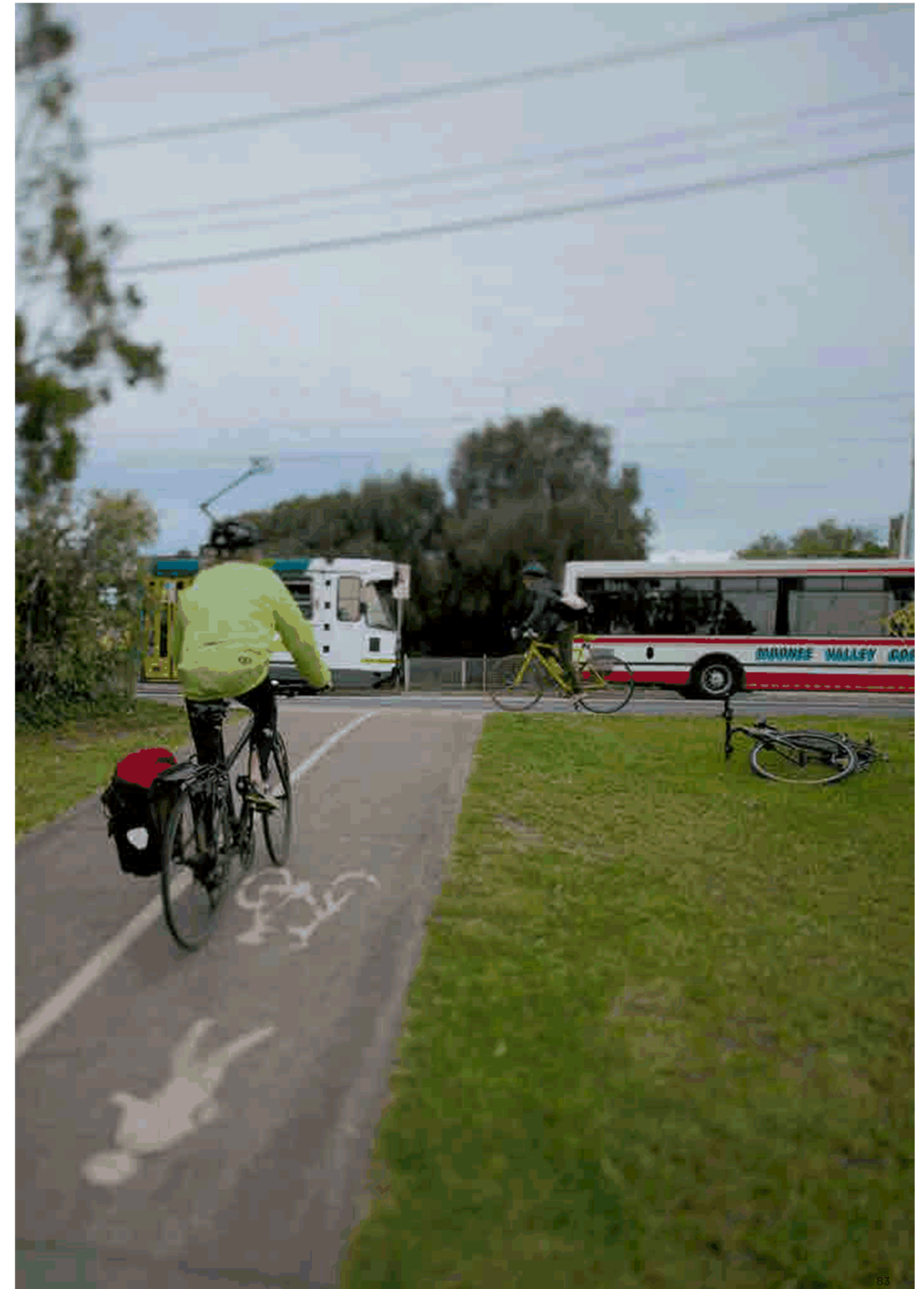
Totals					1,856,836	1,276,000
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APPENDIX A

Capital works projects requiring
Q3 budget adjustment April 2019

Program	2018-19 Budget	2018-19 Budget adjusted by 2017/18 carry forward	YTD Actuals	Forecast year end spend	Forecast savings / (overspend) 2018-19	Carry forward to 2019-20
Total project carry forwards						
5403.Mais Street - Purinuan Road Drainage Improvement	180,000	180,000	18,280	130,000	50,000	50,000
5404.St Vigeons - Miranda Road Drainage Improvement	237,000	197,000	19,628	120,000	77,000	77,000
5801.Playspace Upgrade Program	719,000	719,000	64,649	519,000	300,000	100,000
6281.Beavers Road Bridge	3,160,000	3,150,951	50,553	2,150,951	1,000,000	1,000,000
6737.JE Moore Park Pavilion Female Public Toilet Design	282,000	317,000	48,753	117,000	200,000	200,000
6751.Mayer Park Masterplan Implementation	100,000	100,000	0	25,000	75,000	75,000
6763.Bill Lawry Oval Redevelopment	1,500,000	1,500,000	16,760	100,000	1,400,000	1,400,000
6851.Active Transport Infrastructure Partnership	0	50,000	0	0	50,000	50,000
6865.G E Robinson Park Pavilion Upgrade	751,000	751,000	13,304	60,000	691,000	691,000
6882.Bundoora Homestead Playspace	432,000	432,000	33,483	96,000	336,000	336,000
6888.The Bridge Thornbury	38,000	38,000	0	0	38,000	38,000
6892.Edwardes Lake Park Athletics Refurbishment	400,000	400,000	58,068	100,000	300,000	300,000
Totals					4,517,000	4,317,000



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**8.6 SOLAR SAVER SPECIAL CHARGE SCHEME
DECLARATION (BATCH 3)**

Author: Climate Action Officer

Reviewed By: General Manager City Sustainability and Strategy

PURPOSE

To consider the declaration of a Special Charge in relation to the Solar Saver program.

EXECUTIVE SUMMARY

The Solar Saver program is a key action of the Council Plan and Council's Climate Emergency Plan. Key aspects of the program include:

- The program is open to all residential rate payers for solar systems up to 10kW
- Council undertakes procurement of good value solar systems and installation with 10 year warranties
- Council declares a Special Charge and pays the upfront cost of the solar system and installation for participants when the solar systems are installed
- Solar Saver participants pay the Special Charge over a 10 year period to reimburse Council's upfront payment – which is more than offset by savings on their energy bills.

The proposed Special Charge Scheme includes 146 properties and would add approximately 775kW of solar capacity to Darebin, doubling the total of Council's previous similar programs. The program was open to all residents. Low income residents, pensioners and residents with low proficiency in English have been prioritised.

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.

One household has withdrawn from this Special Charge, which has slightly reduced the overall cost and amount of panels to be installed. The total cost of this Special Charge is now \$961,049.05 (net – post STCs, ex GST; the gross amount is \$1,493,667.12 – pre STCs, inc GST).

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 residential properties participating in the Solar Saver scheme, which project:
- 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 be recorded as \$961,049.05;
 - ii. Amount for the Special Charge to be levied be recorded as \$961,049.05, 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 **Appendix A** 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 a Householder Agreement has been executed, totalling \$1,584,165.96, 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 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) 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%.
 - c) 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:
 - i. 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
 - ii. 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
 - iii. All persons 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.
- (4) Where a Householder wishes to withdraw from the Scheme, agrees to such withdrawal where the Householder has given written notice of their desire to withdraw from the Scheme before Council has incurred any expenditure in relation to the Householder's solar system.

BACKGROUND / KEY INFORMATION

The Council Plan 2017-2021 and the Climate Emergency Plan commit Council to working with the community to expand the amount of solar PV in Darebin from 18,000 kW to 36,000 kW. Key aspects of the program include the following:

- The Solar Saver program is currently open to all residential rate payers for solar systems up to 10kW.
- Council undertakes procurement of good value solar systems and installation with 10 year warranties.
- Solar saver participants register interest, receive quotes and the property owner signs a householder agreement (**Appendix A**).
- Council declares a Special Charge and pays the upfront cost of the solar system and installation for participants when the solar systems are installed.
- Solar saver participants pay the Special Charge over a 10 year period to reimburse council's upfront payment – which is more than offset by savings on their energy bills.

- As detailed below Council has resolved that interest will not be charged to residential participants and that the program will be funded through Council's existing cash reserves.

Over 900 households have participated in previous Solar Saver programs. The Solar Saver program has been broadened to all residential ratepayers and low income homes remain a priority.

Solargain PV have been engaged by Council to provide and install solar for this round of the Solar Saver program and have provided over 800 quotations for systems to residents. 232 residents who have accepted these quotations have been included in this proposed Special Charge scheme.

On 18 March Council resolved to give notice of its intention to declare a 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.

Public notice was posted in the 26-27 March 2019 edition of the Preston Leader and Northcote Leader. The public notice advised of the proposed declaration and invited submissions under section 223 of the Act by 5pm on 24 April 2019.

One objection was received in response to the public notification process. The objector was not a participant in the program. We have emailed the objector to clarify that the Special Charge does not apply to his property. The objector did not ask to be heard by Council.

One household has withdrawn and this is why there are 146 participating households in this Special Charge, down from 147 when the Intention to Declare a Special Charge was announced on 18 March 2019. This is also why the total net cost will now be \$961,049.05, down from \$967,652.80 as per 18 March 2019.

Previous Council Resolution

At its meeting held on 18 March 2019, Council resolved:

'That Council:

- 1) *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) *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 be declared 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 project:*
 - 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 be recorded as \$967,652.80; and*

- 4) Give public in the Northcote Leader and Preston Leader newspapers of Council's intention to declare, at its ordinary meeting to be held on 20 May 2019, the Special Charge in the form set out above.
- 5) Send separate letters, enclosing a copy of this resolution, **Appendix B** to this report, and the public notice referred to in Paragraph 4 of this resolution, are to be sent 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) Hearing of Submissions Committee be convened, at a date and time to be fixed, to hear persons 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) Manager Environment and Sustainable Transport be authorised 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.'

COMMUNICATIONS AND ENGAGEMENT

Consultation

- Approximately 900 homes expressed interest and agreed to provide details to receive a quote.
- All participating households have received a home visit and have signed agreements to participate in the program based on quoted prices.
- Over the development of the program consultation has occurred with the Darebin Environmental Reference Group, Aged & Disability - Community Development Officer and Marketing and Community Engagement Officer, Equity & Diversity – Community Planner, Interfaith Development Officer and Aboriginal Policy Officer.
- Public notice was posted the Preston Leader and Northcote Leader as above.

Communications

- The program has been advertised on the Council website and social media, in the local paper, through Darebin Community News, information sessions at Darebin Libraries and other Council events, newsletters and through networks. Letters were mailed to rates rebates recipients in late 2018 to ensure the program continues to reach vulnerable community members.

ANALYSIS

Alignment to Council Plan / Council policy

Goal 1 - A sustainable city

Darebin Climate Emergency Plan 2017

Environmental Sustainability Considerations

This project is a key action in the Darebin Climate Emergency Plan 2017. The current round of Darebin Solar Saver is expected to install approximately 2,800kW across over approximately 500 installations, with an estimated equivalent annual greenhouse gas saving of approximately 7,000 tCO₂-e.

Equity, Inclusion and Wellbeing Considerations

This project was specifically aimed at low income households, who are more vulnerable to increasing energy costs. Data from the first round of Solar Saver indicate households with solar PV are more likely to use air-conditioning (because it is more affordable with solar PV) and are therefore less vulnerable to heat wave stress.

Cultural Considerations

Many participants are from culturally and linguistically diverse (CALD) communities. Information sessions have been conducted with Darebin Ethnic Communities Council as well as specific community groups such as the Vietnamese Elders Association. Information is also available in Darebin's community languages on our website and in printed materials. Further engagement with targeted community groups will take place in future rounds.

Economic Development Considerations

It is estimated that participating households will save over \$100 per year after the special scheme payment (based on what their energy bills would have been before solar). After 10 years average participating households are expected to save well over \$400 per year. This represents potential funds that can be spent within the Darebin community rather than on utility bills.

Financial and Resource Implications

Should the proposed Special Charge scheme proceed, Council will pay \$961,049.05, for the supply and installation of the solar PV systems on the properties listed in Appendix A. In accordance with their respective Householder Agreements, property owners will pay for the cost of the solar energy system by equal instalments apportioned over a 10-year period, commencing from July 2019. Council is expected to receive \$96,104.91 in Special Charge repayments annually for this scheme over the 10 year period. Some households will pay the total amount in the first year. It should be noted that the Special Charge scheme is effectively an interest free loan to the households.

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 sale will be paid in full.

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. These are required to be provided to Council before invoices for works are paid. 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 from the first week of installations. Ten year warranties are required on panels, inverters and installation.

DISCUSSION

Progress of Solar Saver Scheme

Early rounds of the Solar Saver program were limited to 2kW systems, and last year's round was limited to 5kW. In this current round households have been able to install systems up to 10kW. Larger systems now have a much better payback with the current Victorian Solar Feed-in-Tariff of 9.9 cents per kilowatt hour.

With the introduction of the Victorian Government Solar Homes Rebate (see below), most residents are opting for larger sized systems averaging around 6kW, up from 4.3 kW. As a result, we estimate that this round of the program will install approximately 2,800kW compared with approximately 2,000 kW in the last round (which was double the total of previous programs).

In 2017, Council committed to doubling the amount of solar power installed within the City from 18 megawatts (MW) to 36 MW by 2021. As of 28 February 2019, the total amount of solar power installed during the 2018-19 period is 4.4MW, with Darebin's overall installed capacity of 29.2 MW. Therefore, Council is 62% of the way to doubling solar capacity by June 2021 and on track to meet its target. If 90% of households in this round go through with their installations, approximately 2,600kW will be installed over the rest of this financial year. This means we would have achieved approximately 70% of our target by the end of this financial year.

Solar Homes Victoria Rebate

The Victorian Government announcement in August 2018 of the solar PV rebate (up to \$2,225) was great news for Victorian households. A funding agreement has been made between Sustainability Victoria (who administer the Solar Homes program) and Darebin Council for Darebin Solar Saver households to be eligible for the rebate of 50% of the system cost up to a maximum of \$2,225 (subject to the meeting of other eligibility requirements such as the means test).

The Owner agreement between Council and the householder does not include a reduction for the Solar Homes rebate. If the householder is eligible (a special registration process has been established by Solar Homes for this purpose) and Council receives the relevant rebate from Solar Homes Victoria, the rebate amount will be deducted from the final Solar Saver Special Charge amount.

Council is likely to receive in the order of \$800,000 in rebates from Solar Homes Victoria for by 30 June 2019.

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 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 a Householder 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 \$961,049.05 based on signed quotations.

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 considered to be 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 actually 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 a Householder Agreement with Council to participate in the scheme, are listed in **Appendix A**.

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 residential properties whose owners have signed Householder 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 Householder 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:

$$R = \frac{\text{TSB}_{(in)}}{\text{TSB}_{(in)} + \text{TSB}_{(out)} + \text{TCB}}$$

Where:

$$\begin{aligned} \text{TSB}_{(in)} &= \$961,049.05; \\ \text{TSB}_{(out)} &= 0 \\ \text{TCB} &= 0 \\ R &= 1 \end{aligned}$$

I. Calculate the Maximum Total Levy

In order to calculate the maximum total levy **S**, the following formula is used:

$$S = R \times C$$

Where **R** is the benefit ratio and **C** is the cost of all works

$$\text{Therefore } S = 1 * \$961,049.05$$

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 householders 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 **Appendix A**.

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.

OPTIONS FOR CONSIDERATION

If Council were not to proceed with the Declaration of the Special Charge, 146 households would miss out on the opportunity to:

- Reduce their electricity costs and the risks of further electricity price escalation;
- Reduce greenhouse gas emissions;
- Reduce risks associated with heat wave stress– households with solar PV are more able to afford operating their air-conditioning; and
- Contribute to a more resilient electricity grid through the removal of some peak electricity demand during daylight hours on hot summer days.

IMPLEMENTATION STRATEGY

Details

Council's installation contractor Solargain has developed an Implementation Plan in line with Council's requirements for this round of the Solar Saver program. The Implementation Plan:

- Establishes how Solargain will manage procurement activities, suppliers, and subcontractors during the installation phase of the Darebin Solar Saver Program.
- Describes potential risks and associated mitigation measures and monitoring approaches associated with installing solar PV systems under the program.
- Outlines the requirements and expectations regarding the installations.
- Describes how Solargain will manage the induction of sub-contractors with particular regard to the Occupational Health and Safety requirements of the program.

Communication

Solargain will communicate with the proposed 146 Solar Saver households regarding scheduling and confirmation of installation dates.

Timeline

Installation of this round of Solar Saver will commence immediately following Council's declaration of the Special Charge and conclude before June 30 2019.

RELATED DOCUMENTS

- Council minutes:
 - 23 November 2015
 - 18 July and 16 May 2016
 - 30 April and 23 July 2018
 - 4 February, 25 February, 18 March, 8 April 2019
- *Local Government Act 1989*
- Climate Emergency Plan 2017
- The Macquarie Special Rates and Charges Manual 2012
- 2018 - 2019 Budget

- Advertised Public Notice - Intention to Declare a Special Levy for Solar Saver Scheme (**Appendix B**)

Attachments

- Solar Saver - Declaration of Special Charge (Batch 3) - Property List (**Appendix A**) [↓](#)
- Advertised Public Notice re Solar Saver Special Charge - Northcote and Preston Leader - 26-27 March 2019 (**Appendix B**) [↓](#)

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.

COUNCIL MEETING

20 MAY 2019

APPENDIX A**Table of properties intended to be subject to the Solar Saver special charge scheme**

Each listed property (sorted by suburb) has been assessed as to the size of solar panel and installation costs and the owner has been provided and agreed to the following quotation to have a solar energy system installed at their property.

FULL LIST OF ADDRESSES AND COSTS

Address	Cost
11 Clive Street ALPHINGTON VIC 3078	\$ 6,074.75
5 Miller Street ALPHINGTON VIC 3078	\$ 5,603.72
14 Naroon Road ALPHINGTON VIC 3078	\$ 7,019.19
17 Malcolm Street COBURG NORTH VIC 3058	\$ 3,595.95
156 Perry Street FAIRFIELD VIC 3078	\$ 6,653.42
286-288 Wingrove Street FAIRFIELD VIC 3078	\$ 5,889.75
5 Ballinamona Street FAIRFIELD VIC 3078	\$ 5,866.75
70 Arthur Street FAIRFIELD VIC 3078	\$ 7,886.30
64 Perry Street FAIRFIELD VIC 3078	\$ 6,505.39
115B Rathmines Street FAIRFIELD VIC 3078	\$ 5,669.09
139 Arthur Street FAIRFIELD VIC 3078	\$ 8,117.09
138 Christmas Street FAIRFIELD VIC 3078	\$ 6,944.75
2/210 Station Street FAIRFIELD VIC 3078	\$ 7,228.40
2/23 Bradshaw Street KINGSBURY VIC 3083	\$ 2,648.19
17 Eagle Avenue KINGSBURY VIC 3083	\$ 6,556.75
12 Gresswell Road MACLEOD VIC 3085	\$ 11,590.74
25 Evan Smith Close MACLEOD VIC 3085	\$ 6,132.75
6 The Common MACLEOD VIC 3085	\$ 8,039.67
33 Candy Street NORTHCOTE VIC 3070	\$ 7,234.19
79 Emmaline Street NORTHCOTE VIC 3070	\$ 7,651.45
17 Helen Street NORTHCOTE VIC 3070	\$ 6,934.19
14 Farnan Street NORTHCOTE VIC 3070	\$ 8,772.88
8 Butler Street NORTHCOTE VIC 3070	\$ 6,264.75
37 Howitt Street NORTHCOTE VIC 3070	\$ 7,457.09
74 Bridge Street NORTHCOTE VIC 3070	\$ 4,338.89
21 Cain Avenue NORTHCOTE VIC 3070	\$ 6,606.75
23 Beavers Road NORTHCOTE VIC 3070	\$ 8,065.45
13 Russell Street NORTHCOTE VIC 3070	\$ 5,056.82
4/11 Langwells Parade NORTHCOTE VIC 3070	\$ 5,168.89
41 Auburn Avenue NORTHCOTE VIC 3070	\$ 8,346.95
52 Derby Street NORTHCOTE VIC 3070	\$ 8,621.66
104 Darebin Road NORTHCOTE VIC 3070	\$ 6,519.72
54 Simpson Street NORTHCOTE VIC 3070	\$ 8,764.19

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2 Lorna Avenue NORTHCOTE VIC 3070	\$ 6,258.40
125 Clarke Street NORTHCOTE VIC 3070	\$ 5,566.75
14 Wakanui Street NORTHCOTE VIC 3070	\$ 6,770.75
3/6 Westfield Street NORTHCOTE VIC 3070	\$ 6,270.98
112 Hawthorn Road NORTHCOTE VIC 3070	\$ 6,867.78
104 Arthurton Road NORTHCOTE VIC 3070	\$ 5,346.75
139 Beavers Road NORTHCOTE VIC 3070	\$ 5,612.75
1/3 St Georges Road NORTHCOTE VIC 3070	\$ 4,195.40
1 Edward Street NORTHCOTE VIC 3070	\$ 3,987.21
203 Separation Street NORTHCOTE VIC 3070	\$ 4,752.93
57 Christmas Street NORTHCOTE VIC 3070	\$ 6,904.19
5/105 Jenkins Street NORTHCOTE VIC 3070	\$ 4,279.89
14 Hartley Street NORTHCOTE VIC 3070	\$ 5,583.71
15A Reid Street NORTHCOTE VIC 3070	\$ 7,164.19
26 Andrew Street NORTHCOTE VIC 3070	\$ 10,143.36
75 Emmaline Street NORTHCOTE VIC 3070	\$ 8,437.57
124 Gladstone Avenue NORTHCOTE VIC 3070	\$ 8,575.46
7 Evans Crescent NORTHCOTE VIC 3070	\$ 6,386.51
145 Elm Street NORTHCOTE VIC 3070	\$ 8,995.45
7 Farnan Street NORTHCOTE VIC 3070	\$ 6,504.75
5/223 Westgarth Street NORTHCOTE VIC 3070	\$ 5,631.24
401 Clarke Street NORTHCOTE VIC 3070	\$ 9,989.15
18 Ruby Street PRESTON VIC 3072	\$ 5,426.75
9 Milton Crescent PRESTON VIC 3072	\$ 6,420.51
41 Madeline Street PRESTON VIC 3072	\$ 7,857.88
35 Oakover Road PRESTON VIC 3072	\$ 5,502.75
2 Austin Street PRESTON VIC 3072	\$ 5,346.75
6 Davies Street PRESTON VIC 3072	\$ 7,885.77
6 Clara Street PRESTON VIC 3072	\$ 6,099.42
2 Grandview Road PRESTON VIC 3072	\$ 4,554.89
218 Wood Street PRESTON VIC 3072	\$ 5,774.75
26A Young Street PRESTON VIC 3072	\$ 7,574.19
14 Paywit Street PRESTON VIC 3072	\$ 6,299.75
44 Stokes Street PRESTON VIC 3072	\$ 5,324.72
14 Hope Street PRESTON VIC 3072	\$ 5,316.36
18 Park Avenue PRESTON VIC 3072	\$ 6,669.75
34 George Street PRESTON VIC 3072	\$ 5,483.75
25 Bayliss Street PRESTON VIC 3072	\$ 7,924.00
52 Austral Avenue PRESTON VIC 3072	\$ 6,499.75
27 Robeson Street PRESTON VIC 3072	\$ 6,848.40
2/11 Graham Court PRESTON VIC 3072	\$ 5,162.71
1 Kane Street PRESTON VIC 3072	\$ 6,706.75
127 Bruce Street PRESTON VIC 3072	\$ 10,027.57

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33 George Street PRESTON VIC 3072	\$ 5,592.75
39 Tunaley Parade RESERVOIR VIC 3073	\$ 10,232.88
1/32-34 Kelsby Street RESERVOIR VIC 3073	\$ 3,462.51
28 Dwyer Avenue RESERVOIR VIC 3073	\$ 4,793.71
4 Kia Ora Road RESERVOIR VIC 3073	\$ 6,080.75
30 Ashton Street RESERVOIR VIC 3073	\$ 4,854.75
25 Ayr Street RESERVOIR VIC 3073	\$ 7,723.60
23 Robb Street RESERVOIR VIC 3073	\$ 4,793.71
97 Crookston Road RESERVOIR VIC 3073	\$ 12,618.17
2 Xavier Grove RESERVOIR VIC 3073	\$ 9,453.59
111 Henty Street RESERVOIR VIC 3073	\$ 6,065.42
49 Yarra Avenue RESERVOIR VIC 3073	\$ 5,476.75
52 Powell Street RESERVOIR VIC 3073	\$ 8,019.13
1/111 Hickford Street RESERVOIR VIC 3073	\$ 7,964.19
3/2 Cool Street RESERVOIR VIC 3073	\$ 6,571.30
50 Powell Street RESERVOIR VIC 3073	\$ 8,457.57
3 Berwick Street RESERVOIR VIC 3073	\$ 8,307.57
18 Home Street RESERVOIR VIC 3073	\$ 4,634.89
19 McIvor Street RESERVOIR VIC 3073	\$ 4,019.89
3/708 Gilbert Road RESERVOIR VIC 3073	\$ 4,025.40
1/13 Barton Street RESERVOIR VIC 3073	\$ 5,168.89
1/50 St Vigeons Road RESERVOIR VIC 3073	\$ 8,056.95
6/17 Daventry Street RESERVOIR VIC 3073	\$ 4,178.89
4/18 Gourock Street RESERVOIR VIC 3073	\$ 6,756.14
23 Marshall Drive RESERVOIR VIC 3073	\$ 7,192.09
8 Down Street RESERVOIR VIC 3073	\$ 3,393.32
3/68 Henty Street RESERVOIR VIC 3073	\$ 5,162.93
58 Tambo Avenue RESERVOIR VIC 3073	\$ 4,023.67
21 Ameily Crescent RESERVOIR VIC 3073	\$ 7,374.98
39B Ramleh Road RESERVOIR VIC 3073	\$ 3,826.63
3 Stewart Street RESERVOIR VIC 3073	\$ 5,592.61
63 Keon Parade RESERVOIR VIC 3073	\$ 5,346.75
5A Compton Street RESERVOIR VIC 3073	\$ 4,752.93
682 High Street RESERVOIR VIC 3073	\$ 12,118.07
8 Gourock Street RESERVOIR VIC 3073	\$ 5,889.09
48 Kingsley Road RESERVOIR VIC 3073	\$ 5,958.98
81 Village Drive RESERVOIR VIC 3073	\$ 3,595.95
11 Sharpe Street RESERVOIR VIC 3073	\$ 6,814.42
1 Darebin Boulevard RESERVOIR VIC 3073	\$ 3,449.95
33 Cuthbert Road RESERVOIR VIC 3073	\$ 6,368.40
18 cuthbert Road RESERVOIR VIC 3073	\$ 8,993.57
1 / 8 McMahon Road RESERVOIR VIC 3073	\$ 6,312.61
16 Wellman Street RESERVOIR VIC 3073	\$ 6,004.75

COUNCIL MEETING

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14 Locksley Avenue RESERVOIR VIC 3073	\$ 6,671.75
51 Harold Street THORNBURY VIC 3071	\$ 5,592.61
97 Fyffe Street THORNBURY VIC 3071	\$ 6,018.75
4/291 Rathmines Street THORNBURY VIC 3071	\$ 3,350.63
103 Miller Street THORNBURY VIC 3071	\$ 5,324.72
205 Raleigh Street THORNBURY VIC 3071	\$ 8,429.13
95 Hutton Street THORNBURY VIC 3071	\$ 9,045.13
133 Rennie Street THORNBURY VIC 3071	\$ 5,592.61
34 Rossmoyne Street THORNBURY VIC 3071	\$ 5,223.75
204 Harold Street THORNBURY VIC 3071	\$ 6,280.75
21 Hammond Street THORNBURY VIC 3071	\$ 7,329.98
99A Pender Street THORNBURY VIC 3071	\$ 7,857.88
35 Flinders Street THORNBURY VIC 3071	\$ 5,586.75
95 St David Street THORNBURY VIC 3071	\$ 13,008.17
57 Collins Street THORNBURY VIC 3071	\$ 8,632.09
125 Shaftesbury Parade THORNBURY VIC 3071	\$ 6,756.07
259 Victoria Road THORNBURY VIC 3071	\$ 7,135.45
171 Harold Street THORNBURY VIC 3071	\$ 12,498.18
316 Rossmoyne Street THORNBURY VIC 3071	\$ 10,304.95
187 Rossmoyne Street THORNBURY VIC 3071	\$ 5,223.75
51B Pender Street THORNBURY VIC 3071	\$ 4,479.24
34 Newman Street THORNBURY VIC 3071	\$ 4,644.89
25/8-10 Martin Street THORNBURY VIC 3071	\$ 5,237.89
1/448-450 St Georges Road THORNBURY VIC 3071	\$ 5,570.72
99 Fyffe Street THORNBURY VIC 3071	\$ 8,804.45
335 Rossmoyne Street THORNBURY VIC 3071	\$ 5,945.75
36 Normanby Avenue THORNBURY VIC 3071	\$ 8,263.05
	\$ 961,049.05

SUMMARY

TOTAL kilowatts to be installed	775.18
Number of installations	146
TOTAL cost to households	\$ 961,049.05



the place
to live

Proposal to Declare and Levy a Special Charge for the Solar Saver Scheme.

In accordance with the provisions of the *Local Government Act 1989 (Act)* notice is hereby given that the Darebin City Council (**Council**) at its meeting on 18 March 2019 resolved to give notice of its intention to declare and levy a special charge under Section 163 of the Act. The special charge is for the purposes of defraying the expenses incurred by Council relating to the provision of solar energy systems on residential properties participating in the Solar Saver scheme (**Scheme**). The Scheme arises out of Council's function 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.

A copy of the proposed declaration, known as 'Proposed Special Charge Scheme for Solar Saver Program', is available for inspection at Council's Offices at 274 Gower Street, Preston, during normal office hours until 24 April 2019.

The special charge is to be declared in relation to the properties listed in Appendix B to the report titled 'Intention to Declare a Special Charge - Darebin Solar Saver', considered by Council at its ordinary meeting on 18 March 2019. A copy of the Appendix forms part of the documents available for inspection at Council's Offices.

The Scheme has been prepared on the basis that the participating property owners will receive 100% of the benefit. The total cost of the scheme is \$967,652.80 and a special charge will be imposed on each property participating in the Scheme in respect of which a Householder Agreement has been executed applies, for a period of 10 years from July 2019. The special charge has been calculated according to the size of the solar energy system being installed and the particular costs of installation at each property.

Each participating property owner has agreed to the special charge to be levied for their property and will receive notice when the first quarterly payment is due (from July 2019). Owners will make quarterly payments, or alternatively may request to pay their full amount in a single lump sum, or by other approved arrangements.

Any person may make a submission under Section 223 of the Act in relation to Council's proposal to declare the special charge under Section 163 of the Act. Any person who has made a written submission may also request that they (or a person acting on their behalf) be heard in support of their written submission. Such persons should indicate in their submission if they wish to be heard by Council. Council will consider and, if requested, hear support for all written submissions received before **5pm on Thursday 24 April 2019**.

Submissions should be addressed to:

Sally Moxham
Manager Environment and Sustainable Transport
Darebin City Council
PO Box 91 PRESTON VIC 3072
sally.moxham@darebin.vic.gov.au

In addition to the right to make a submission, participating property owners have the right to object to the proposed declaration in accordance with section 163B of the Act. Such persons may object in writing to Council by 5pm on Thursday 24 April 2019 by sending their objection to the above postal or email address. If participating property owners simply wish to withdraw from the program, they can do so by informing Council in writing.

Submissions must clearly state whether the author wishes to be heard by Council, and whether the submission is a submission of support or comment only, or a formal objection to the scheme as proposed.

It is proposed that Council will consider this matter at its Ordinary Meeting of 20 May 2019. Further information on this Scheme may be obtained from Sally MacAdams, Climate Action Officer on 8470 8208.

Sue Wilkinson
Chief Executive Officer

MW121

8.7 INTENTION TO DECLARE A SPECIAL RATE LEVY FOR PRESTON CENTRAL BUSINESS PRECINCT

Author: Coordinator Economic Development

Reviewed By: General Manager City Sustainability and Strategy

PURPOSE

To seek Council's declaration of intent to declare a special rate scheme for the Preston Central Business Precinct 2019-2024 for the purposes of marketing, promotion and development of the Preston Central Business Precinct.

EXECUTIVE SUMMARY

A special rate for the purposes of marketing, promotion and development of the Preston Central Business Precinct has been in place for 20 years. The current special rate scheme expires on 30 June 2019.

The funds collected from a special rate scheme assist precincts to market and promote the businesses within the precinct, and are used to market the precinct as a whole to attract new visitors and shoppers. Over the past five years the Preston special rate has contributed to improving centre branding and social media presence and raised customer awareness.

This report proposes commencing the formal process for the renewal of the Preston Central Business Precinct Special Rate Scheme.

The next steps would be advertising of Council's intention to declare a special rate and seek submissions from property owners and businesses liable to pay the proposed special rate.

Recommendation

That Council:

- (1) Having otherwise considered all relevant matters, commences the statutory process under the *Local Government Act 1989* (the Act) to reintroduce a special rate to and for the properties defined in the Preston Central Business Precinct for the encouragement of business and commerce (**Appendix A** – Map). This special rate will commence on 1 July 2019 and end on 30 June 2024 (five years), and raise an amount of \$110,000 per annum, for a total of \$550,000,000 multiplied by the Consumer Price Index Rate provided by the Australian Bureau of Statistics for the previous financial year for years two, three, four and five of the Scheme.
- (2) Applies the criteria to be used as the basis for levying the special rate:
 - i. For the period of the scheme, it is proposed that the special rate will be assessed as follows:

Properties allocated to the 'primary' special benefit will be subject to a special rate of 0.00031815 in the dollar of the Capital Improved Value of the property (plus any CPI increase annually in the second, third, fourth and fifth years of the scheme).

- ii. The manner in which the special rate is assessed (that is, the criteria to be used as the basis for levying the special rate) is: For the first year and subsequent years of the proposed special rate – each commercially zoned property included in the special rate is to pay the amount calculated in **Appendix B** of the respective property's Capital Improved Value.
- (3) Gives public notice in the Preston and Northcote Leader newspapers, of Council's intention to declare a special rate at its ordinary meeting to be held on 12 August 2019 in accordance with the proposed declaration of the special rate (**Appendix C**).
- (4) Sends separate letters enclosing a copy of the public notice to the owners and the occupiers referred to and set out in the listing of rateable properties in **Appendix A** to the proposed declaration of the special rate advising of:
 - a) The intention of Council to declare the special rate at its ordinary meeting to be held on 12 August 2019;
 - b) The amount for which the property owner or the occupier (being a person who as a condition of a lease under which the person who occupies the property is required to pay the special rate) will be liable; and
 - c) The basis of the calculation and distribution of the special rate and notifying such persons that submissions and/or objections in writing in relation to the Proposed Declaration of Special Rate will be considered and/or taken into account by Council in accordance with the Act.
- (5) Authorises the appropriate members of Council's staff to carry out any and all other administrative procedures necessary to enable Council to carry out its functions under the Act.

BACKGROUND / KEY INFORMATION

A special rate for the purposes of marketing, promotion and development of Preston Central has been in place for 20 years. In 2008 Council sought to support the businesses in Preston Central by managing and administering the special rate levy, and established the Preston Business Advisory Committee (PBAC) as a mechanism to support this.

Over the past 10 years the levy has funded various promotional and marketing activities, events and programs. These have showcased the diverse range of businesses, helped to attract visitors and activated the precinct. The previous scheme allowed for PBAC to raise the profile of the precinct through promotional activities and place making activities such as family events, place making activities Lunar New Year celebrations; and promoting local businesses on social media. The current Preston Central special rate levy expires at 30 June 2019.

In order to allow the businesses that pay the special rate levy to have more control over their aspirations for Preston Central, Council decided to disband the advisory committee and is assisting the business community to establish a business led association.

A new scheme is proposed to run for five years from 1 July 2019 to 30 June 2024 and is proposed to raise \$110,000 in the first year. The funds raised by the scheme would deliver precinct specific business marketing events, promotion, advertising and marketing material including social media, and centre management.

Previous Council Resolution

At its meeting held on 18 March 2018 resolved:

That Council:

- (1) *Acknowledges the work undertaken by the Preston Business Advisory Committee and its members over the past ten years.*
- (2) *Disbands the Preston Business Advisory Committee as at 18 March.*
- (3) *Continues to administer the special rate levy until such time as a Business Association is established.*
- (4) *Supports the establishment of a business association for Preston Central.'*

In line with the resolution Council officers are working towards a establishing a business led Association.

COMMUNICATIONS AND ENGAGEMENT

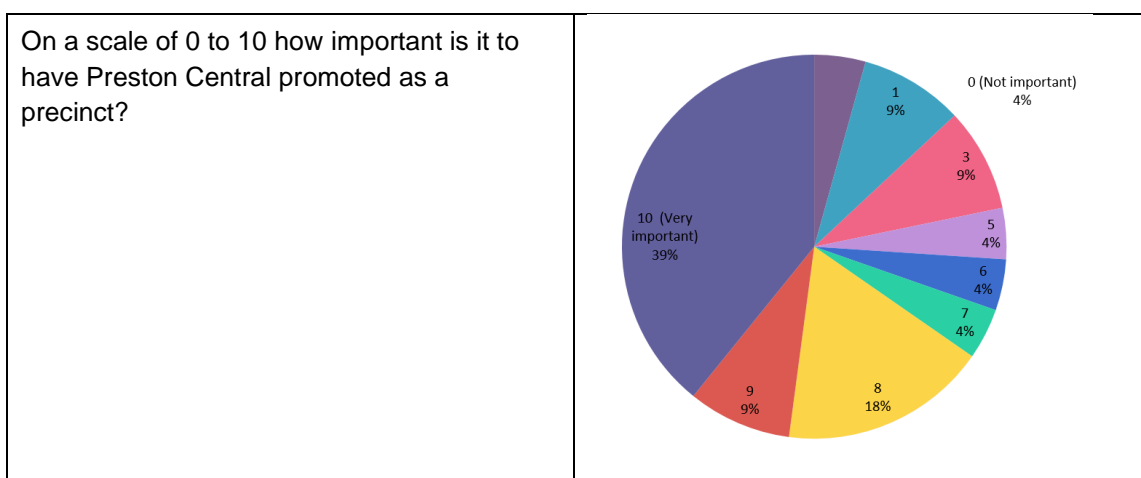
Consultation

Survey of businesses

Prior to the commencement of any formal process, a survey has been conducted with the business operators in Preston Central. The survey evaluated the effectiveness of the current marketing levy and ensures that there is enough support within the business community for the rate to be renewed. A total of 23 responses (8.3%) were received with the majority (60%) indicating that they were favourable towards the renewal of the scheme.

This majority enables Council to consider the formal process of proposing the intention to declare a further levy. While the number of surveys received was low, this is comparable to previous renewal responses and is indicative of the level of engagement before a formal process commences.

Some concerns were raised regarding the amount of money and the effectiveness of the marketing. Copies of the survey results will assist in the preparation of a five-year business plan. The key results can be found below:



On a scale of 0 to 10 how do you rate the effectiveness of the current promotion of Preston Central?	Not effective 0-3	Moderately effective 4-6	Very effective 7-10
	Responses 6	Responses 8	Responses 7
Would you support the renewal of the special rate scheme for a further five year period?	Yes: 12 No: 8		

Communications

In addition to the survey the Centre Manager on behalf of the Preston Business Advisory Committee distributed a brochure outlining the benefits provided to businesses via the special rate over the past five years.

ANALYSIS

Alignment to Council Plan / Council policy

Goal 4 - A strong economy

The overall goal is to support and attract a diversity of local businesses and industries by fostering an environment in which they can thrive. The current and proposed scheme raise funds to achieve marketing, promotions and business development outcomes in line with the Council Plan.

Council's Tourism Strategy – *A destination plan for Darebin 2016 – 2021* seeks to increase awareness of the diversity of experiences on offer in our City.

Environmental Sustainability Considerations

Supporting vibrant local shopping centres can help encourage local shopping and more pedestrian and active transport trips compared to vehicle trips. This can have a small impact on reducing emissions.

Equity, Inclusion and Wellbeing Considerations

Associations have always struggled to get representation from the diverse background of business owners. Supporting vibrant local shopping centres can help encourage local shopping and community inclusion.

Cultural Considerations

Events delivered through the special rate levy are often unique to the Preston businesses and community. In Preston Central these include Lunar New Year and co-organised events with the Preston Market.

Economic Development Considerations

The events, marketing and promotional activities held in these precincts attract people from neighbouring suburbs and provide a boost to the local economy, which is the key to maintaining a strong and vibrant retail centres.

Financial and Resource Implications

The proposed 2019/20 amount to be raised is \$110,000. The total amount proposed to be raised over 5 years is \$550,000 plus an annual increase of CPI.

Council's contribution in providing resources for the set up and administration of a new special rate is estimated to be \$15,000 over five years. This amount will not be recovered from the business association and will be absorbed in Council's Economic Development operational budget.

Legal and Risk Implications

In 2018, Council endorsed the Darebin Electronic Gaming Machine Policy 2018-2022. The policy outlines that Council will maintain independence from the gambling industry and that Council will not accept financial contributions from gambling venues and will not promote community grants or initiatives offered by local poker machine venues. The policy also stipulates that any sporting club, community group, organisation or association that operates or owns gaming machines will be ineligible for community grants, financial assistance or in-kind support from Council.

Cramers Hotel is located within the Preston Central Business Precinct and currently has 80 electronic gaming machines.

Legal advice received, suggests that Council can decide to remove the hotel from the area for which the special rate is proposed. Based on this advice, and in line with the Darebin Electronic Gaming Machine Policy 2018-2022, officers have not included Cramers Hotel within the proposed special rate calculations.

The Act requires Council to give public notice of a proposed declaration of the special rate and write to all people who will be liable to contribute. The proposed declaration for this special rate has been prepared in accordance with the Act.

Owners (or occupiers who would pay the rate as a condition of their lease) may object to the proposal within 28 days. If objections are received from more than fifty per cent of persons liable, Council will be prevented from making the declaration and the scheme cannot proceed.

DISCUSSION

Special rate levies are commonly raised by councils to support the marketing and promotion of local shopping precincts. The success of local shopping precincts such as Preston Central is extremely important to the local community. A vibrant, active and successful shopping centre can provide the following benefits to the community:

- Local employment
- Diversity of businesses
- Space for community to socialise and shop

- Expressions of various cultures
- Social inclusion
- Strengthen the unique characteristics of Preston Central

For the past 20 years, Preston Central has had a Special Rate Scheme in place for the properties used for retail and commercial purposes within the precinct. The area to be included within the special rate is attached in the map as **Appendix A**. In the final year of the current scheme (2018/2019) the levy has raised \$119,791.

The funds raised by the special rate have been used by the PBAC over the last five years for:

- Digital marketing
- Promotional and marketing events
- Promotional advertising, marketing and public relations material
- Improvement of the branding of the centre
- Centre management, including employment of a Centre Coordinator
- Installation of centre décor and displays
- Works to enhance the appearance and amenity of the centre in addition to those provided generally by Council
- Incidental costs related to the above including expenses related to the declaration and levying of the rate

Seeking a special rate levy for marketing and promotion

The special rate should be implemented because:

- Preston Central is a strategic priority for stimulating future economic development and employment opportunities.
- It is one of Darebin's Principal Activity Centres and one of the largest traditional, culturally diverse precincts in Melbourne's north, forming a major focus for business, shopping, community and culture.
- Preston Central will be further enhanced through increase economic activity facilitated by a renewed special rate that will continue collective marketing and promotion of the Preston Central as a whole.
- It will assist to create a greater awareness of the area, including what it has to offer to the community and its customers.
- All businesses will benefit from the continuation of activities.
- The rate will support the overall strategic direction of the Centre.

Establishment of a business led association

Council has managed a special rate scheme with the assistance of the PBAC for the past 10 years and has recently decided to disband the advisory committee. In line with the resolution, officers are working towards the establishment of a business led association. Officers recommend that Council continue to manage the budget, develop a five-year business plan and deliver actions from this plan until a business led association is established which is expected within six months. The association and the levy will allow Preston Central businesses to unite and respond to external opportunities and provide a holistic approach to marketing and promotion of the precinct.

Preston Market

The Preston Market plays an important role in Preston Central. The market also plays a significant role in the local economy as an anchor and attractor for visitors from Darebin and wider Melbourne.

For the past 20 years the Preston Market has contributed to and supported the special rate levy while participating in and benefiting from various annual marketing and promotional activities. There are 131 individual rateable occupancies in the Preston Market (not all under the same ownership) and are included in the proposed special rate. As part of the proposed levy the market businesses will contribute \$17,152 (15.6%). Officers recommend for the long-term viability of Preston Central that the properties within the Preston Market continue to be included in the business precinct.

Proposed special rate declaration

Under Section 163 of the *Local Government Act 1989* (Act), Council is empowered to declare a special rate 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 required to pay the special rate.

In this case, the purposes of marketing, promotion and development of Preston Central 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 proposed property outlined to pay the levy has been part of the previous Scheme 2014 – 2019.

In September 2004, the Minister for Local Government issued a guideline for the preparation of Special rate schemes. The guideline specifically deals with the calculation of the maximum total amount that a council may levy as a special rate. 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 levy will be used for the purposes of contracted support, promotional, advertising, marketing, business development and other incidental expenses which are associated with the encouragement of commerce, retail and professional activity and employment in the Preston Central Business Precinct.

B. Ensure Coherence

The levy has a natural coherence, with the proposed properties classified as receiving a “primary” or a “secondary” special benefit having regard to the nature and characteristics of the properties and businesses included in each of the two areas.

C. Calculate the Total Cost

For the purposes of section 163(1) of *the Act*, the total cost of the scheme to be raised over five years is \$550,000 (\$110,000 in year one) plus an annual increase of CPI from year two for the life of the scheme (five years).

The total cost of implementing this rate would include:

- The annual amount which the Association has budgeted to spend on various marketing, promotional and other activities; and
- Council’s own administrative costs in relation to the scheme.

It has however been practice in previous schemes for Council to not recover its administrative costs from liable properties, and to only levy those costs incurred by the Association. It is proposed that this practice continue for the new scheme. Council’s contribution is \$15,000 over the life of the scheme; providing its own resources towards the benefit of the centre is not inconsiderable and is highlighted for the record.

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 considered to be 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. The Preston Central business promotions including:

- Digital marketing
- Promotional and marketing events
- Promotional advertising, marketing and public relations material
- Improvement of the branding of the centre
- Centre management, including employment of a Centre Coordinator
- Installation of centre décor and displays

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 are included in the Business Precinct receive a special benefit from the scheme. Accordingly, it is proposed to include only commercial properties 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 Rates, 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 request from the Business Association required for their annual budget.
- **TSB_(out)** – This is not applicable as all participating properties are included.

G. Estimate Community Benefits

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) included in the Scheme area.

The community benefit has been assessed and equates to zero.

- **TCB – Total Community Benefit is assessed to be 0 benefit units**

H. Calculate the Benefit Ratio

The benefit ratio is calculated as:

$$R = \frac{\text{TSB}_{(\text{in})}}{\text{TSB}_{(\text{in})} + \text{TSB}_{(\text{out})} + \text{TCB}}$$

Where:

$$\text{TSB}_{(\text{in})} = \$330,000 \text{ plus CPI increase for every subsequent year until 2024.}$$

$$\text{TSB}_{(\text{out})} = 0$$

$$\text{TCB} = 0$$

$$R = 1$$

I. Calculate the Maximum Total Levy

In order to calculate the maximum total levy **S**, the following formula is used:

$$\mathbf{S = R \times C}$$

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 can be levied. It considers whether there are properties Council believes will derive a 'special benefit' and are to be levied, and others which also receive such a benefit, but which aren't to be levied (such as non-commercial community facilities). It is considered that all the properties within the area of the on the map attached **Appendix A** to the report will derive a special benefit. Council must also determine if there is a clear, direct and tangible 'community benefit' provided by the scheme that cannot be rated to the shops. This must be attributed to, and paid for, by Council.

S is the maximum amount that can be levied. Regarding the 'benefit ratio', it is considered that all the commercially zoned properties shown on the map and detailed in the list annexed to the attached proposed declaration, will receive a special benefit through increased economic activity. There are no rateable properties identified within this area which should not be levied.

Also, it is considered that there are no separate 'community benefits' that can be measured which might accrue from the existence of the scheme. Any benefits to people visiting the businesses in the Centre will accrue to the businesses themselves.

Therefore, the total maximum amount that can be levied on liable property owners would be 100% of the total cost of the Scheme.

Therefore $\mathbf{S = 1 * \$550,000 = \$550,000}$ plus CPI increase for every subsequent year until 2024.

Note there is no community benefit amount payable by Council.

Apportionment of Costs

Once the maximum levy amount has been calculated, Council needs to specify the methodology it will use in determining how the payment of the rate is to be apportioned amongst the benefiting properties. For the period of the scheme, it is proposed that the special rate will be assessed as follows (**Appendix C**):

Properties allocated a special benefit (as shown below) - will be subject to a special rate of 0.00031815 cents in the dollar of the CIV of the property.

- 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).

Statutory Process

The Act requires Council to give public notice of its proposed declaration of the special rate and write to all people who will be liable to contribute. The proposed declaration of the special rate has been prepared in accordance with the Act.

Owners (or occupiers who would pay the rate as a condition of their lease) may object to the proposal within 28 days. If objections are received from more than fifty per cent of persons liable, Council will be prevented from making the declaration and the scheme cannot proceed.

If the special rate is implemented, it is intended that the Business Association would continue to partly utilise the fund to employ a part-time centre coordinator to organise marketing, management and business development activities funded by the proceeds of the Special rate as well as liaise with Council on behalf of the association.

Funding Agreement

Council will administer the proposed levy until the newly established Business Association is established. Once this occurs, Council will develop a funding agreement transferring the requirements to the Association. Payment of the special rate will be conditional on entering into such an agreement.

OPTIONS FOR CONSIDERATION

- That Council endorse the intention to make a declaration of a special rate for the encouragement of business and commerce in the Preston Central Business Precinct.
- That Council do not endorse the intention to make a declaration of a special rate.

IMPLEMENTATION STRATEGY

Details

Should Council resolve to proceed with the intent to declare the special rate, the following would occur:

- Public Notice of Council's 'Intention to Declare' the special rate will be advertised in The Northcote and Preston Leader newspapers and individual letters, including a copy of the public notice, will be sent to all property owners and occupiers (businesses).
- A person affected by the special rate may make a written submission or objection to Council, within 28 days of the publication of the public notice. This will be considered in accordance with sections 163 and 223 of the Act 1989.
- Questions, submissions and objections will be directed to the Economic Development Coordinator.
- Council's Hearing of Submissions Committee will be convened to hear persons who wish to be heard in support of their submission or objection.
- Following this, a further report will be made to Council outlining all submissions and objections. Council will then resolve to either adopt or abandon the scheme.

- If the scheme is adopted, affected persons then have a period of 30 days to lodge an objection with the Victorian Civil and Administrative Tribunal.
- Council would continue to work towards the establishment of a business led association.

Communication

- A communications plan with particular focus on individual business and property owners will include an information session and FAQs on Council and the Association websites.
- All businesses will have access to translator service if needed.
- Copies of the Council report and attachments will be made publicly available at the Preston Library.

Timeline

- In accordance with section 163 of *the Act*, give public notice in the Northcote and Preston Leader newspapers.
- Notify Council's intent to make a declaration of a special rate from the 1 July 2019 for the encouragement of business and commerce in the Preston Central Business Precinct and that a copy of the public notice be sent to each person who will be liable to pay the special rate (business operators and landlords).
- That Council gives at least 28 days to receive submissions.
- Any persons who wish to be heard in support of their submissions will be heard at a Special Hearing Committee of Council at Darebin Council Chambers, Preston at on 15 July 2019 if required.
- Following this, a further report will be made to Council outlining all submissions or objections. Council will then resolve to either declare or abandon the Special rate.
- If adopted, affected persons then have a period of 30 days to lodge an objection with the Victorian Civil and Administrative Tribunal.

RELATED DOCUMENTS

- *Local Government Act 1989*
- Tourism Strategy: A Destination Plan for Darebin 2016-2021
- Preston Business Advisory Committee 'Terms of Reference 2017
- Darebin Council Plan 2017 – 2021

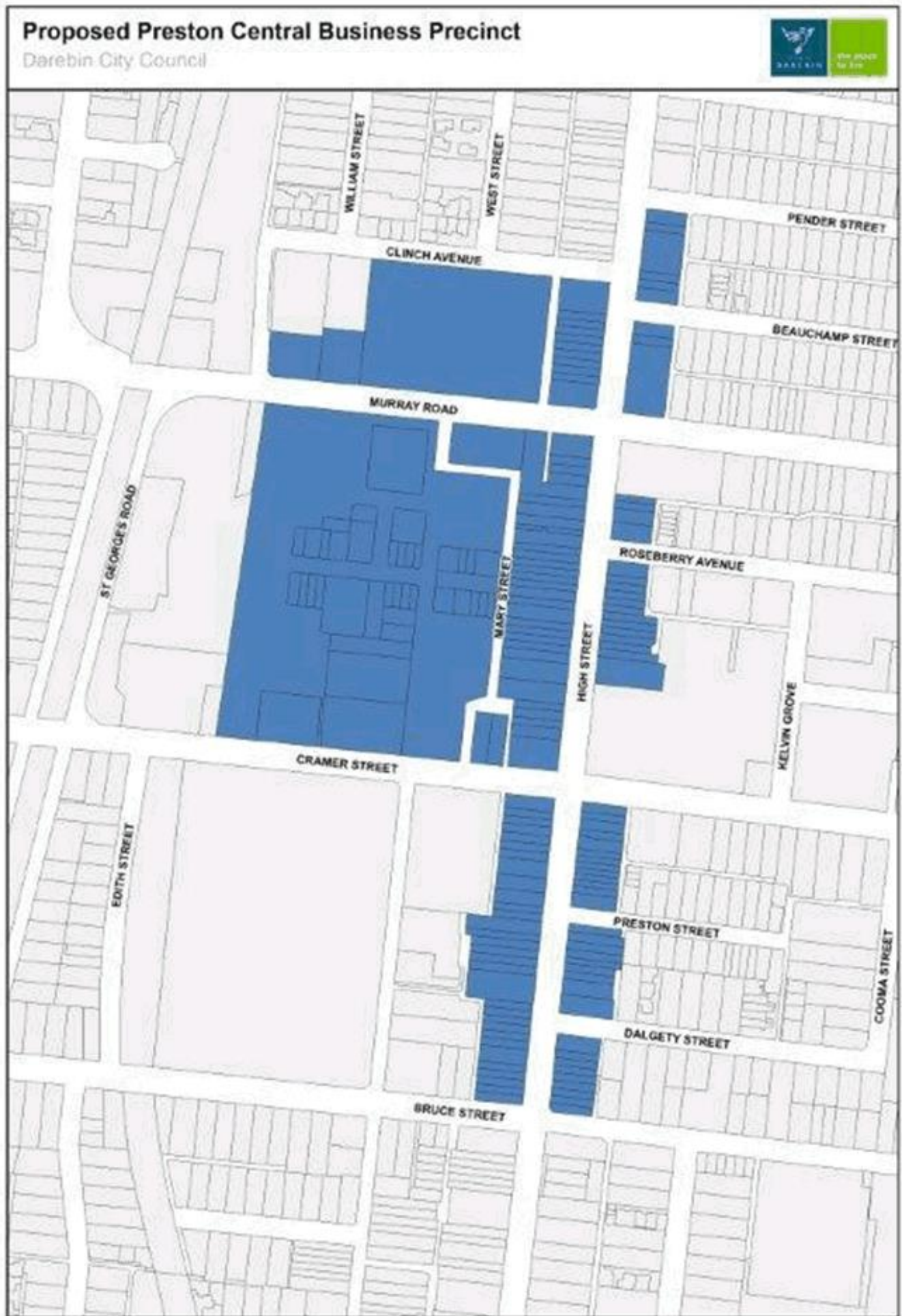
Attachments

- Appendix A - Proposed Map of Preston Central Business Precinct (**Appendix A**) [↓](#)
- Appendix B - List of assessments for the proposed Preston Central Business Precinct Special Rate Scheme (**Appendix B**) [↓](#)
- Appendix C - Public Notice - Proposed Preston Central Business Precinct Special Rate Scheme (**Appendix C**) [↓](#)

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.



Appendix B – List of Property Assessments for the proposed Preston Central Business Precinct

Preston Central Business Precinct Proposed Property Assessment Schedule 2019/20 Year One											
Assessment number	Amount payable 2019/20	Assessment number	Amount payable 2019/20	Assessment number	Amount payable 2019/20	Assessment number	Amount payable 2019/20	Assessment number	Amount payable 2019/20	Assessment number	Amount payable 2019/20
614	1,590.75	636	257.70	15725	381.80	15749	804.90	15767	85.90	15791	575.85
615	550.40	637	276.80	15726	394.50	15750	442.25	15768	109.75	15793	343.60
616	524.95	641	160.65	15728	327.70	15752	375.40	15769	92.25	15794	626.75
617	544.05	645	292.70	15734	569.50	15753	540.85	15770	108.15	15795	744.45
618	531.30	646	747.65	15735	540.85	15754	636.30	15771	109.75	15796	633.10
619	572.65	647	213.15	15736	540.85	15756	151.10	15772	108.15	15797	677.65
620	547.20	648	410.40	15737	537.65	15757	151.10	15773	127.25	15798	639.50
621	445.40	15714	257.70	15740	559.95	15758	151.10	15774	125.65	15799	636.30
622	464.50	15715	219.50	15741	388.15	15759	151.10	15775	108.15	15800	607.65
625	378.60	15716	442.25	15742	429.50	15760	464.50	15776	90.65	15801	668.10
626	544.05	15717	429.50	15743	429.50	15761	372.25	15777	163.85	15802	470.85
627	811.30	15719	369.05	15744	614.05	15762	579.05	15778	932.20	15803	439.05
629	645.85	15720	365.85	15745	439.05	15763	588.60	15785	604.50	15804	944.90
630	426.30	15721	649.05	15746	518.60	15764	559.95	15786	629.95	15805	916.25
632	375.40	15722	470.85	15747	550.40	15765	1,288.50	15787	601.30	15806	629.95
634	1,622.55	15724	378.60	15748	470.85	15766	206.80	15788	451.75	15807	1,718.00
15791	575.85	15807	1,718.00	15823	321.35	15890	470.85	15914	381.80	19782	454.95
15793	343.60	15808	556.75	15825	369.05	15891	359.50	15916	394.50	19783	222.70
15794	626.75	15809	569.50	15877	442.25	15893	400.85	15917	378.60	19784	614.05
15795	744.45	15810	493.15	15878	273.60	15894	372.25	15919	419.95	19788	106.60

Appendix B – List of Property Assessments for the proposed Preston Central Business Precinct

Preston Central Business Precinct Proposed Property Assessment Schedule 2019/20 Year One											
Assessment number	Amount payable 2019/20	Assessment number	Amount payable 2019/20	Assessment number	Amount payable 2019/20	Assessment number	Amount payable 2019/20	Assessment number	Amount payable 2019/20	Assessment number	Amount payable 2019/20
15798	639.50	15813	273.60	15881	378.60	15897	454.95	15924	378.60	19791	82.70
15799	636.30	15814	1,034.00	15882	203.60	15898	534.50	15925	499.50	19792	101.80
15800	607.65	15816	248.15	15883	391.30	15899	372.25	18893	175.00	19793	122.50
15801	668.10	15817	248.15	15884	340.40	15900	461.30	18894	241.80	19794	60.45
15802	470.85	15818	655.40	15885	324.50	15901	674.50	18895	397.70	19795	120.90
15803	439.05	15819	222.70	15886	372.25	15904	98.65	18900	324.50	19796	63.65
15804	944.90	15820	251.35	15887	381.80	15910	66.80	18901	170.20	19942	225.90
15805	916.25	15821	292.70	15888	404.05	15911	79.55	18902	175.00	19943	117.70
15806	629.95	15822	311.80	15889	384.95	15912	696.75	19781	785.85	19944	159.05
19945	74.75	68054	499.50	22118	29.90	22229	45.50	22305	277.45	22328	119.95
19947	74.75	68375	375.40	22147	78.90	22231	46.45	22307	131.70	22331	98.95
19949	122.50	68376	375.40	22148	59.20	22236	25.45	22308	175.00	22336	185.15
19950	122.50	69103	324.50	22152	25.45	22254	173.70	22309	199.80	22338	150.80
19951	117.70	69104	416.80	22154	25.45	22280	91.30	22310	209.00	22339	105.30
19952	117.70	72590	59.80	22161	27.70	22282	60.45	22314	81.45	22340	137.45
19954	515.40	72591	42.30	22165	41.05	22285	151.75	22316	61.70	22341	134.60
19956	343.60	72592	72.20	22166	40.10	22286	178.15	22318	83.05	22342	87.50
19957	232.25	70936	725.05	22167	40.40	22287	126.60	22319	88.45	22343	242.10
19958	146.35	72902	289.50	22168	28.65	22288	165.10	22321	102.45	22346	44.20
19959	127.60	72903	184.55	22170	99.90	22289	113.60	22323	114.85	22349	59.50

Appendix B – List of Property Assessments for the proposed Preston Central Business Precinct

Preston Central Business Precinct Proposed Property Assessment Schedule 2019/20 Year One											
Assessment number	Amount payable 2019/20	Assessment number	Amount payable 2019/20	Assessment number	Amount payable 2019/20	Assessment number	Amount payable 2019/20	Assessment number	Amount payable 2019/20	Assessment number	Amount payable 2019/20
19964	197.25	75963	458.15	22205	55.70	22292	169.55	61040	105.65	56546	63.00
20128	286.35	75964	311.80	22208	54.10	22293	178.80	61041	215.05	56570	26.70
20129	404.05	75965	346.80	22209	33.10	22295	178.50	61042	258.65	56572	45.50
20130	318.15	76529	203.60	22210	52.20	22296	157.15	61043	359.50	56573	87.50
20131	572.65	76530	241.80	22211	111.05	22297	139.05	61044	211.90	61036	207.45
20132	2,526.45	77535	77.30	22212	85.25	22298	138.40	61045	265.35	61037	237.65
20388	913.10	78999	547.20	22214	133.00	22299	142.55	61046	354.10	61038	146.65
20389	1,813.45	79000	556.75	22215	64.90	22300	157.50	61047	272.95	61039	242.45
20390	4,135.95	79464	41.35	22217	40.10	22301	187.40	61048	215.05	61057	30.85
22101	21.00	79465	29.60	22218	46.15	22302	173.70	61050	156.55	61067	45.20
22105	26.70	79466	41.05	22221	63.95	22303	210.60	61052	42.65	61072	103.70
22108	42.30	79467	43.60	22227	59.20	22304	212.20	61056	64.60	61074	31.20
61078	65.85	67739	804.90	65683	337.25	65681	60.45	65679	70.00	61075	63.65
61079	45.80	67740	194.05	65684	17.50	65682	58.85	65680	60.45	61076	78.90
61166	505.85	65678	70.00	65635	56.00	65057	89.10	65056	101.80	63278	1,087.45
19961	324.50	74273	267.25	22198	30.55	22290	132.05	22324	133.60	22351	60.15
19963	219.50	75010	267.25	22199	55.70	22291	172.10	22327	129.80	24455	155.90
62399	397.70	63265	177.55	15880	273.60	15896	458.15	15923	426.30	19790	90.65
15796	633.10	15811	413.60	15879	273.60	15895	521.75	15921	458.15	19789	98.65
15797	677.65	15812	620.40								

Appendix B – List of Property Assessments for the proposed Preston Central Business Precinct

**DAREBIN CITY COUNCIL
NOTICE OF INTENTION TO DECLARE A SPECIAL RATE
PRESTON CENTRAL BUSINESS PRECINCT (Precinct)**

In accordance with the provisions of the *Local Government Act 1989 (Act)*, it is hereby given that Darebin City Council at its meeting on **20 May 2019** resolved to give notice of the intention to declare and levy a special rate under Section 163 of the Act.

The special rate is for the purpose of defraying expenses to be incurred by Council in providing funds to be used for the purposes of promotional, marketing, business development, contracted support, and other incidental expenses all of which are associated with the encouragement of commerce, retail and professional activity and employment in the Precinct.

In performing functions and exercising powers to encouragement of commerce and retail activity in and around the area for which it is proposed the Special Rate being **1 July 2019 to 30 June 2024**, will be declared, the Council intends to levy and spend an amount of **\$110,000** or the first year of the Scheme, raising in total an amount of **\$550,000** over the Scheme. Any increases in Special Rate amounts pursuant to increases in the Consumer Price Index (CPI) will, however, be added to the payments of the Special Rate in the second, third, fourth, and fifth years of the Scheme.

The proposed Special Rate will be based on geographic criteria, having regard to the location (as set out below and also shown on the plan) and the capital improved value (CIV) of those rateable properties in the Precinct that are used, or reasonably capable of being used, for commercial, retail or professional purposes and receive a special benefit.

The Council considers that each rateable property and each business included in the Scheme area that is required to pay the special rate will receive a special benefit because the viability of the Precinct as a retail, commercial and professional area, and the value and the use, occupation and enjoyment of the properties will be maintained or enhanced through increased economic activity.

For the period of the Scheme, the proposed special rate will be assessed on the following rateable properties enjoying a special benefit will be the subject of a special rate of 0.00031815 cents in the dollar of the CIV of the property including the area and the land for which the Special Rate will be declared as follows:

Proposed properties within Preston Central Business Precinct	
Street Name	Street number (inclusive)
Murray Road	241A to 251
Cramer Street	2 to 26
High Street	317 to 509; 274 to 444
Preston Street	25
The Strand	1 to 12
The Centreway	14 to 32
Mary Street	19 to 29
Cook Street	1
Gower Street	267 to 275
Roseberry Avenue	88

The proposed Special Rate will be levied by the Council sending a notice of levy annually to the persons required to pay the Special Rate, which will require that the Special Rate be paid in four instalments, to be paid by the dates fixed by the Council in the notice and in accordance with section 167(3) of *the Act*. Council will consider cases of financial and other hardship and may reconsider other payment options for the Special Rate.

Copies of the proposed declaration of Special Rate and a plan of the Scheme area are available to inspect during normal business hours at Darebin City Council Offices, 274 Gower Street Preston or on Council's website www.darebin.vic.gov.au for a period of at least 28 days after the publication of this notice.

Any person may make a written submission to the Council under sections 163A and 223 of the Act. In addition, any person who will be required to pay the proposed Special Rate, whether an owner or an occupier of a property included in the Scheme, has a right to object to the proposed declaration and may also make a written objection to the Council under section 163B of the Act.

Any person who has made a written submission may also request that they be heard in support of their written submission. Submissions should be addressed to: Economic Development Coordinator, PO Box 91 Preston, 3073.

Council will consider and, if requested, hear support for all written submissions received before 5pm 5 July 2019 at a Hearing of Submissions Committee. Submitters will be advised in writing of the date and time of the meeting.

It is proposed that Council will consider this matter at its Ordinary Meeting of 12 August 2019. Further information on this Scheme may be obtained from Wendy Dinning Economic Development Coordinator on 84708888 or business@darebin.vic.gov.au

8.8 ROYAL COMMISSION INTO AGED CARE QUALITY AND SAFETY

Author: Coordinator Community Participation and Development

Reviewed By: General Manager Community

PURPOSE

To request Council's endorsement for the submission to the Royal Commission into Aged Care Quality and Safety.

EXECUTIVE SUMMARY

The Royal Commission into Aged Care Quality and Safety was announced in September 2018 following a number of publicised cases of negligence and abuse which has in turn created public concern about the aged care system. The intention of the Royal Commission is to understand how the aged care system currently works; determine the extent of the issues in the aged care system and make recommendations for improvement.

Key timelines for the Royal Commission into Aged Care Quality and Safety:

- Submissions close – end of September 2019
- Interim report due - 31 October 2019
- Final report due – 30 April 2020

The scope of the Royal Commission is defined by the Terms of Reference and includes:

Residential Aged Care

Home Care

Dementia Care

Young people living in residential aged care.

Council's submission is intended to reflect Council's role as advocate, and as a provider of aged care services through the Commonwealth Home Support Program.

Recommendation

That Council:

- (1) Endorses the draft submission to the Royal Commission into Aged Care Quality and Safety as presented, which addresses themes including:
 - a) Commonwealth Home Support Program block funding should be continued beyond 2022;
 - b) Future funding models and regulations must continue to allow Victorian local governments opportunity to provide locally planned and delivered services to their local communities;
 - c) Future funding models must address the needs of socially disadvantaged residents and the particular needs of culturally and linguistically diverse communities;

- d) Regulations should be reviewed to maximise the amount of Home Care Package (HCP) funds that are spent on direct services to older people; and
 - e) The national My Aged Care intake system must be improved, and difficulties addressed, to provide genuine support to those in need of services.
- (2) Authorises the Chief Executive to finalise the submission to the Royal Commission into Aged Care Quality and Safety.

BACKGROUND / KEY INFORMATION

The Royal Commission into Aged Care Quality and Safety was announced in September 2018. The scope of the Royal Commission is broad and includes:

- (1) Residential Aged Care
- (2) Home Care
- (3) Dementia Care
- (4) Young people living in residential aged care

Under the **Terms of Reference**, the Royal Commission is required and authorised to inquire into the following matters:

- a. *The quality of aged care services provided to Australians, the extent to which those services meet the needs of the people accessing them, the extent of substandard care being provided, including mistreatment and all forms of abuse, the causes of any systemic failures, and any actions that should be taken in response;*
- b. *How best to deliver aged care services to:*
 - i. *people with disabilities residing in aged care facilities, including younger people; and*
 - ii. *the increasing number of Australians living with dementia, having regard to the importance of dementia care for the future of aged care services;*
- c. *The future challenges and opportunities for delivering accessible, affordable and high quality aged care services in Australia, including:*
 - i. *in the context of changing demographics and preferences, in particular people's desire to remain living at home as they age; and*
 - ii. *in remote, rural and regional Australia;*
- d. *What the Australian Government, aged care industry, Australian families and the wider community can do to strengthen the system of aged care services to ensure that the services provided are of high quality and safe;*
- e. *How to ensure that aged care services are person-centred, including through allowing people to exercise greater choice, control and independence in relation to their care, and improving engagement with families and carers on care-related matters;*
- f. *How best to deliver aged care services in a sustainable way, including through innovative models of care, increased use of technology, and investment in the aged care workforce and capital infrastructure;*
- g. *Any matter reasonably incidental to a matter referred to in paragraphs (a) to (f) or that [the Commissioners] believe is reasonably relevant to the inquiry.*

Darebin Council provides a range of entry level aged care services designed to support older people to continue living independently at home and in their community. These services can be accessed through the Commonwealth Home Support Program (CHSP) which is funded by the Australian Government. They are part of the federal aged care system and My Aged Care.

Since July 2016, Council has also been funded by the Commonwealth via the State Government to provide Home Support assessments for older people with entry level needs. This service is part of the Northern Regional Assessment Service (RAS) with the Darebin service likely to continue to receive this funding until June 2020.

Both the CHSP program and RAS program are examples of the redesigned aged care system and examples of the kinds of programs that can be accessed by older people through the national gateway service known as My Aged Care (MAC).

Within the City of Darebin, the estimated resident population for 2018 is 161,609 with 13% (20,896) residents 65 years and older. At the 2016 census there were 3,736 people over the age of 85 living in Darebin. Council's connection with older people is broad and varied. The Aged and Disability Department's core business is the provision of CHSP services to people 65 years and older.

There are wider issues that come with an older person ageing. Council has been a strong advocate on issues that are important for older people in Darebin, including those who are either current users of aged care services or will at some time in the future be looking to entering the aged care system. Older people told Council that they want an aged care system that has strong local connections and is both empowering and person centred.

Previous Council Resolution

The matter of a submission to the Royal Commission into Aged Care Quality and Safety is not specifically the subject of a previous Council resolution. Two recent resolutions below have some relevance.

At its meeting on 3 September 2018, Council made a resolution about advocating for an extension of CHSP block funding and other matters:

'That Council:

- (1) Acknowledges that if the Commonwealth ceases block funding for aged care services as currently planned, this will inevitably affect how Council will provide services to older people.*
- (2) Notes that because of the Commonwealth's plan to cease block funding, Council has commissioned an independent 'Creating an Age Friendly Darebin' review for the express purpose of ensuring our older people continue to receive quality services they need.*
- (3) Calls on the federal government to extend block funding for the Commonwealth Home Support Program to provide certainty for community and staff, and writes to relevant ministers, shadow ministers and members of parliament requesting that a moratorium be put in place till such time the government conducts a comprehensive review of block funding to Councils.*
- (4) Encourages community members to participate in the independent panel review commissioned by Council, to help plan our services in the longer term.*
- (5) Notes that this Council commits to continue its annual \$6 million investment into the longer term in facilities, programs and services promoting the health and wellbeing of older people.*

- (6) *Notes that the independent review terms of reference will investigate expansion of Council's services including the potential for Darebin Council to provide home care packages.*
- (7) *Continues to provide commonwealth home support program services while in receipt of any block funding from the Commonwealth Government.'*

At its meeting on 4 February 2019, Council made a resolution in relation to the federal government consultation on Streamlined Consumer Assessment for Aged Care:

'That Council

1. *Makes a submission to the Federal Government Streamlined Consumer Assessment for Aged Care consultation process, to include the following key points:*
 - (a) *Streamlining assessment services, if it is to occur, must be primarily driven by improved client experiences and outcomes;*
 - (b) *Culturally diverse and socially disadvantaged residents deserve a 'no disadvantage test' in relation to any Federal changes and this 'no disadvantage test' should be considered in any service reform;*
 - (c) *The national My Aged Care intake system must be improved, and difficulties addressed, to provide genuine support to those in need of services;*
 - (d) *Intake and assessment services must include appropriately qualified staff, preferably with the capacity for local knowledge of services and programs;*
 - (e) *Assessment services should be focusing on both reablement (health) and wellness (wellbeing);*
 - (f) *Assessment services which include staff with local knowledge of services and programs can help achieve much better experiences and outcomes for clients;*
 - (g) *Changes to introduce an integrated assessment service should allow for the possibility of councils continuing to provide assessment services as part of My Aged Care.*
2. *Authorises the Chief Executive Officer to finalise and submit the submission by the deadline of 11 February.'*

COMMUNICATIONS AND ENGAGEMENT

Consultation

Council ran four community workshops on the Royal Commission into Aged Care during March - April 2019, as well as inviting advice and input from the Active and Healthy Ageing Advisory Board (AHAAB).

Details of these workshops on the Royal Commission were as follows:

- AHAAB Workshop 7 March 2019
- Community Workshop – Wednesday 3 April 2019 – in partnership with Council on the Ageing (COTA)
- Community forums targeting language specific groups (Italian, Greek, Macedonian) – 4, 10 & 11 April
- Community Drop in sessions - Support to write your submission sessions to held at each of the four libraries during May, supported by AHAAB members and Council staff.

In addition, Council has a great deal of community feedback from the community about aged care services from previous consultations including:

- Age Friendly Darebin first stage consultation in late 2018.
- Community workshops on My Aged Care held in early 2018.

Council's draft submission includes input from these sources.

Communications

Key themes from the Council submission will be communicated to residents via Your Say page and other channels.

ANALYSIS

Alignment to Council Plan / Council policy

Goal 2 - Opportunities to live well

Environmental Sustainability Considerations

No environmental sustainability considerations are relevant to this subject.

Equity, Inclusion and Wellbeing Considerations

Equity, Inclusion and Wellbeing considerations are central to Council's submission. Darebin's older community is highly diverse with many areas of disadvantage, and it is vital that community needs are met by an appropriately designed aged care system.

With Darebin's cultural diversity among older people in Darebin, it is vital for an aged care system to be designed to respond to diversity of older people in order to be effective. Cultural sensitivity across all programs within the aged care system will encourage older people to engage with and trust the process so that their needs can be identified accurately and met appropriately.

Cultural Considerations

There are no specific arts and culture considerations for this matter.

Economic Development Considerations

None identified

Financial and Resource Implications

None identified

Legal and Risk Implications

None identified

DISCUSSION

Background

The structure of the national Aged Care system includes residential care, home care packages, the Commonwealth Home Support Program and other elements. A schematic summary of services in the Aged Care system is at **Appendix A**.

In 2012 the Aged Care Act (Living Longer Living Better) was passed to support the reform of the aged care system. It was planned to be implemented over a ten-year period, the reform includes changes to the planning, funding and delivery of residential aged care, home care packages and home and community based services.

The Productivity Commission's examination of the aged care system concluded in its report *Caring for Older Australians (2011)* that the aged care system was difficult to navigate and that the system suffered weaknesses due to a range of factors which included: limited consumer choice, variable quality, coverage of needs, pricing, inconsistency in the application of user co-contributions and workforce shortages.

Current situation

Darebin Council is funded by the Australian Government to provide a range of entry level aged care services designed to support older people to continue living independently at home and in their community. These services can be accessed through the Commonwealth Home Support Program (CHSP).

Since July 2016, Darebin Council has also been funded by the Commonwealth via the State Government to provide Home Support assessments for older people with entry level needs. This service is part of the Northern Regional Assessment Service (RAS) with the Darebin service likely to continue to receive this funding until June 2020.

Both the CHSP program and RAS program are examples of the redesigned aged care system and examples of the kinds of programs that can be accessed by older people through the national gateway service known as My Aged Care.

There is a clear need for the Commonwealth to better support older people build their understanding, confidence and capacity to engage with the aged care system, for instance through improving My Aged Care.

Since the implementation of My Aged Care, Council has contributed towards a number of Commonwealth initiated consultations which include:

- An Integrated Care at Home Program – August 2017
- Draft Charter of Aged Care Rights – October 2018
- Streamlined Consumer Assessment for Aged Care – February 2019.

Council has also advocated for the extension of CHSP block funding. The Federal Government announced an extension to June 2022 on 2 April 2019.

Council submission

Council's submission to the Royal Commission into aged care would consolidate the feedback the organisation has to date provided to the Commonwealth based on Council's position, consultations and community feedback. Refer to **Appendix B** for the full submission.

OPTIONS FOR CONSIDERATION

Council could:

- Endorse the submission as presented
- Endorse the submission as presented, with additions and/or deletions
- Choose not to make a submission to the Royal Commission.

IMPLEMENTATION STRATEGY

If Council endorses the recommendation, then the submission will be finalised, authorised and submitted in May 2019.

Royal Commission submissions are currently expected to close at the end of September 2019.

Communication

Following finalisation of the submission, it will be made available to stakeholders including members the Active and Healthy Ageing Advisory Board.

Timeline

Officers will make the submission based on the Council resolution.
Submissions for Royal Commission into aged care are due by the end of September 2019.

RELATED DOCUMENTS

Nil

Attachments

- Schematic Summary of Aged Care System (**Appendix A**) [↓](#)
- Draft Submission to Royal Commission into Aged Care and Quality (**Appendix B**) [↓](#)

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.

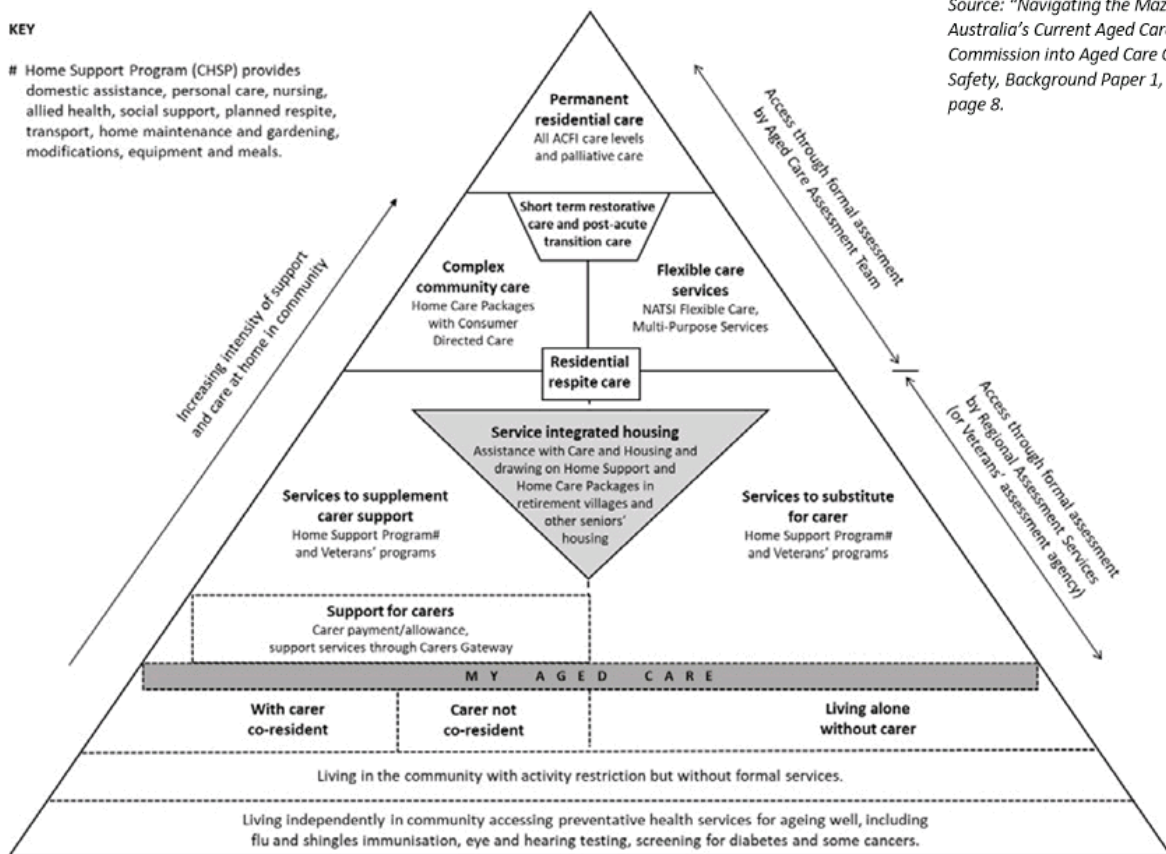
Appendix A

Schematic Summary of Aged Care System

KEY

Home Support Program (CHSP) provides domestic assistance, personal care, nursing, allied health, social support, planned respite, transport, home maintenance and gardening, modifications, equipment and meals.

Source: "Navigating the Maze: an Overview of Australia's Current Aged Care System", Royal Commission into Aged Care Quality and Safety, Background Paper 1, February 2019, page 8.





APPENDIX B

Draft Submission to the Royal Commission into Aged Care Quality and Safety, May 2019

About Darebin Council

The City of Darebin is located in the northern suburbs of Melbourne, between 5 and 15 kilometres north of the Melbourne CBD. The estimated resident population for 2018 is 161,609 with 13% (20,896) residents 65 years and older. At the 2016 census, there were 3,736 people over the age of 85 living in Darebin. The number of older people living in Darebin is increasing.

Darebin also has a high proportion of people living with a disability and is diverse across a range of characteristics including culture, levels of socio-economic advantage and disadvantage and the prevalence of health issues.

Darebin Council is well placed to make a submission to the Royal Commission given its strong connection with older residents through the provision of services and supports which include: Provision of in home service provision through the Commonwealth Home Support Program (CSHP); being an outlet of the local Regional Assessment Service; Social Support Groups offered to older people from diverse backgrounds and languages presenting with dementia; Facilitation of carer support groups; Community transport service – aimed at older people who are financially disadvantaged which supports the social inclusion of older people and offers assistance to medical appointments and local shops and support and assistance given to older residents not necessarily linked to aged care services to facilitate the social inclusion and participation of older people in community.

The Productivity Commission's report described a vision for an aged care sector that would empower older people to have increased choice and control over their lives as their health declined and their reliance on services grew. Since the introduction of the aged care reforms, Council has needed to pay special attention to building the capacity of its older residents to understand

- (1) the changes to the aged care system and how to navigate the new system in the absence of limited plain English resources including information in the relevant community languages and
- (2) the impacts of reforms on existing Council services and the capacity for Council to continue to provide aged care services into the future.

Council's response to the Terms of Reference

Council's response to the Terms of Reference is made within the context of what Council has learned through its engagement with community about the aged care system since the rollout of My Aged Care and feedback from older residents made throughout the Age Friendly Darebin project and most recently community workshops on the Royal Commission into Aged Care Quality & Safety. Council's submission addresses many aspects of the Terms of Reference, below.

1. Quality of aged care services provided to Australians, the extent to which those services meet the needs of the people accessing them, the extent of substandard care being provided, including mistreatment and all forms of abuse, the causes of systemic failures and any actions that should be taken in response

1.1 Provision of information about My Aged Care

- There are insufficient resources dedicated to supporting vulnerable older people to understand the aged care system or their rights to access aged care services. Some organisations including Darebin Council have allocated resources to ensure appropriate support is available locally to meet the needs of vulnerable community members. However this approach is not consistent nor equitable and doesn't guarantee older people in outlying municipalities similar levels of support.
- Access and support workers in Victoria offer important support to older people with diverse needs including language needs to trust and link into relevant services.
- Not all older people, their carers and families are confident users of the aged care system. Adequate resources and supports are needed to ensure vulnerable older people, those with a disability, those with cognitive issues and other diverse needs are able to access appropriate supports through the aged care system.
- Changes to create a competitive service system through market based providers are creating confusion for some older people who report having difficulty making choices in an environment that is becoming increasingly competitive.

1.2 My Aged Care

- Older people are exposed to substandard care and abuse if they are not afforded time needed to understand their rights; where to access support to make informed choices about services or how to make a complaint.
- Culture changes along side structural change are therefore needed for older people to know they are being supported and valued.
- The My Aged Care model is intended to respond to the need for a consistent and uniform approach to assessing eligibility and allocation of aged care resources at a national level. However these are not elements that inspire flexibility and creativity; necessary for responsive and genuine person centred planning and service provision.
- Older people are expected to make important decisions with very little support or guidance from a list of providers that give them no insight with regard to quality and affordability of services or trustworthiness of the provider.

1.3 Residential Aged Care

Council is not a provider of residential aged care. However, a significant amount of feedback collected through community workshops on the Royal Commission into Aged

Care hosted by Council focused on residential aged care. The themes have been included below:

- Inadequate staff to resident ratios
- Inadequate management and monitoring of resident health, wellbeing and safety
- Significant social isolation and loneliness of residents particularly those not connected to family and friends
- Quality of workforce and insufficient staff ratios cultivates a culture where dignity and respect cannot be prioritised.
- Inadequate resources to provide quality care for people with complex care needs e.g. dementia
- High costs of some aged care facilities does equate to better quality of life or quality of care.
- Role of families are often to monitor quality of care in aged care facilities.
- Culture of fear exists that reduces the capacity of residents and carers to make complaints.

Throughout conversations with the community, individuals consistently raised concern about the potential consequences of speaking out and making submissions about particular aged care facilities.

The culture of fear is pervasive and real for many carers and family members who have an important role in advocating for vulnerable family members.

Key points

My Aged Care

1. Older people, families and carers need information and support to understand the aged care system through a diverse range of mechanisms including face to face opportunities to feel empowered to make informed decisions about services and supports.
2. My Aged Care must be improved to provide genuine support to those in need of services.

2 How best to deliver aged care services to the increasing number of Australians living with dementia, having regard to the importance of dementia care for the future of aged care services.

It is estimated that in Darebin in 2017 there were 2,716 people living with dementia. This number is expected to increase by 81% to 4,917 by 2050*. In comparison to other local Government areas in both metropolitan and non-metropolitan regions Darebin is ranked 11th meaning that this municipality has a significantly higher proportion of people with dementia. (Dementia Australia, Dementia Prevalence data 2017)

Darebin Council's Yanada House offers social support and recreation to people living with dementia through activity based programs which aim to safeguard and enhance the skills of participants. It simultaneously provides respite for carers and families. This program is funded through CHSP, an entry level funded service. There are not many choices for older people with dementia and who are recipients of home care packages to attend similar programs that are affordable.

A monthly support group provides carers with social and emotional support in addition to formal education sessions which focus on understanding dementia and carer wellbeing. Suggestions from family and carers of participants of Yanada House to improve the experience of aged care system for people with dementia include:

2.1 Early intervention, access to information and support for carers and families

- People newly diagnosed with dementia and their families need information that is accessible regardless of their literacy or ethnicity.
- Improved communication from health practitioners about dementia in addition to practical assistance to 'walk' people through the maze of services. Examples were shared that at the point of diagnosis, carers were given little practical information about the type of services available and how the dementia would affect the person.
- Information about supports and services are difficult to navigate – carers are often unaware of the supports that are available both for the carer or the person.

2.2 Recognising the quality of life of the carer is synonymous with the quality of life of the person with dementia.

- The quality of life of the person with dementia and their capacity to remain at home is often dependant on the capacity of the carer to enable this.
- The extent to which the carer can access quality supports, flexible services and sufficient respite are strong factors that can in turn influence the quality of life of the person with dementia; their capacity to remain independent and connected to their family, friends and community.

2.3 Lengthy waiting periods for home care packages influences quality of life

- Lengthy waitlists for people living with dementia or other complex health issues influences the quality of life of the person who is not able to access timely services when they need it. This can in turn have dramatic effect on the quality of life of the carer.

3 The future challenges and opportunities for delivering accessible, affordable and high-quality aged care services in Australia, including in the context of changing demographics and preferences, in particular people's desire to remain living at home as they age.

3.1 Affordability of and interface between CHSP and Home Care Packages (HCP)

- Access to a Home Care Package requires the older person to pay a basic daily fee towards the cost of the package. Eligibility to receiving a Home Care Package requires an assessment by the ACAS team which assumes the person requires a higher level of support to remain in their home.
- The CHSP program provides entry level services to assist an older person through basic home support services. Services offered by Council requires low level of co-contribution that makes them affordable.
- The cost and fees of HCP makes the switch from CHSP unattractive. Sometimes there is an unwillingness by some CHSP recipients to transition from the CHSP program to a Home Care Package when access to a case management service is an important aspect of the case. Financial disadvantage is a barrier for some older people to access a package and appropriate level of care.
- Increased / complex health issues places older people at risk if their needs aren't being met by the appropriate levels of care and they continue to choose to live at home.
- Costs prohibiting older people from accessing appropriate levels of care may create pockets of unaccounted unmet need.
- A 'no disadvantage test' could be applied so that any future reforms to home support services should see the client experience no reduction in quality or volume of service or cost of services.
- There could also be a form of 'no disadvantage test' applied to clients transitioning from CHSP to a home care package which could be further incentive for clients to transition and receive the appropriate supports to meet their changing needs.

3.2 Administration and case-management fees for Home Care Packages

- The high administration and case management fees linked to home care packages compel some individuals and family members to choose to self-manage their package. Many older people cannot manage their package. Administration of packages can be burdensome on families and carers who may not have capacity or time.
- Those who cannot manage their own package, the alternative is to engage a case manager to coordinate services.
- Council is not a provider of home care packages however fees and administration costs attributed to the 'layers of contracting and subcontracting fees undermines the total worth of the package' was identified as a key issue attributed to the erosion of quality and affordability of care during a community conversation about aged care provision.

3.3 Affordability of nursing care

- Home Care Packages are funded by the federal government to help older Australian with complex care need to live independently in their own homes.

- There is a discrepancy for people requiring nursing care in terms of the cost of this service depending on the level of the package. Currently level 1 and 2 can access nursing services at the subsidised CHSP rate from nursing providers for short term when the Home Care Package funding have been fully allocated to other services. However this is not available for Level 3 or 4 Home Care Packages.
- Older people who are on a HCP level 3 or 4 package are assessed to have intermediate and high needs. Due to the complex care need requirements and cost of case management service, recipients are left with little funding to support them with all their care needs. This includes access to nursing services to meet their needs adequately.

3.4 Role of Local Government in provision of aged care services

3.4.1 Block funding

- If the Federal Government proceeds with the previously planned reforms to CHSP, this would see the end of block funding of CHSP services and the creation of a competitive market.
- Darebin Council believes CHSP block funding should be embedded in the aged care system.
- The removal of block funding through the CHSP program ignores the historical and financial investment of local councils in the provision of aged care. Darebin Council contributes \$6 million annually towards the provision of aged care services in addition to CHSP funding.
- Retention of block funding supports local population based service planning and delivery, which ensures appropriate access for all older people and capacity for demand management. Block funding had allowed local government in Victoria to respond to local needs including the flexibility of response to the needs of vulnerable clients.
- The recent decision by the Commonwealth announced on 3 April 2019 that Councils will continue to receive block funding to enable delivery of CHSP services until mid 2022 has been well received by the community as it provides certainty for older people receiving services as well as the aged care workforce – until 2022.
- However, this still leaves a high level of uncertainty and concern for older people about the future and the loss of local government as a trust providers and local resource to provide services.
- The potential removal of block funding creation of a competitive market of service providers may, through application of National Competition Policy, remove the ability of Councils and communities to choose to subsidise their aged care services.
- As with other Council-run services, if Councils and communities choose to subsidise services (for instance to provide services through services with higher qualifications than the minimum) then this should be a decision open to them.

3.4.2 Diminished role of local government in aged care services

- The diminished role of local governments in the existing aged care model underestimates the value, trust and confidence of local older residents in having their issues taken seriously and acted on at a local level or on their behalf at a State / Commonwealth level.
- The benefits to local government continuing to remain a key stakeholder in provision of aged care provision include continuing to:

(1) play a vital role through the delivery of services that are accessible and of high quality;

(2) act on and respond to issues that impact on the safety and vulnerability of older people.

Council services are valued and should be retained - Council's workforce is trusted, well trained and highly skilled. Commonwealth's changes effectively mean privatisation of aged care services and will result in poor service outcomes for older people in Darebin - particularly people who may be vulnerable or who have cultural barriers to service access. Privatisation also creates transient workforce with low minimum standards, this in turn will lead to poor quality service outcomes for older people.

(Towards an Age Friendly Darebin – Draft Report, April 2019).

Key points

Affordability of and interface between CHSP and home care packages

1. Explore the inclusion of a 'no disadvantage' test in aged care policy – a commitment that no older person transitioning from the CHSP program should not be disadvantaged as a result of transitioning to a Home Care Package.

Administration and case management fees

2. Review current regulations identifying a maximum amount of Home Care Package funds that are spent on the administration of packages and the services needed by older people.

Role of local Government in the provision of aged care services

3. Darebin Council has historically provided aged care services to the community and is a trusted provider of services.
4. Local Council's should continue to have a role in provision of aged care services and this should be possible in the new system.
5. Local councils make a significant financial contribution towards the sustainability of the aged care system. They should be able to continue to do so if supported by local community.
6. CHSP block funding should be extended beyond 2022.
7. The diminished role of local governments in the existing aged care model under-estimates the value, trust and confidence of local older residents in having their issues taken seriously and acted on at a local level or on their behalf at a State / Commonwealth level.

4 What the Australian Government, aged care industry, Australian families and the wider community can do to strengthen the system of aged care services to ensure that the services provided are of high quality and safe

4.1 Streamlined assessment services

- The introduction of national streamlined assessment services, if it is to occur, must be primarily driven by improved client experiences and outcomes.
- Intake and assessment services must include appropriately qualified staff, preferably with the capacity for local knowledge of services and programs.
- Assessment services should be focusing on both reablement (health) and wellness (wellbeing).
- Assessment services which include staff with local knowledge of services and programs can help achieve much better experiences and outcomes for clients.
- Changes to introduce an integrated assessment service should allow for the possibility of councils continuing to provide assessment services as part of My Aged Care.

4.2 Access to interpreters

- There are insufficient resources allocated for interpreters to assist people from culturally and linguistic diverse communities to understand and connect with a complex aged care system.
- Formal resourcing of interpreters and bilingual workers should be a consideration at through all programs of the My Aged Care system.
- Home care package providers pass on the costs for interpreters to clients through the package administration fee. This is neither fair nor equitable as it creates an additional cost the person must bear purely because they need to be engaged in the aged care system.
- The health needs of older people can change quickly and timely access to services and supports can hinge on whether there are funds for interpreters or the onus on the system that people needing this service understand how to access interpreters themselves in order to get services. Use of family members including children, carers and friends as interpreters are also not always appropriate.
- There are greater proportions of older people from culturally and linguistically diverse communities in addition to smaller numbers of older people from emerging communities. Mandatory cultural competency training is necessary to engage meaningfully and respectfully with these communities.
- Policy documents and information about the aged care system is often released in English only or with a lag before materials are made available in language at the request of service providers. The existing aged care culture is not one that recognises the diverse needs of the ageing population.
- The recent rollout of the Charter of Aged Care Rights is a great example of an important document to support clients understanding their rights. Building capacity of older people in particular those with language support needs requires this information to be readily available and visible if older people are going to more fully engage with the sector and Charter of Rights.

Key points***Streamlined assessment services***

1. Intake and assessment services must be appropriately skilled
2. Local assessment services should be possible within any new system, so that staff with local knowledge of services and programs can achieve better outcomes for clients.
3. The introduction of an integrated assessment service should allow for the possibility of councils continuing to provide assessment services.

Access to interpreters

4. There must be sufficient resourcing of interpreters and bilingual workers to respond the needs of older people from culturally and linguistically diverse communities.
5. Aged care information, resources and other materials should always be made available in community languages when English materials are released.
6. The current practice and use of interpreters should be reviewed with a view to identifying mechanisms for improved planning and use of interpreters and bilingual workers across all levels of the aged care system.

5 How to ensure that aged care services are person centred, including through allowing people to exercise greater choice, control and independence in relation to their aged care, and improving engagement with families and carers on care related matters.

5.1 Consumer choice and flexibility

- Changes to the aged care sector have favoured larger organisations with more resources and capacity to manage compliance and administration over smaller organisations and local government organisations that have a local base and therefore local knowledge.
- Inflexibility in the service system undermines the capacity for older people to access services and supports that are genuinely person centred and facilitates a consumer directed care philosophy. There is insufficient support given to older people who are required to choose aged care providers to meet their needs.

"With this new system, putting all the responsibility on the recipient is a recipe for disaster. When it comes to choosing a provider- Oh my God, who do you choose? I can do the groundwork for Mum, it's hard enough for me, but she couldn't do it herself." (Consultation feedback)

(Towards an Age Friendly Darebin – Draft Report, April 2019, p25)

5.2 Improve understanding of the aged care system

- Older people, carers and their families are not well informed about what is available through My Aged Care. There is insufficient readily available information at hand that is visible to the community (in the way NDIS shopfronts are) to support older people and their family/ carers to become familiar with information and to ask information in the diverse formats – including face to face options that are needed. Exercising choice and control is not necessarily a perceived priority if there is little understanding of how to access information let alone supports.
- While the younger generation (baby boomers) are more likely to be connected to technology and more confident to engage with with My Aged Care, community feedback suggests that even for this cohort the system can be difficult to navigate.

5.3 Responding to vulnerable communities

- My Aged Care is particularly difficult to access for vulnerable clients – this includes people who are socially isolated, not connected to family and friends or technology. Accessing services becomes more complex where people are from culturally and linguistically diverse communities or where there may also be disability or mental health issues present.
- Easy, plain English resources are not available. Accessing interpreters can also be convoluted and intimidating. The existing website does not give users the options to translate information into relevant languages.
- While privacy and confidentiality are important factors these can often impede easy access of a person from a culturally and linguistically diverse background for example, to seek information and eligibility testing through the MAC operator using an interpreter. MAC operators will sometimes refuse to talk through an interpreter where an older person relies on this service to access information and support.

5.4 Improve the complaints processes

- Increased transparency is needed to keeping community informed about the number of complaints lodged with the Aged Care Complaints Commissioner demonstrating how the aged care system has made improvements based on the experience and outcomes of the service recipient.
- A change in the existing aged care culture is needed for older people and their carers to feel empowered to make complaints about their services without fear of retribution. Throughout conversations with community about the Royal Commission into aged care, older people consistently expressed worry and fear about sharing their stories of aged care services.
- The feedback from older people and family members in sharing their stories of loved ones, particularly those in residential aged care facilities, was insightful. However, the stress and anxiety in relaying these stories for many people was profound.

Key points***Consumer choice and flexibility***

1. More is needed to look at the balance between the policy imperatives underpinning My Aged Care system and how to measure the experience and satisfaction of older people access supports and services.

Improved understanding of the aged care system

2. People need information and support to navigate the aged care system to be able to make informed choices about their care and support.

Responding to vulnerable communities

3. The aged care system does not cater sufficiently for the needs of very vulnerable communities. Information is complex and often not available in community languages.

Improved complaints process

4. Strengthen the complaints process to increase accountability, respect and transparency to the older person, family and carers and the wider community across all My Aged Care programs with a particular emphasis on Residential Aged Care.
5. Review existing mechanisms with the My Age Care system to strengthen consumer understanding of aged care services; activate elements of the Charter of Aged Care and/ or Rights or exercise the right to register a complaint with the Aged Care Complaints Commissioner.
6. Increase transparency to keep community informed about the number of complaints lodged with the Aged Care Complaints.
7. Develop software (similar to Trip Advisor) to enable residents and families to rate aged care services.

6 How best to deliver aged care services in a sustainable way, including through innovative models of care, increased use of technology and investment in the aged care workforce and capital infrastructure.

6.1 Workforce management

- The aged care sector needs a skilled workforce that can meet the challenges of an aged care system that will support more people with complex care needs to remain living at home.
- There remains the possibility of the introduction of a higher-level package to assist older people eligible for residential care to access this care in the community from their package, enabling them to stay home longer. A higher-level home care package will require community care staff to have more specialist skills to respond to people with complex care needs.
- While portability of funding empowers older people to access services that genuinely seeks to address their needs, there is a risk that casualisation of the workforce will undermine any motivation by the workforce to attain qualifications beyond what is the minimum requirement.

6.2 Wellness and reablement

- There is a strong focus on wellness and reablement applied through the Victorian model of assessment undertaken by the Regional Assessment Service (RAS) and the CSHP program. Wellness and reablement needs to be embedded in the promotion of My Aged Care and filtered down to other programs such as the Home Care Package program.
- Programs need to be well resourced for the wellness and reablement component offered through aged care programs to have a positive long term impact on older people recognising the time that is required to observe the success.

6.3 Recognition of the role of carers

- Genuine recognition of the important role carers and family members have in contributing towards the financial sustainability of the aged care system. This is particularly important where rapid decline in health of an older person can have a significant impact on the health and wellbeing of the primary carer.
- Increasing respite for carers particularly for full time live in carers
- Greater promotion, information and education to the wider community about supports for carers.

6.4 Role of local government in contributing towards a sustainability aged care sector

Local Governments in Victoria have had a strong role in the delivery of aged services to its communities. As the level of government closest to the community, Councils can make an important contribution towards 'identifying, monitoring and supporting older members of the Darebin community to access and experience good quality services, particularly for the most vulnerable members of its ageing community.

Key points***Workforce management***

1. The aged care sector needs a skilled workforce that can meet the challenges of an aged care system that will support more people with complex care needs to remain living at home.
2. Casualisation of the workforce can potentially undermine the minimum standards required in qualifications.

Wellness and reablement

3. Embed a wellness and reablement approach to all My Aged Care programs.

Recognition of the role of carers

4. Greater promotion, information and education to the wider community about supports for carers.

Role of local government in contributing towards a sustainable aged care sector

5. Local councils make significant financial contribution towards aged care supporting the ongoing sustainability of local services that are also high quality and affordable.

Ends

**8.9 PROPOSED SALE OF DISCONTINUED ROADS:
REAR LEAMINGTON/BARTON STREETS; REAR MASSEY
AVENUE/LAWLEY STREET AND REAR HUGHES
PARADE/LUDEMAN COURT, RESERVOIR**

Author: Property Officer

Reviewed By: General Manager Governance and Engagement

PURPOSE

The purpose of this report is to complete the statutory process into the proposed sale of land from the following discontinued roads:

- (1) A 3.05-metre-wide former road adjoining the rear of 100 Leamington Street and 93–95 Barton Street, Reservoir, shown hatched on site plan in **Appendix A** and in orange in the aerial view in **Appendix B** and referenced as Lot 22 on Title Plan 013555S (**Appendix G**)
- (2) A 3.05-metre-wide former road adjoining the rear of 8 Massey Avenue and 7 Lawley Street, Reservoir, shown hatched on site plan in **Appendix C** and in orange in the aerial view in **Appendix D** and referenced as Lot 10 on Title Plan 0936581T (**Appendix H**)
- (3) A 3.05-metre-wide former road adjoining the rear of 72 Hughes Parade and 11 Ludeman Court, Reservoir shown hatched on site plan in **Appendix E** and in orange in the aerial view in **Appendix F** and referenced as Lot 6 on Title Plan 010422E (**Appendix I**).

EXECUTIVE SUMMARY

On 3 December 2018, Council resolved to commence the statutory process and give public notice of the proposed sale of the land to adjoining property owners. The process provided the community and all abutting property owners with the opportunity to make comment on the proposal.

Public notice of the proposals was given in the *Preston Leader* and *Northcote Leader* newspapers on 23 and 24 January 2019 respectively. Notification was also given on Council's website. The notice period ended on 8 March 2019. No submissions were received.

Recommendation

That Council:

- (1) Having given public notice of the proposal under section 189 of the *Local Government Act 1989* ('the Act') and having received no submissions in respect of the proposals under section 223 of the Act:
 - a) Directs that the land shown as Lot 22 on Title Plan 013555S in **Appendix G** be sold by private treaty to the owners of 100 Leamington Street, Reservoir.
 - b) Directs that the land shown as Lot 10 on Title Plan 0936581T in **Appendix H** be sold by private treaty to the owners of 8 Massey Avenue, Reservoir.

- c) Directs that the land shown as Lot 6 on Title Plan 010422E in **Appendix I** be sold by private treaty to the owners of 72 Hughes Parade, Reservoir.
- in accordance with Council's Sale of Minor Council Property Assets Policy.
- (2) Authorises the Chief Executive Officer to sign all documents relating to the sale of the Land from the discontinued roads.

BACKGROUND / KEY INFORMATION

(1) Proposed sale of former road adjoining the rear of 100 Leamington Street and 93–95 Barton Street, Reservoir (former road 1)

In 2018, Council received an enquiry from an adjoining property owner at 100 Leamington Street, Reservoir looking to purchase the land from the former road at the rear of their property.

Investigations revealed that on 23 June 1997, Council resolved to discontinue the road bound by Leamington Street, Whitby Street, Barton Street and McFadzean Avenue, Reservoir and to sell the land by private treaty in accordance with Council policy. However, not all parcels of land were sold at that time, with the unsold parcels of land continuing to vest with Council. The discontinuance was published in the Victorian Government Gazette on 16 December 1999, shown in **Appendix J**.

Investigations also revealed that the land appears to have been incorporated within the property at 100 Leamington Street, Reservoir for many years. The owners of the adjoining properties at 93 and 95 Barton Street, Reservoir have not objected nor expressed any interest in the land.

(2) Proposed sale of former road adjoining the rear of 8 Massey Avenue and 7 Lawley Street, Reservoir (former road 2)

In 2018, Council received an enquiry from an adjoining property owner at 8 Massey Avenue, Reservoir looking to purchase the land from the former road at the rear of their property.

Investigations revealed that on 6 April 2010, Council resolved to discontinue the road bound by Massey Avenue, Broadhurst Avenue and Lawley Street, Reservoir and to sell the land by private treaty in accordance with Council policy. However, not all parcels of land were sold at that time, with the unsold parcels of land continuing to vest with Council. The discontinuance was published in the Victorian Government Gazette on 15 April 2010, shown in **Appendix K**.

Investigations also revealed that the land appears to have been incorporated within the abutting property at 7 Lawley Street, Reservoir for many years. Consultation confirmed that the owner of 7 Lawley Street, Reservoir has no objection of the sale to the adjoining owner nor expressed any interest in the land.

(3) **Proposed sale of former road adjoining the rear of 72 Hughes Parade and 11 Ludeman Court, Reservoir (former road 3)**

In 2018, Council received an enquiry from an adjoining property owner at 72 Hughes Parade, Reservoir looking to purchase the land from the former road at the rear of their property.

Investigations revealed that on 21 July 1997, Council resolved to discontinue the road bound by Hughes Parade, Ludeman Court, Henderson Street and Braithwaite Street, Reservoir and to sell the land by private treaty in accordance with Council policy. However, not all parcels of land were sold at that time, with the unsold parcels of land continuing to vest with Council. The discontinuance was published in the Victorian Government Gazette on 3 February 1998, shown in **Appendix L**.

Investigations also revealed that whilst the land appears to have been landlocked for many years, it has been maintained by the abutting property at 72 Hughes Parade, Reservoir and more recently they have taken occupation of the land. The adjoining owner at 11 Ludeman Court, Reservoir has not objected nor expressed any interest in the land.

Previous Council Resolution

At its meeting held on 3 December 2018, Council resolved:

That Council

- (1) Commences the statutory procedures under Section 189 of the Local Government Act 1989 ('the Act') to:
 - a) *Sell the land from the discontinued road adjoining the rear of 100 Leamington Street and 93–95 Barton Street, Reservoir, shown as Lot 22 on Title Plan 013555S in **Appendix G**, to the owners of 100 Leamington Street, Reservoir*
 - b) *Sell the land from the discontinued road adjoining the rear of 8 Massey Avenue and 7 Lawley Street, Reservoir, shown as Lot 10 on Title Plan 0936581T in **Appendix H** to the owners of 8 Massey Avenue, Reservoir*
 - c) *Sell the land from the discontinued road adjoining the rear of 72 Hughes Parade and 11 Ludeman Court, Reservoir, shown as Lot 6 on Title Plan 010422E in **Appendix I** to the owners of 72 Hughes Parade, Reservoir*

in accordance with Council Policy.
- (2) *Gives public notice under Sections 189, 82A and 223 of the Act of the proposed sale in the appropriate newspapers and on Council's website, and in such notice state that Council proposes to sell the land from the former road to the owners of 100 Leamington Street, Reservoir, 8 Massey Avenue, Reservoir and 72 Hughes Parade, Reservoir respectively by private treaty.'*

COMMUNICATIONS AND ENGAGEMENT

(1) **Former road 1, adjoining the rear of 100 Leamington Street and 93–95 Barton Street, Reservoir**

Consultation with adjoining property owners

All immediate adjoining property owners were consulted regarding the proposal and no objections were received.

The property owner of 100 Leamington Street, Reservoir, has confirmed an interest in acquiring the land, shown as Lot 22 on Title Plan 013555S provided in **Appendix G**, at current market value, as well as meeting all of the reasonable costs associated with selling the land in accordance with current policy.

Consultation with Service Authorities and Council Departments

Easements in favour of both Council and Yarra Valley Water were saved over the land at the time of the discontinuance in 1997.

Consultation with the community

The statutory procedures require Council to give public notice of its intention to sell the land known as Lot 22 on Title Plan 013555S and invite submissions from affected parties or any person/s. Submitters were offered the opportunity to request to be heard by Council prior to a decision being made. In addition, all abutting property owners were advised of the proposal in writing and informed of their right to make a submission.

(2) Former road 2, adjoining the rear of 8 Massey Avenue and 7 Lawley Street, Reservoir

Consultation with adjoining property owners

All immediate adjoining property owners were consulted regarding the proposal and no objections were received.

The property owner of 8 Massey Avenue, Reservoir, has confirmed an interest in acquiring the land, shown as Lot 10 on Title Plan 0936581T provided in **Appendix H**, at current market value, as well as meeting all costs associated with selling the land in accordance with current policy.

Consultation with Service Authorities and Council Departments

Easements in favour of both Council and Yarra Valley Water were saved over the land at the time of the discontinuance in 2010.

Consultation with the community

The statutory procedures require Council to give public notice of its intention to sell the land known as Lot 10 on Title Plan 0936581T and invite submissions from affected parties or any person/s. Submitters were offered the opportunity to request to be heard by Council prior to a decision being made. In addition, all abutting property owners were advised of the proposal in writing and informed of their right to make a submission.

(3) Former road 3, adjoining the rear of 72 Hughes Parade and 11 Ludeman Court, Reservoir

Consultation with adjoining property owners

All immediate adjoining property owners were consulted regarding the proposal and no objections were received.

The property owner of 72 Hughes Parade, Reservoir, has confirmed an interest in acquiring the land, shown as Lot 6 on Title Plan 010422E provided in **Appendix I**, at current market value, as well as meeting all of the reasonable costs associated with selling the land in accordance with current policy.

Consultation with Service Authorities and Council Departments

Easements in favour of both Council and Yarra Valley Water were saved over the land at the time of the discontinuance in 1997.

Consultation with the community

The statutory procedures require Council to give public notice of its intention to sell the land known as Lot 6 on Title Plan 010422E and invite submissions from affected parties or any person/s. Submitters were offered the opportunity to request to be heard by Council prior to a decision being made. In addition, all abutting property owners were advised of the proposal in writing and informed of their right to make a submission.

Communications

Public notice of the proposal was given in the *Preston Leader* and *Northcote Leader* newspapers on 23 and 24 January 2019 respectively. Notification was also given on Council's website. The notice period ended on 8 March 2019. No submissions were received.

ANALYSIS

Alignment to Council Plan / Council policy

Goal 6 - A well governed Council

Property Assets Management Strategy

Sale of Minor Council Property Assets Policy

Environmental Sustainability Considerations

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

Equity, Inclusion and Wellbeing Considerations

There are no factors in this report which impact upon equity, inclusion and wellbeing.

Cultural Considerations

There are no factors in this report which impact upon cultural considerations.

Economic Development Considerations

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

Financial and Resource Implications

At the commencement of negotiations with each of the property owners, the City Valuer placed a market value of:

- (1) **Former road 1** \$484.00 per square metre (including GST) on the land. The sale of Lot 22, with an area of 41m², is intended to be sold to the property of 100 Leamington Street, Reservoir for the amount of \$19,844.00 (including GST).
- (2) **Former road 2** \$330.00 per square metre (including GST) on the land. The sale of Lot 10, with an area of 56m², is intended to be sold to the property of 8 Massey Avenue, Reservoir for the amount of \$18,480.00 (including GST).
- (3) **Former road 3** \$330.00 per square metre (including GST) on the land. The sale of Lot 6, with an area of 60m², is intended to be sold to the property of 72 Hughes Parade, Reservoir for the amount of \$19,800.00 (including GST).

Costs associated with the statutory procedures and sale of the former roads will be recovered from the purchasers, should the sales proceed. The land from the former roads, once sold, will also attract Council rates.

Legal and Risk Implications

Risks associated are covered under the analysis of each option.

DISCUSSION

Council's property portfolio must meet current service needs while providing the flexibility to meet future requirements. Roads, reserves, revenge strips, hiatus and other pieces of land of unusual shape and limited usefulness that are less than 200m² in area (collectively referred to as minor Council property assets) were originally set aside in early plans of subdivision for a particular purpose, such as access or drainage. In many cases, these parcels of land are still required for that purpose and need to remain open and available to the public.

In situations where a minor Council property asset is no longer reasonably required for that purpose or other strategic purposes, it may be considered surplus and suitable for sale.

OPTIONS FOR CONSIDERATION

Option 1 – Abandon the proposed sales or do nothing (Not Recommended)

Council could resolve to abandon the proposals, take no action or may make no resolution on the matter. This option would mean the status quo would remain with the adjoining property owners continuing to occupy the land.

Council may be perceived as knowingly encouraging and enabling property owners to continue to occupy other reserves, roads or rights-of-way within Darebin to the detriment of the community (whether financially or as a benefiting right).

Council may, at some time in the future, resolve to commence the process to sell the land.

Option 2 – Proceed with the Statutory Procedures to sell the parcels (Recommended)

Council could resolve to proceed with the statutory procedures to potentially sell the land. This would be consistent with the statutory procedures which have been completed, with no submissions being received.

Benefits of finalising the statutory process, depending on Council's decision on the proposed sales, could result in receipt of revenue from the sale of the land, which are no longer required for their original purpose.

IMPLEMENTATION STRATEGY

Details

- Arrange for the land to be sold and transferred to the respective owners by private treaty in accordance with Council policy.

Communication

- Council departments
- Macquarie Local Government Lawyers
- Owners of adjoining properties
- Statutory authorities

Timeline

It is expected that the sale and transfer of these parcels of land will be finalised within three months of Council approval for the sale.

RELATED DOCUMENTS

- *Local Government Act 1989*
- *Road Management Act 2004*
- Sale of Minor Council Property Assets Policy

Attachments

- Site Plan - 100 Leamington Street, Reservoir (**Appendix A**) [↓](#)
- Aerial View - 100 Leamington Street, Reservoir (**Appendix B**) [↓](#)
- Site Plan - 8 Massey Avenue, Reservoir (**Appendix C**) [↓](#)
- Aerial View - 8 Massey Avenue, Reservoir (**Appendix D**) [↓](#)
- Site Plan - 72 Hughes Parade, Reservoir (**Appendix E**) [↓](#)
- Aerial View - 72 Hughes Parade, Reservoir (**Appendix F**) [↓](#)
- Title Plan - 100 Leamington Street, Reservoir (**Appendix G**) [↓](#)
- Title Plan - 8 Massey Avenue, Reservoir (**Appendix H**) [↓](#)
- Title Plan - 72 Hughes Parade, Reservoir (**Appendix I**) [↓](#)
- Victorian Government Gazette - 100 Leamington Street, Reservoir (**Appendix J**) [↓](#)
- Victorian Government Gazette - 8 Massey Avenue, Reservoir (**Appendix K**) [↓](#)
- Victorian Government Gazette - 72 Hughes Parade, Reservoir (**Appendix L**) [↓](#)

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.

Darebin City Council
15/10/2018

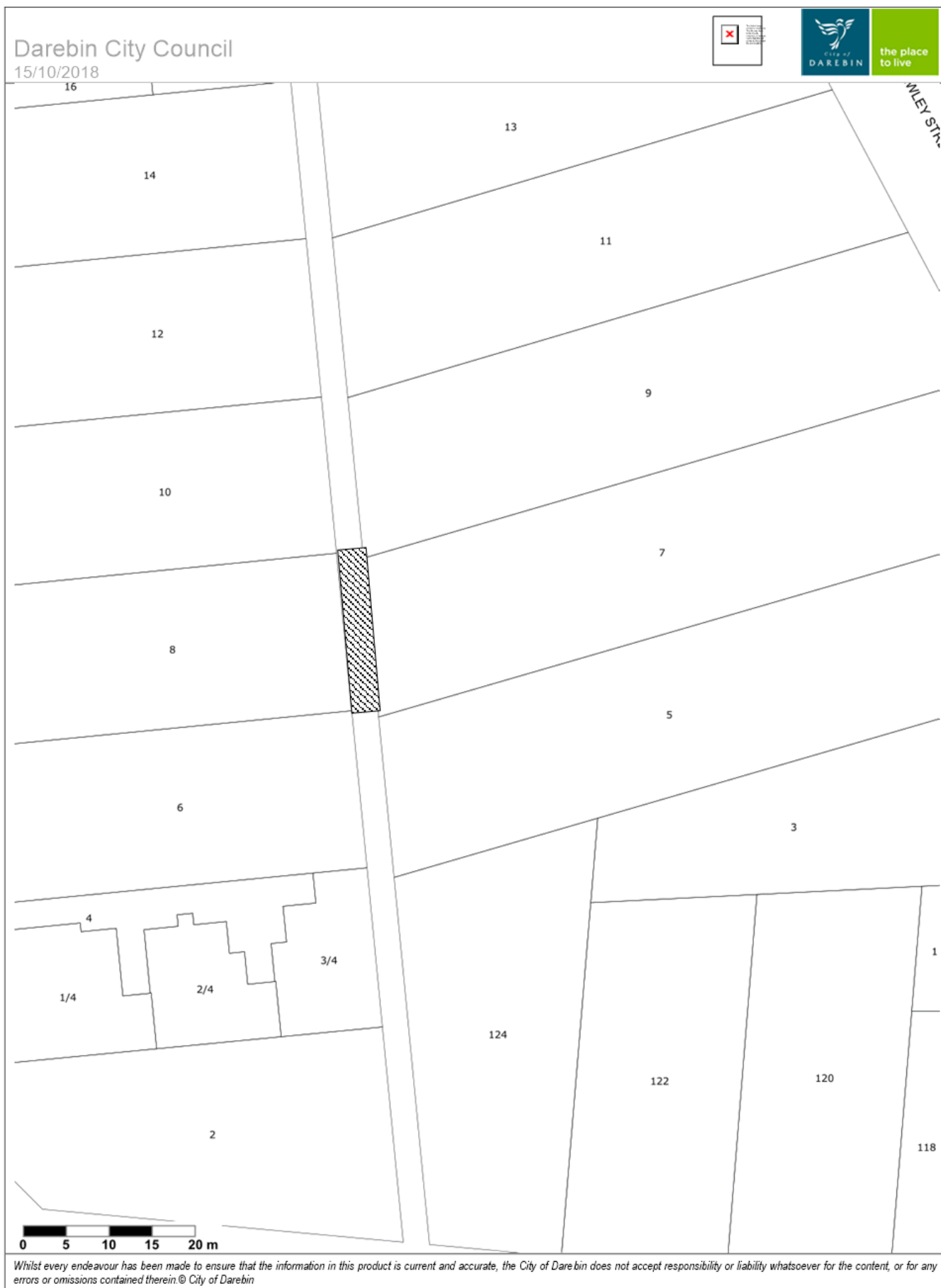


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Barton Street



Leamington Street

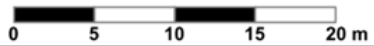
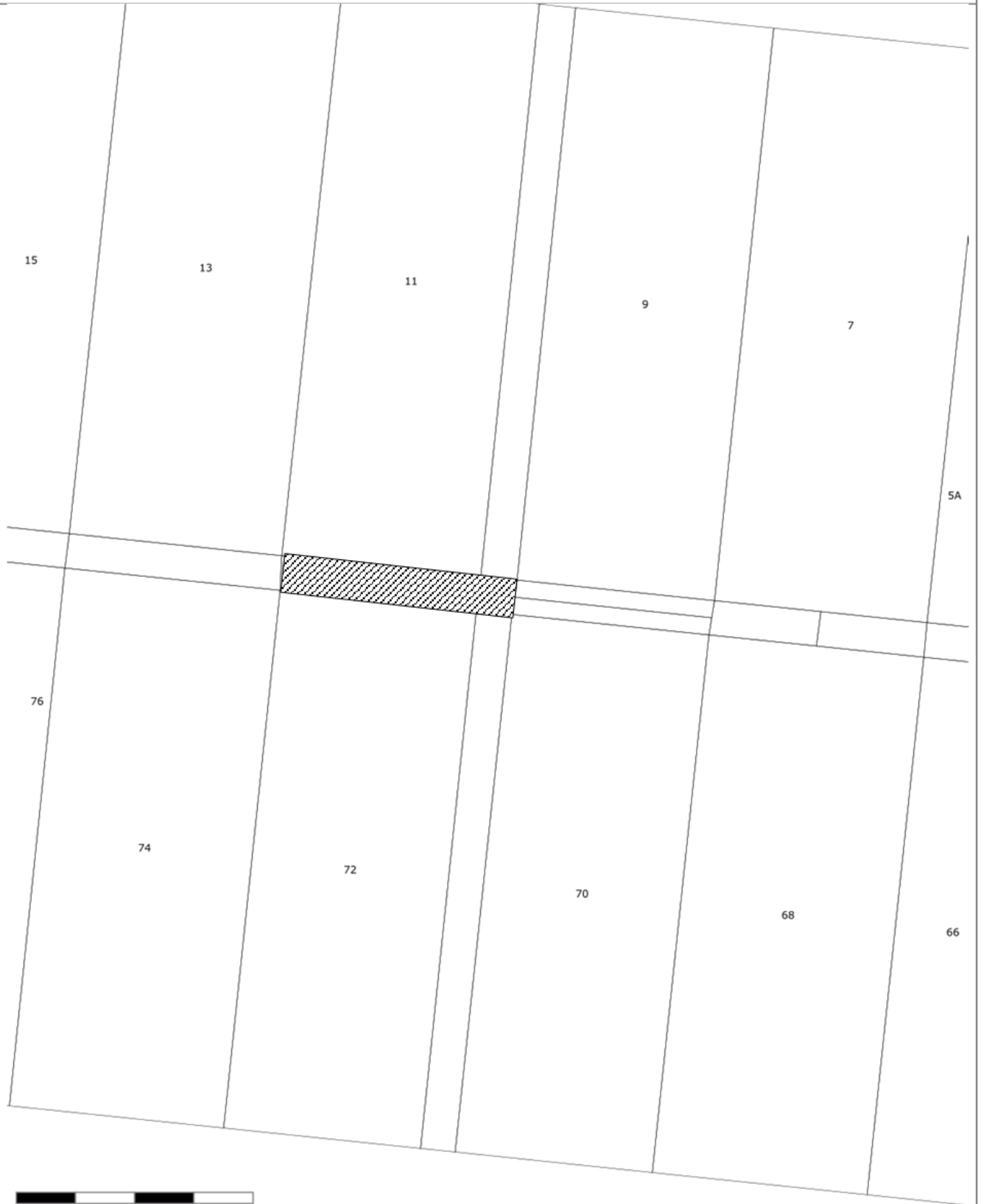


Massey Avenue



Lawley Street

Darebin City Council
15/10/2018



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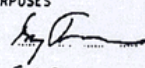
Ludeman Street



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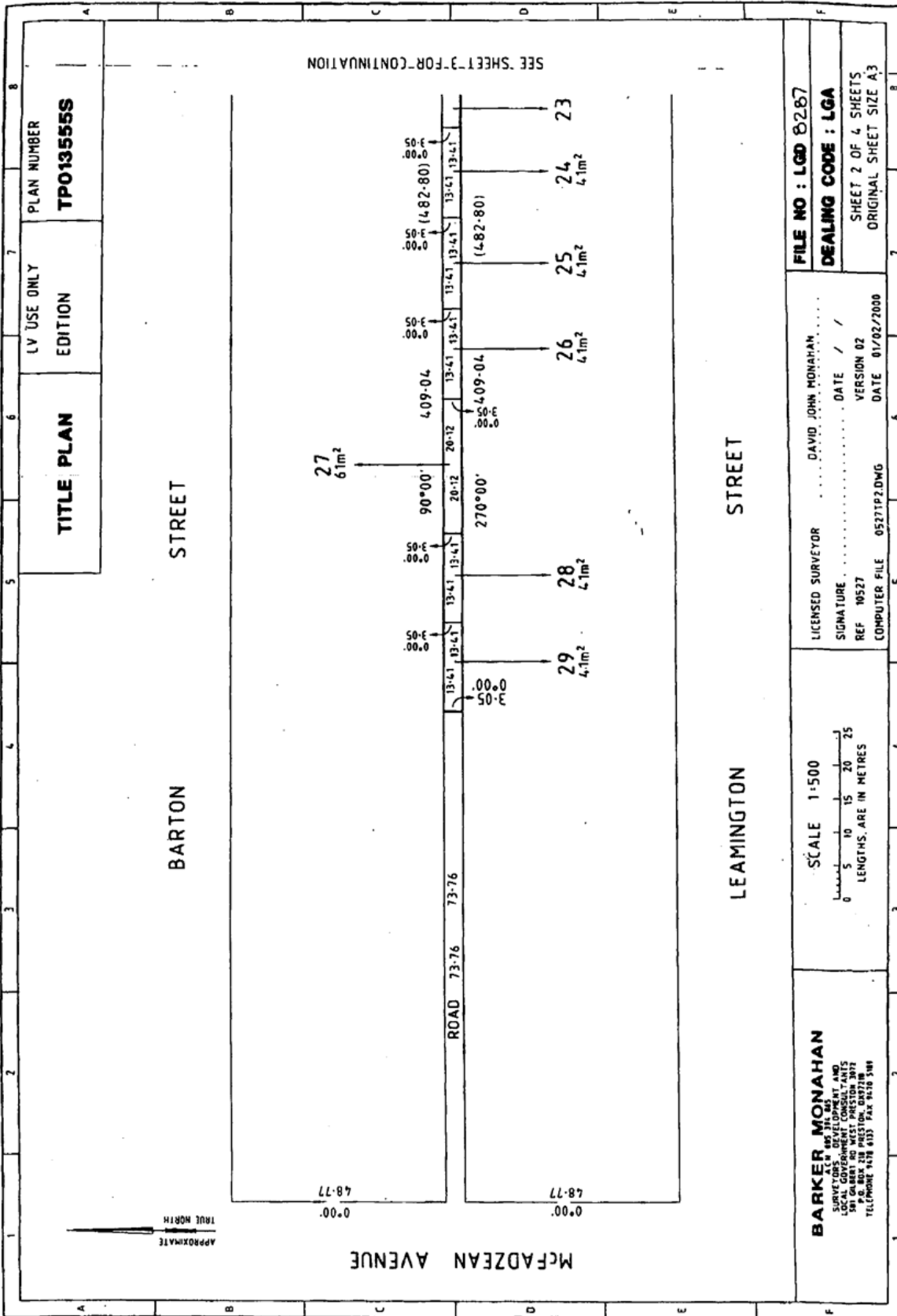
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TITLE PLAN		LV USE ONLY EDITION 8	PLAN NUMBER TP013555S	
LOCATION OF LAND PARISH : KEELBUNDORA TOWNSHIP : SECTION : CROWN ALLOTMENT : CROWN PORTION : 12 (PART) LV BASE RECORD : CHART 72 (2856) LAST PLAN REFERENCE : LP7180 DEPTH LIMITATION : DOES NOT APPLY PARENT TITLE REFERENCE : VOL 2176 FOL 018 AMG CO-ORDINATES : E : 323 610 (APPROX CENTRE OF LAND IN PLAN) N : 5 824 095 ZONE : 55		WARNING : THIS PLAN REPRESENTS AN EXPECTED DIVISION OF LAND. ANY ONE LOT MAY NOT HAVE BEEN CREATED. CHECK THE LOT/PLAN INDEX FOR CURRENT INFORMATION. NOTATIONS : LOT 8 HAS BEEN OMITTED FROM THIS PLAN THIS PLAN IS NOT BASED ON SURVEY		
EASEMENT INFORMATION				
LEGEND: A - APPURTENANT EASEMENT E - ENCUMBERING EASEMENT R - ENCUMBERING EASEMENT (ROAD)			THIS PLAN HAS BEEN PREPARED FOR LAND VICTORIA FOR TITLE DIAGRAM PURPOSES CHECKED BY  DATE 29 / 5 / 2000 ASSISTANT REGISTRAR OF TITLES SEE SHEETS 2, 3 AND 4 FOR DIAGRAM	
EASEMENT REFERENCE	PURPOSE	WIDTH (METRES)		ORIGIN
ALL THE LAND IN THIS PLAN	AS PROVIDED FOR IN SEC.207C LGA 1989	SEE DIAGRAM	SEC.207C LGA 1989	YARRA VALLEY WATER LTD
LOT 2	DRAINAGE	3.05	W676654M	CITY OF DAREBIN
LOT 9	DRAINAGE	3.05	W676658Y	CITY OF DAREBIN
LOT 13	DRAINAGE	3.05	W676667X	CITY OF DAREBIN
LOT 21	DRAINAGE	3.05	W676674D	CITY OF DAREBIN
LOT 24	DRAINAGE	3.05	W676678Q	CITY OF DAREBIN
LOT 26	DRAINAGE	3.05	W676689H	CITY OF DAREBIN
LOT 14	DRAINAGE	3.05	W676710M	CITY OF DAREBIN
LOT 15	DRAINAGE	3.05	W676712F	CITY OF DAREBIN
LOT 19	DRAINAGE	3.05	W676788F	CITY OF DAREBIN
LOT 20	DRAINAGE	3.05	W676798B	CITY OF DAREBIN
LOT 23	DRAINAGE	3.05	W649943G	CITY OF DAREBIN
LOT 27	DRAINAGE	3.05	W676833N	CITY OF DAREBIN
LOT 1	DRAINAGE	3.05	W676847V	CITY OF DAREBIN
LOT 5	DRAINAGE	3.05	W676854B	CITY OF DAREBIN
LOT 28	DRAINAGE	3.05	W676865T	CITY OF DAREBIN
LOT 29	DRAINAGE	3.05	W676885K	CITY OF DAREBIN
LOT 12	DRAINAGE	3.05	W906100H	CITY OF DAREBIN
LOT 3	DRAINAGE	3.05	X526492Y	CITY OF DAREBIN
LOT 11	DRAINAGE	3.05	AC214473X	DAREBIN CITY COUNCIL
LOT 4	DRAINAGE	3.05	AC603860W	DAREBIN CITY COUNCIL
LOT 32	DRAINAGE	3.05	AH200202R	DAREBIN CITY COUNCIL
LOT 10	DRAINAGE	3.05	AN654295T	DAREBIN CITY COUNCIL
BARKER MONAHAN A.C.N. 095 394 463 SURVEYORS, DEVELOPMENT AND LOCAL GOVERNMENT CONSULTANTS 561 GILBERT RD WEST PRESTON 3072 P.O. BOX 218 PRESTON, VIC 3207 TELEPHONE 9478 4133 FAX 9478 5189		LICENSED SURVEYOR DAVID JOHN MONAHAN SIGNATURE DATE / / REF 10527 VERSION 02 COMPUTER FILE: 0527TP1DWG DATE: 01/02/2000		FILE NO : LGD 8287 DEALING CODE : LGA SHEET 1 OF 4 SHEETS ORIGINAL SHEET SIZE A3

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FILE NO : LGD 8267
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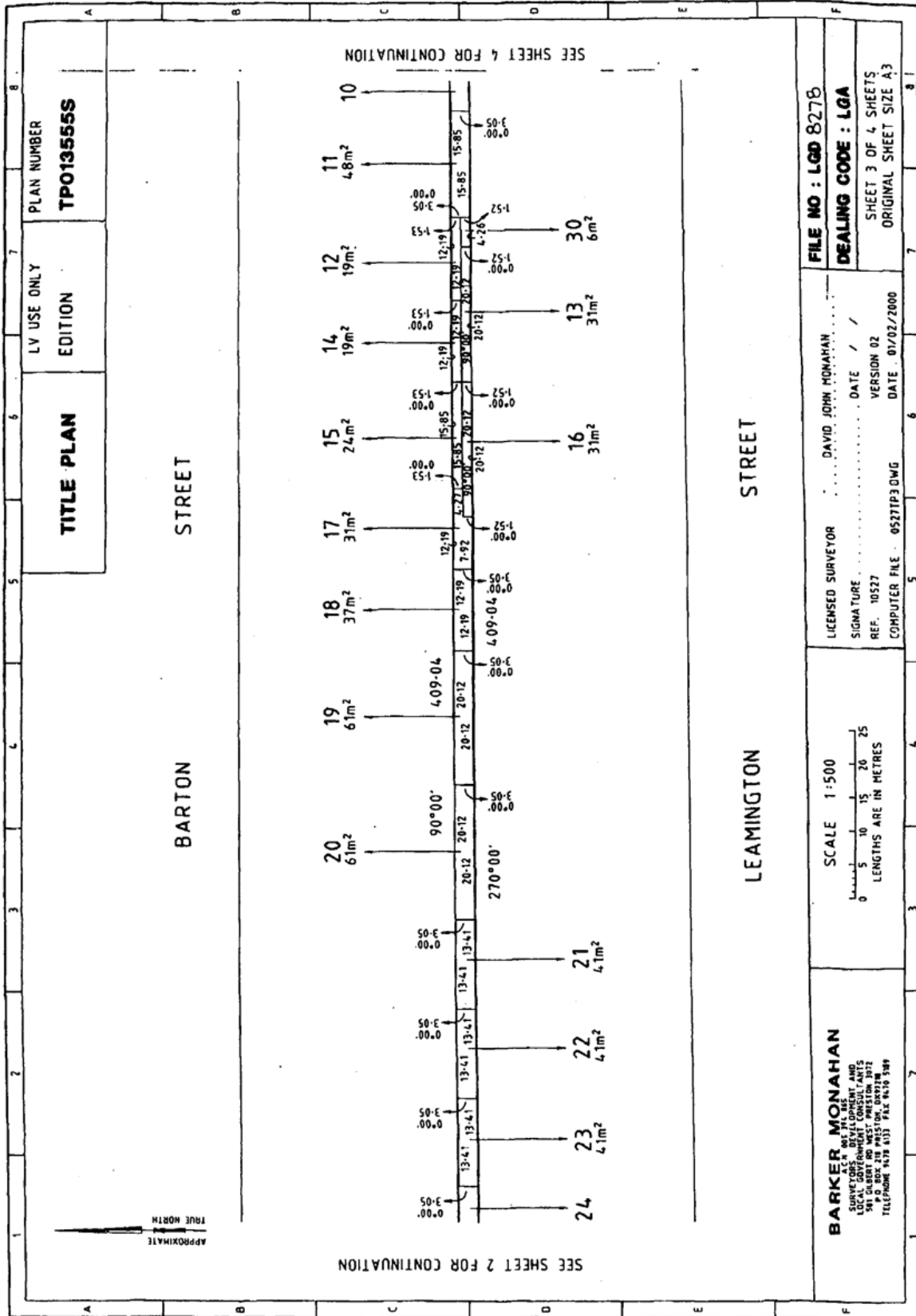
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 SIGNATURE DATE / /
 REF 10527 VERSION 02
 COMPUTER FILE 0577P2.DWG DATE 01/02/2000

SCALE 1:500
 LENGTHS ARE IN METRES
 0 5 10 15 20 25

BARKER MONAHAN
 SURVEYORS, DEVELOPERS AND
 CONSULTANTS
 101 GABLE END WEST PRESTON, VIC 3073
 P.O. BOX 218 PRESTON, VIC 3073
 TELEPHONE (03) 9478 4133 FAX (03) 9478 4134

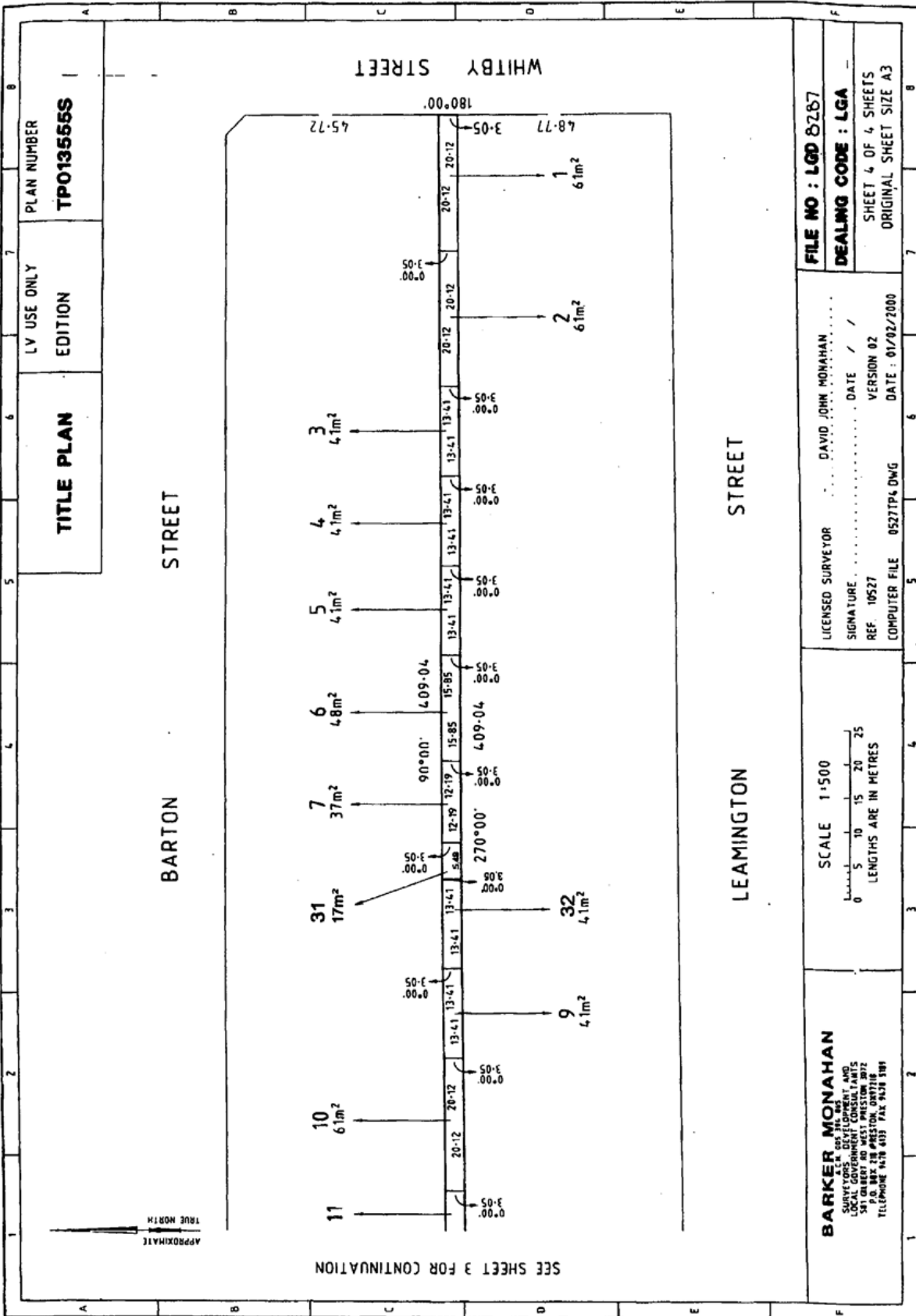
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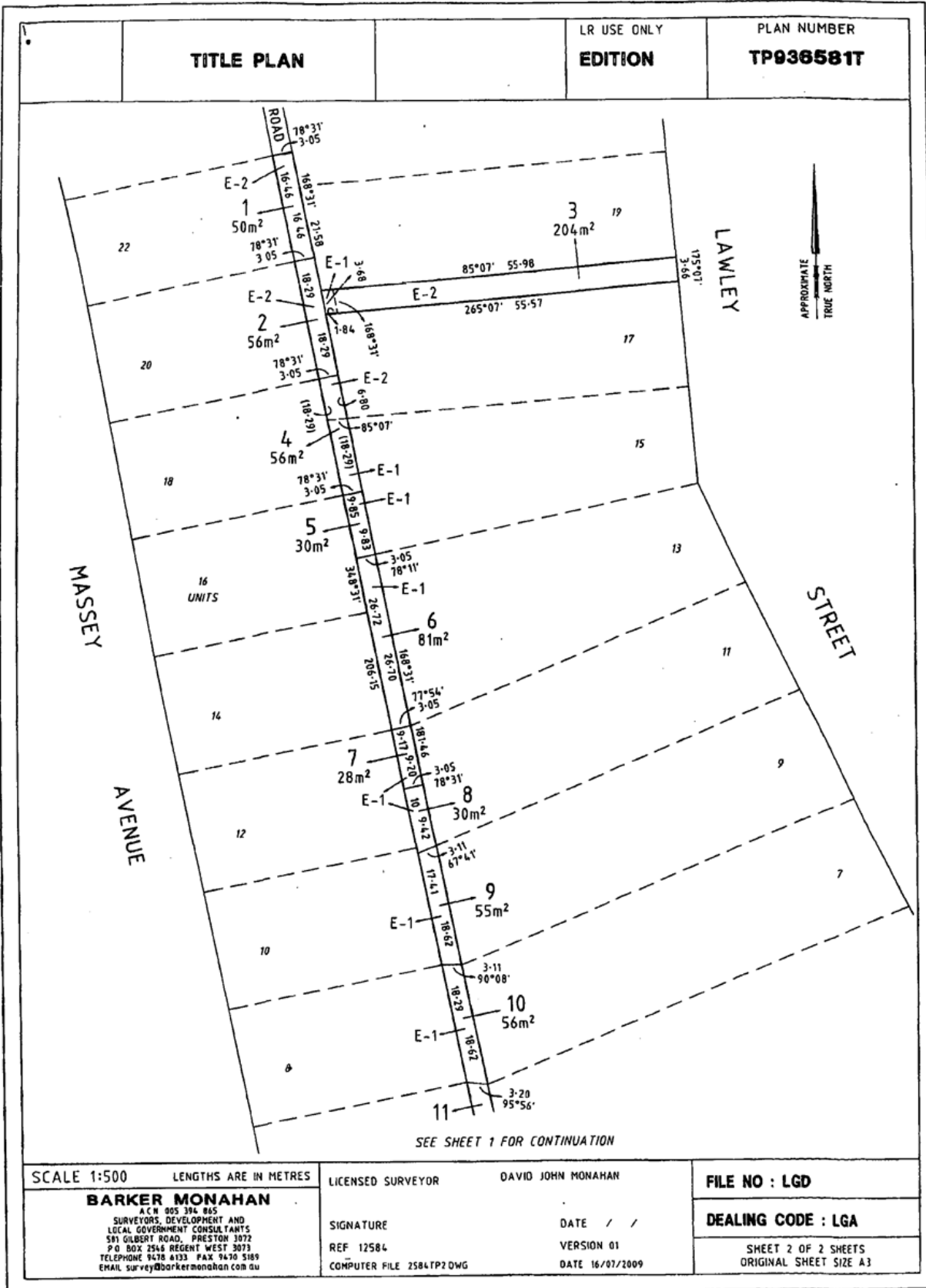
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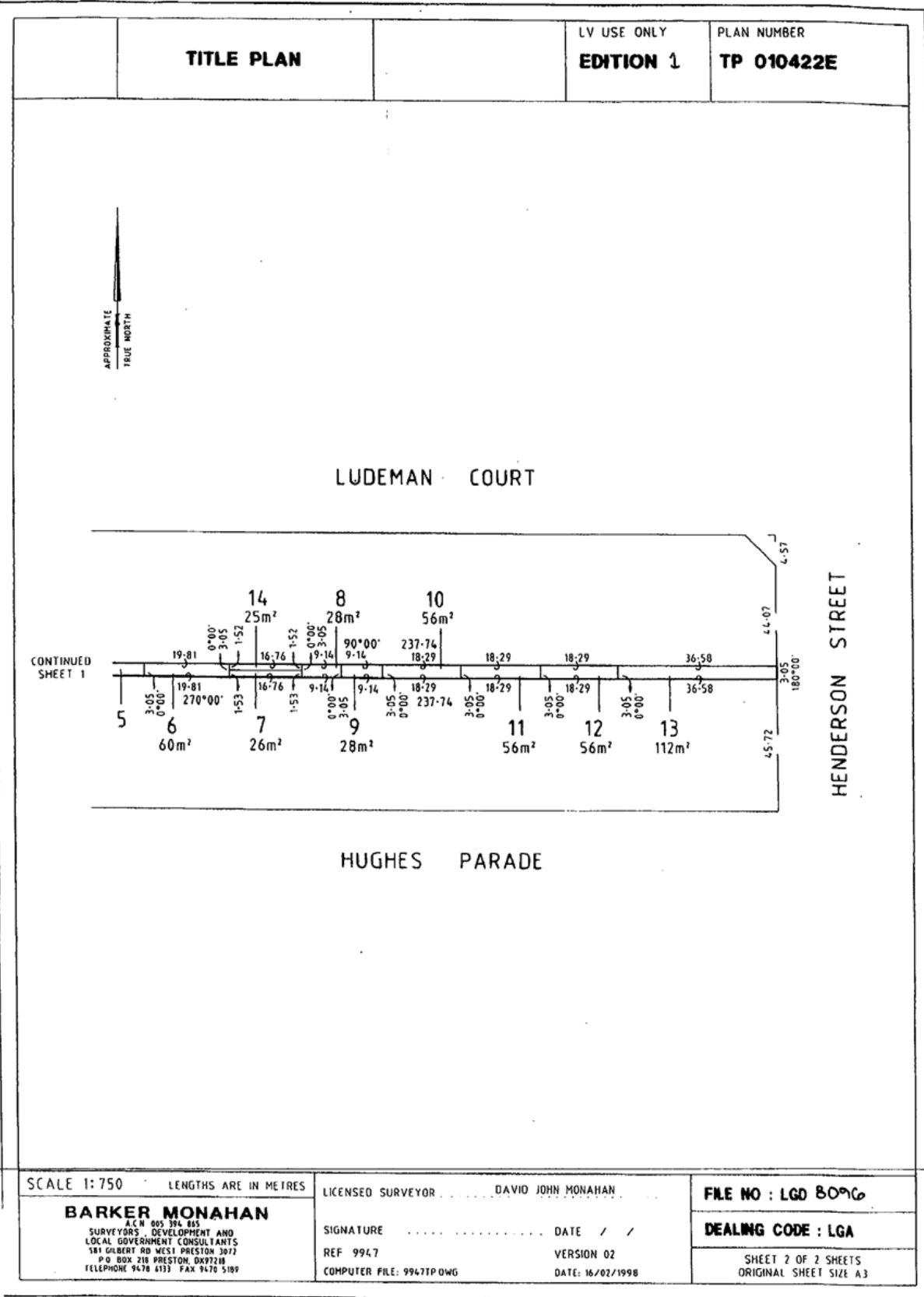
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EASEMENT INFORMATION				
LEGEND A - APPURTENANT EASEMENT E - ENCUMBERING EASEMENT R - ENCUMBERING EASEMENT (R/OAO)				THIS PLAN HAS BEEN PREPARED FOR LAND REGISTRY FOR TITLE DIAGRAM PURPOSES CHECKED BY Anthony Haynes DATE 30/07/2010 ASSISTANT REGISTRAR OF TITLES
EASEMENT REFERENCE	PURPOSE	WIDTH (METRES)	ORIGIN	
			LAND BENEFITED/IN FAVOUR OF	
E-1	AS PROVIDED FOR IN SEC.207C LGA 1989	SEE DIAGRAM	SEC.207C LGA 1989	DAREBIN CITY COUNCIL & YARRA VALLEY WATER LTD.
E-2	AS PROVIDED FOR IN SEC.207C LGA 1989	SEE DIAGRAM	SEC.207C LGA 1989	DAREBIN CITY COUNCIL
SEE SHEET 2 FOR CONTINUATION				
SCALE 1:500 LENGTHS ARE IN METRES BARKER MONAHAN A.C.N. 005 394 865 SURVEYORS, DEVELOPMENT AND LOCAL GOVERNMENT CONSULTANTS 501 GILBERT ROAD, PRESTON 3072 P.O. BOX 2544, REGENT WEST 3073 TELEPHONE 9478 6133 FAX 9470 5189 EMAIL: survey@barkermonahan.com.au		LICENSED SURVEYOR DAVID JOHN MONAHAN SIGNATURE DATE / / REF. 12584 VERSION 01 COMPUTER FILE 2584TP1DWG DATE. 16/07/2009		FILE NO : AH382290V DEALING CODE : 207D SHEET 1 OF 2 SHEETS ORIGINAL SHEET SIZE A3



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EASEMENT INFORMATION			
LEGEND: A - APPURTENANT EASEMENT E - ENCUMBERING EASEMENT R - ENCUMBERING EASEMENT (ROAD)			
EASEMENT REFERENCE	PURPOSE	WIDTH (METRES)	ORIGIN
ALL THE LAND IN THIS PLAN	AS PROVIDED FOR IN SEC 207C LGA 1989	SEE DIAGRAM	SEC 207C LGA 1989
			LAND BENEFITED/IN FAVOUR OF CITY OF DAREBIN AND MELBOURNE WATER CORP.
			THIS PLAN HAS BEEN PREPARED FOR THE VICTORIAN LAND TITLES OFFICE FOR TITLE DIAGRAM PURPOSES CHECKED BY DATE 17.8.98 ASSISTANT REGISTRAR OF TITLES
LUDEMAN COURT 			
CONTINUED SHEET 2			
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CENTAUR CONSULTING

PAGE 02

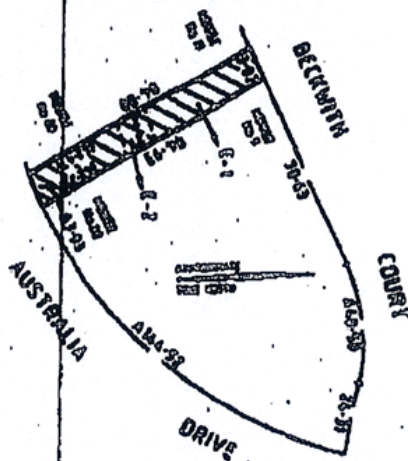
Victoria Government Gazette

G 50 16 December 1999 2653

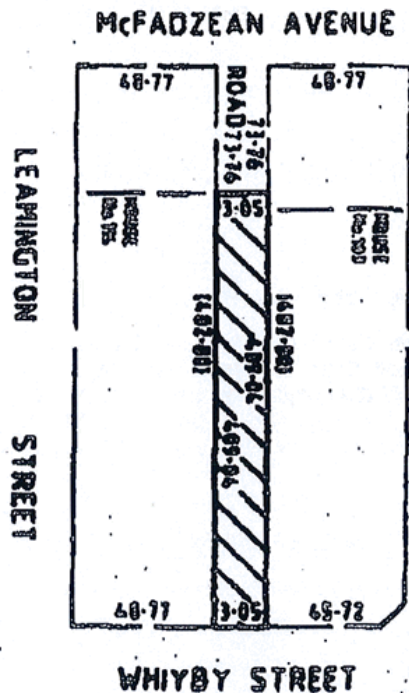
BRIMBANK CITY COUNCIL
Road Discontinuance

Under Section 206 and Schedule 10 Clause 3 of the Local Government Act 1989, the Brimbank City Council at its Ordinary meeting held on 8 November 1999, formed the opinion that the road shown hatched on the plan below is not reasonably required as a road for public use and has resolved to discontinue the road and to sell the land from the road by private treaty subject to any right, power or interest held by the Brimbank City Council in respect to the section of road marked E-1 and E-2 on the plan, and the Melbourne Water Corporation (City West Ltd) in respect to the section of road marked E-2 on the plan, in connection with any sewers, drains or pipes under the control of those authorities in or near the road.

sell the land from the road by private treaty subject to any right, power or interest held by the Melbourne Water Corporation (Yarra Valley Water Ltd) in the road in connection with any sewers, drains or pipes under the control of that authority in or near the road.



MARILYN DUNCAN
Chief Executive Officer



PHILIP SHANAHAN
Chief Executive Officer

DAREBIN CITY COUNCIL
Road Discontinuance

Under Section 206 and Schedule 10 Clause 3 of the Local Government Act 1989, the Darebin City Council has formed the opinion that the road shown hatched on the plan below is not reasonably required as a road for public use and has resolved to discontinue the road and to

DAREBIN CITY COUNCIL
Road Discontinuance

Under Section 206 and Schedule 10 Clause 3 of the Local Government Act 1989, the Darebin City Council, at its Ordinary meeting held on 3 November 1999, has formed the opinion that the road shown hatched on the plan below is not reasonably required as a road for public use and has resolved to discontinue the road and to sell the land from the road by private treaty.

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+61 3 9 846 7944

94%

P.02

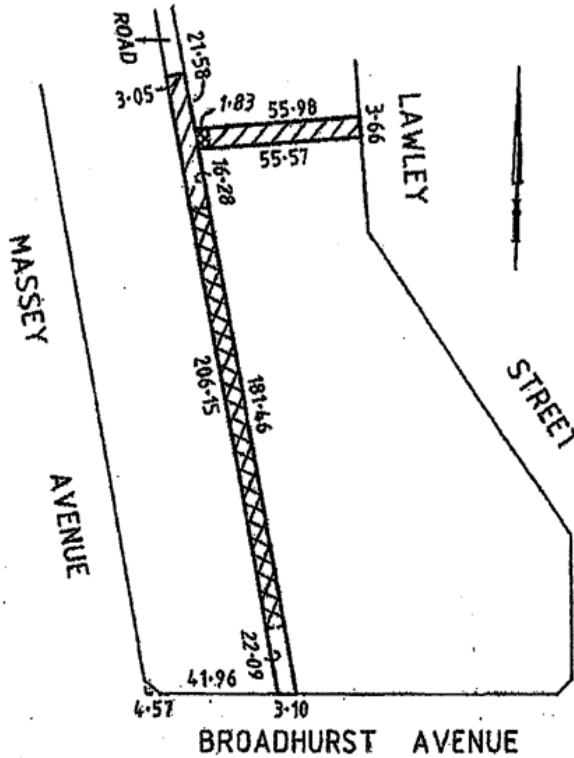
DAREBIN CITY COUNCIL

Road Discontinuance

Pursuant to section 206 and schedule 10, clause 3 of the Local Government Act 1989, the Darebin City Council, at its ordinary meeting held on 6 April 2010, formed the opinion that the road at the rear of 2 to 22 Massey Avenue and 5 to 21 Lawley Street and adjoining 17 and 19 Lawley Street and 124 Broadhurst Avenue, Reservoir, which is shown delineated within the heavy black lines on the plan below, is not reasonably required as a road for public use and resolved to discontinue the road and to sell the land from the road by private treaty to the adjoining property owners.

The section of road shown hatched is to be sold subject to the right, power or interest held by the Darebin City Council in the road in connection with any sewers, drains or pipes under the control of that authority in or near the road.

The section of road shown cross-hatched is to be sold subject to the right, power or interest held by Yarra Valley Water Limited and the Darebin City Council in the road in connection with any sewers, drains or pipes under the control of those authorities in or near the road.



JAN BLACK
Acting Chief Executive Officer

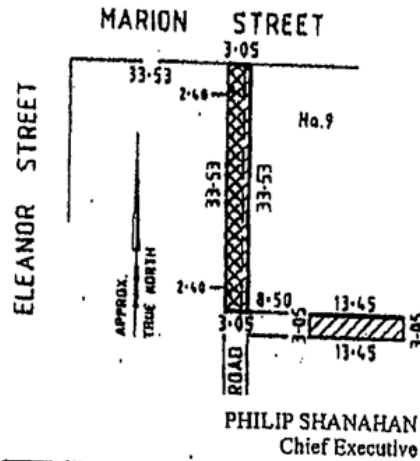
Victoria Government Gazette

G 5 5 February 1998 285

**ERRATUM
MARIBYRNONG CITY COUNCIL
Road Discontinuance**

To amend the Maribyrnong City Council Road Discontinuance Notice appearing in the Victoria Government Gazette dated 8 May 1997, G.18, Pages 1014-1015.

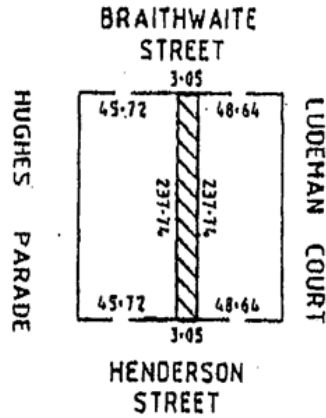
Under Section 206 and Schedule 10 Clause 3 of the Local Government Act 1989 the Maribyrnong City Council at its Ordinary Meeting held on 28 April 1997, formed the opinion that the road shown on the plan below is not reasonably required as a road for public use and resolved to discontinue the road and to sell the land from the road to abutting owners subject to any right, power or interest held by City West Water Limited in respect to the section of road shown cross-hatched and measuring 33.53 metres x 2.40 metres in connection with any sewers, drains, pipes, wires or cables under the control of that authority in or near the road.



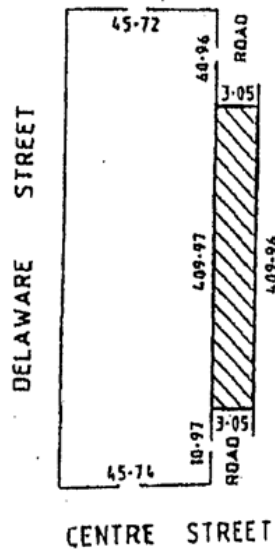
**DAREBIN CITY COUNCIL
Roads Discontinuance**

Under Section 206 and Schedule 10 Clause 3 of the Local Government Act 1989 the Darebin City Council at its Ordinary Meeting held on 21 July 1997, formed the opinion that the roads shown on the plans below are not reasonably required as roads for public use and resolved to discontinue the roads and to sell the land from the roads to abutting owners subject to any right, power or interest held by Darebin

City Council and the Melbourne Water Corporation (Yarra Valley Water Ltd.) in the roads in connection with any sewers, drains, pipes, wires or cables under the control of those authorities in or near the roads.



APPROX.
TRUE NORTH



APPROX.
TRUE NORTH

KELVIN SPILLER
Chief Executive

V392610P
290498 1302 45 1

8.10 AUDIT COMMITTEE CHARTER**Author:** Manager Governance and Performance**Reviewed By:** General Manager Governance and Engagement

PURPOSE

The purpose of this report is to present a revised charter for the Audit Committee for approval.

EXECUTIVE SUMMARY

The City of Darebin Audit Committee provides objective advice and assistance to Council and the Chief Executive Officer on risks, controls and compliance frameworks and its external accountability and responsibilities.

The work of the Audit Committee provides the organisation with the highest standards of governance and risk management with regard to the resilience and sustainability of our operations, services and finances.

In accordance with good governance practice, a review of the Audit Committee Charter has been undertaken in consultation with internal stakeholders and Audit Committee members.

The revised charter incorporates some minor amendments to the wording and structure of the document, for improved clarity. There are no substantial changes to the duties or responsibilities of the committee.

The revised charter was endorsed by the Audit Committee at its meeting of 25 March 2019.

Recommendation

That Council:

- (1) Approves the revised Audit Committee Charter (**Appendix A**).

BACKGROUND / KEY INFORMATION

The Audit Committee is an advisory committee appointed by Council in accordance with section 139 of the *Local Government Act 1989*. Its purpose is to assist Council in fulfilling its responsibilities relating to financial management, risk management, internal controls and external reporting. The Committee comprises two Councillors and three external members.

Previous Council Resolution

At its meeting held on 3 December 2018, Council resolved:

That Council:

- (4) *Pursuant to section 139 of the Local Government Act 1989, resolves to establish the Audit Committee as an Advisory Committee for a period of 12 months or until such time as Council makes a further resolution on the matter, with the purpose, authority, composition and responsibilities as detailed in the Audit Committee Charter included in this report.'*

COMMUNICATIONS AND ENGAGEMENT

Consultation

Relevant internal departments and Audit Committee members were consulted as part of the review.

Communications

N/A

ANALYSIS

Alignment to Council Plan / Council policy

Goal 6 - A well governed Council

Environmental Sustainability Considerations

There are no environmental sustainability considerations that relate to this report.

Equity, Inclusion and Wellbeing Considerations

There are no equity, inclusion and wellbeing considerations that relate to this report.

Cultural Considerations

There are no cultural considerations that relate to this report.

Economic Development Considerations

There are no economic development considerations that relate to this report.

Financial and Resource Implications

Council pays a fee to all external committee members pursuant to section 139(7) of the *Local Government Act 1989*. These fees are allowed for within existing budgets.

Legal and Risk Implications

The charter is aligned with relevant requirements under the *Local Government Act 1989*.

DISCUSSION

In early 2019, the Audit Committee Charter was reviewed by officers and Audit Committee members to ensure the charter is up-to-date and accurately reflects the work of the committee in line with organisational objectives and regulatory requirements. The current charter has been in place since 2016.

The revised charter attached at **Appendix A** was endorsed by the Audit Committee at its meeting of 25 March 2019. **Appendix B** shows tracked changes from the wording in the current charter. The current charter is included at **Appendix C**, for reference. It is worth noting that some of the changes identified in **Appendix B** reflect the relocating of wording within the document, rather than actual amendments to the text.

The revisions to the charter include:

- Authority – in line with the Audit Committee’s status as an advisory committee, the elements under this heading in the current charter have been incorporated under the relevant responsibilities and other sections in the revised charter (Internal Audit, External Audit, Support).
- Responsibilities – business continuity has been incorporated under risk, along with the inclusion of reporting on the insurance program.
- Composition – the definition of a quorum has been brought into line with the wording in the *Local Government Act 1989* and Council’s Governance Local Law.
- Meetings – distribution of the agenda has been amended to at least five days in advance of the meeting, in line with current practice.

OPTIONS FOR CONSIDERATION

Option 1 – Approve the revised Audit Committee Charter (Recommended)

Option 2 – Approve the revised Audit Committee Charter with further amendments (Not Recommended)

The revised charter has been the subject of review and consultation with key stakeholders. It is not anticipated that amendments are required.

Option 3 – Not approve the revised Audit Committee Charter (Not Recommended)

This would mean that the Audit Committee would continue to operate under the current charter. Although this would not result in any substantial changes to the way the committee operates, it is not a recommended option as the revised charter provides greater clarity for committee members on their roles and responsibilities.

IMPLEMENTATION STRATEGY

Details

If Council approves the revised charter, this will be immediately communicated to the Audit Committee members and the charter will be formally adopted from the date of the resolution.

RELATED DOCUMENTS

- *Local Government Act 1989*

Attachments

- Revised Audit Committee Charter (**Appendix A**) [↓](#)
- Revised Audit Committee Charter (tracked changes) (**Appendix B**) [↓](#)
- Current Audit Committee Charter (**Appendix C**) [↓](#)

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.

DAREBIN CITY COUNCIL

AUDIT COMMITTEE CHARTER



1 Purpose

The Audit Committee is an advisory committee established in accordance with section 139 of the *Local Government Act 1989* to assist Darebin City Council in fulfilling its responsibilities relating to external financial and performance reporting, risk and financial management, corporate governance and internal control systems.

2 Responsibilities

The Audit Committee has the following responsibilities.

- (1) Financial reporting:
 - (a) review significant accounting and reporting issues, including complex or unusual transactions and recent accounting, professional and regulatory pronouncements and legislative changes, and understand their effect on the financial report
 - (b) review the results of the annual external audit in conjunction with management and the external auditors, including any difficulties encountered
 - (c) review the annual financial report and performance report, and consider whether the reports are complete, consistent with information known to Audit Committee members and reflect appropriate accounting principles, and make a formal recommendation to Council
 - (d) review with management and the external auditors all matters required to be communicated to the Audit Committee under the Australian Auditing Standards
- (2) Internal controls:
 - (a) review whether management's approach to maintaining an effective internal control framework is sound and effective
 - (b) consider the scope of the internal and external auditors' review of internal controls over financial reporting, and obtain reports on significant findings and recommendations, together with management's responses
 - (c) determine whether systems of control are adequate to monitor related party transactions
- (3) Risk management:
 - (a) review the risk management framework annually
 - (b) monitor the systems and process that are in place to manage strategic and operational risks
 - (c) monitor the process of review of Council's risk profile

- (d) consider the adequacy of actions taken to ensure that material risks have been dealt with in a timely manner to minimise exposures
 - (e) receive reports on the annual renewal of the insurance program and provide advice on strategic reviews of insurance program
 - (f) monitor the effectiveness of business continuity planning and processes, including whether business continuity and disaster recovery plans have been regularly updated and tested
- (4) Internal audit:
- (a) review and endorse the three-year rolling and annual internal audit plans, and any major changes to the plans, and ensure that the plans are aligned with Council's risk profile
 - (b) receive internal audit reports and provide advice to Council on significant issues raised and associated actions, including the identification of good practice
 - (c) monitor the implementation of agreed management actions
 - (d) monitor processes and practices to ensure that the appropriateness and independence of the internal audit function is maintained
 - (e) monitor the performance of the internal audit provider, taking into consideration the Institute of Internal Auditors' International Standards for the Professional Practice of Internal Auditing
 - (f) ensure that opportunities are provided for the internal auditor to meet in-camera with the Audit Committee, as required
- (5) External audit:
- (a) note the external auditor's proposed audit scope and approach, including any reliance on internal auditor activity
 - (b) ensure that significant findings and recommendations made by the external auditor, and management's responses to them, are appropriate and are acted on in a timely manner
 - (c) provide advice on the resolution of any disagreements between management and the external auditors on financial reporting
 - (d) ensure that opportunities are provided for the external auditor to meet in-camera with the Audit Committee, as required
 - (e) consider the findings and recommendations of relevant performance audits undertaken by the Victorian Auditor-General and monitor the implementation of accepted recommendations
- (6) Compliance:
- (a) review the effectiveness of the systems and processes that monitor compliance with legislation and regulations
 - (b) monitor the implementation of actions associated with identified instances of non-compliance
 - (c) receive reports on the findings of any examinations by regulatory agencies and monitor management's response to these findings
 - (d) receive reports on any suspected cases of fraud within the organisation and monitor the effectiveness of the management response

- (e) receive regular updates from management about compliance matters

3 Composition

- (1) The Audit Committee consists of five members, made up of two Councillors and three external members.
- (2) A quorum of at least a majority of current committee members (including at least one Councillor) will be necessary to transact the business of the committee.
- (3) Darebin City Council will appoint Audit Committee members. The external members appointed by Council are to be natural persons with an appropriate balance of local government regulatory knowledge, finance, audit or management experience.
- (4) The external members are to be appointed for a two-year term, with an option for a further two-year term by mutual consent.
- (5) Darebin City Council may adjust the initial period of appointment to allow for mid-term appointments and to avoid situations where all external member terms expire within close proximity of each other. This initial period of appointment must be more than one year, and no more than three years.
- (6) Where vacancies exist, Darebin City Council shall determine a mechanism for filling those vacancies.

4 Member Responsibilities

- (1) Committee members are required to lodge primary and ordinary returns in accordance with the *Local Government Act 1989*, within the timeframes requested by Darebin City Council.
- (2) Committee members may be requested to perform other activities related to this charter.

5 Chairperson

- (1) The Audit Committee will appoint a Chair and Deputy Chair for a 12-month term.
- (2) The Chair and Deputy Chair will be external members.
- (3) The election of the Chair shall take place in accordance with the process for the election of the Mayor under the Darebin City Council Governance Local Law.
- (4) The election of the Deputy Chair shall follow the election of the Chair and shall take place in accordance with the process for the election of the Chair.
- (5) The Chair, and in their absence, the Deputy Chair, will preside over meetings of the Audit Committee.

6 Fees

- (1) Council will pay a fee to all external committee members under section 139(7) of the *Local Government Act 1989*, with the amount determined by Council, taking into account an assessment of the market and the recommendation of the Chief Executive Officer.

- (2) Fees will consist of a member fee (paid to all external committee members) and a Chairperson fee (paid to the Chairperson, in addition to the member fee).
- (3) The member fee:
 - (a) will be paid to all external committee members immediately following the scheduled committee meeting for each quarter
 - (b) will not be paid to committee members absent from the meeting without leave from the committee.
- (4) The Chairperson fee:
 - (a) will be paid to the Chairperson of the Audit Committee immediately following the scheduled committee meeting for each quarter
 - (b) will be paid in addition to the member fee
 - (c) will be paid irrespective of attendance at the meeting
 - (d) will not be paid to an external committee member holding the role of acting or temporary Chairperson.
- (5) Council does not have to pay a member fee or Chairperson fee to a committee member who does not want to receive a fee.

7 Meetings

- (1) The Audit Committee will meet at least four times a year, with the ability to convene additional meetings, as circumstances require.
- (2) All Audit Committee members are expected to attend each meeting, in person or through teleconference or video conference.
- (3) The Chief Executive Officer or their delegate will facilitate the meetings of the Audit Committee and invite whomever is necessary for the orderly and effective conduct of committee business to attend meetings to provide pertinent information, as necessary.
- (4) Officers will prepare meeting agendas, which will be provided at least five days in advance to members, along with appropriate briefing materials.
- (5) Officers will prepare meeting minutes, which will be presented to the committee for confirmation at the following meeting.

8 Support

To facilitate the operation of the Audit Committee, the Chief Executive Officer or their delegate has responsibility to provide:

- (a) any necessary training for members in relation to their responsibilities under the *Local Government Act 1989*
- (b) any information required by the Audit Committee to enact its responsibilities under this charter
- (c) officer advice in respect of matters before the Audit Committee
- (d) formal meetings with Council staff, the internal auditors or the external auditors as requested by the Audit Committee, in accordance with the execution of its responsibilities under this charter
- (e) secretariat and logistical support to the Audit Committee.

9 Reporting

- (1) Officers will prepare six-monthly reports on Audit Committee activities, issues, and related recommendations, for presentation to a meeting of Council.
- (2) Committee members will attend Council briefings as required, to report on financial and other relevant matters.
- (3) Officers will prepare a report for inclusion in the Darebin City Council Annual Report describing the Audit Committee's composition, responsibilities and how they were discharged, and any other information required by regulation, including approval of non-audit services.

10 Review

The Audit Committee will review and assess the adequacy of its charter annually, taking into account any relevant legislative requirements. The Audit Committee Charter will be approved by Council.

11 Self-Assessment

Audit Committee members will complete an annual self-assessment to evaluate the committee's performance, as well as the performance of the internal and external auditors, and to confirm that the committee has met its responsibilities under the charter.

DAREBIN CITY COUNCIL AUDIT COMMITTEE CHARTER



1 Purpose

The Audit Committee is an advisory committee established in accordance with section 139 of the Local Government Act 1989 to assist Darebin City Council in fulfilling its responsibilities relating to external financial and performance reporting, risk and financial management, corporate governance and internal control systems.

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2 Responsibilities

The Audit Committee has the following responsibilities.

(1) Financial reporting;

(a) review significant accounting and reporting issues, including complex or unusual transactions, and recent accounting, professional and regulatory pronouncements and legislative changes, and understand their effect on the financial report

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(b) review the results of the annual external audit in conjunction with management and the external auditors, including any difficulties encountered

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(c) review the annual financial report and performance report, and consider whether the reports are complete, consistent with information known to Audit Committee members and reflect appropriate accounting principles, and make a formal recommendation to Council

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(d) review with management and the external auditors all matters required to be communicated to the Audit Committee under the Australian Auditing Standards

(2) Internal controls;

(a) review whether management's approach to maintaining an effective internal control framework is sound and effective

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(b) consider the scope of the internal and external auditors' review of internal controls over financial reporting, and obtain reports on significant findings and recommendations, together with management's responses

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(c) determine whether systems of control are adequate to monitor related party transactions.

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(3) Risk management;

(a) review the risk management framework annually

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(b) monitor the systems and process that are in place to manage strategic and operational risks

(c) monitor the process of review of Council's risk profile

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- (d) consider the adequacy of actions taken to ensure that material risks have been dealt with in a timely manner to minimise exposures
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- (e) receive reports on the annual renewal of the insurance program and provide advice on strategic reviews of insurance program
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- (f) monitor the effectiveness of business continuity planning and processes, including whether business continuity and disaster recovery plans have been regularly updated and tested,
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- (4) Internal audit:
 - (a) review and endorse the three-year rolling and annual internal audit plans, and any major changes to the plans, and ensure that the plans are aligned with Council's risk profile,
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 - (b) receive internal audit reports and provide advice to Council on significant issues raised and associated actions, including the identification of good practice
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 - (c) monitor the implementation of agreed management actions,
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 - (d) monitor processes and practices to ensure that the appropriateness and independence of the internal audit function is maintained
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 - (e) monitor the performance of the internal audit provider, taking into consideration the Institute of Internal Auditors' International Standards for the Professional Practice of Internal Auditing
 - Deleted: Monitor that the internal auditor's annual plan is linked with and covers the material business risks¶
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 - (f) ensure that opportunities are provided for the internal auditor to meet in-camera with the Audit Committee, as required,
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- (5) External audit:
 - (a) note the external auditor's proposed audit scope and approach, including any reliance on internal auditor activity
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 - (c) provide advice on the resolution of any disagreements between management and the external auditors on financial reporting
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 - (e) consider the findings and recommendations of relevant performance audits undertaken by the Victorian Auditor-General and monitor the implementation of accepted recommendations,
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- (6) Compliance:
 - (a) review the effectiveness of the systems and processes that monitor compliance with legislation and regulations
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 - (b) monitor the implementation of actions associated with identified instances of non-compliance
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 - (d) receive reports on any suspected cases of fraud within the organisation and monitor the effectiveness of the management response
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- (e) receive regular updates from management about compliance matters

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3 Composition

- (1) The Audit Committee consists of five members, made up of two Councillors and three external members.
- (2) A quorum of a least a majority of current committee members (including at least one Councillor) will be necessary to transact the business of the committee.
- (3) Darebin City Council will appoint Audit Committee members. The external members appointed by Council are to be natural persons with an appropriate balance of local government regulatory knowledge, finance, audit or management experience.
- (4) The external members are to be appointed for a two-year term, with an option for a further two-year term by mutual consent.
- (5) Darebin City Council may adjust the initial period of appointment to allow for mid-term appointments and to avoid situations where all external member terms expire within close proximity of each other. This initial period of appointment must be more than one year, and no more than three years.
- (6) Where vacancies exist, Darebin City Council shall determine a mechanism for filling those vacancies.

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4 Member Responsibilities

- (1) Committee members are required to lodge primary and ordinary returns in accordance with the Local Government Act 1989, within the timeframes requested by Darebin City Council.
- (2) Committee members may be requested to perform other activities related to this charter.

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5 Chairperson

- (1) The Audit Committee will appoint a Chair and Deputy Chair for a 12-month term.
- (2) The Chair and Deputy Chair will be external members.
- (3) The election of the Chair shall take place in accordance with the process for the election of the Mayor under the Darebin City Council Governance Local Law.
- (4) The election of the Deputy Chair shall follow the election of the Chair and shall take place in accordance with the process for the election of the Chair.
- (5) The Chair, and in their absence, the Deputy Chair, will preside over meetings of the Audit Committee.

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6 Fees

- (1) Council will pay a fee to all external committee members under section 139(7) of the Local Government Act 1989, with the amount determined by Council, taking into account an assessment of the market and the recommendation of the Chief Executive Officer.

- (2) Fees will consist of a member fee (paid to all external committee members) and a Chairperson fee (paid to the Chairperson, in addition to the member fee).
- (3) The member fee:
 - (a) will be paid to all external committee members immediately following the scheduled committee meeting for each quarter
 - (b) will not be paid to committee members absent from the meeting without leave from the committee.
- (4) The Chairperson fee:
 - (a) will be paid to the Chairperson of the Audit Committee immediately following the scheduled committee meeting for each quarter
 - (b) will be paid in addition to the member fee
 - (c) will be paid irrespective of attendance at the meeting
 - (d) will not be paid to an external committee member holding the role of acting or temporary Chairperson.
- (5) Council does not have to pay a member fee or Chairperson fee to a committee member who does not want to receive a fee.

7 Meetings

- (1) The Audit Committee will meet at least four times a year, with the ability to convene additional meetings, as circumstances require.
- (2) All Audit Committee members are expected to attend each meeting, in person or through teleconference or video conference.
- (3) The Chief Executive Officer or their delegate will facilitate the meetings of the Audit Committee and invite whomever is necessary for the orderly and effective conduct of committee business to attend meetings to provide pertinent information, as necessary.
- (4) Officers will prepare meeting agendas, which will be provided at least five days in advance to members, along with appropriate briefing materials.
- (5) Officers will prepare meeting minutes, which will be presented to the committee for confirmation at the following meeting.

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8 Support

To facilitate the operation of the Audit Committee, the Chief Executive Officer or their delegate has responsibility to provide:

- (a) any necessary training for members in relation to their responsibilities under the Local Government Act 1989
- (b) any information required by the Audit Committee to enact its responsibilities under this charter
- (c) officer advice in respect of matters before the Audit Committee
- (d) formal meetings with Council staff, the internal auditors or the external auditors as requested by the Audit Committee, in accordance with the execution of its responsibilities under this charter
- (e) secretariat and logistical support to the Audit Committee.

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9 Reporting

- (1) Officers will prepare six-monthly reports on Audit Committee activities, issues, and related recommendations, for presentation to a meeting of Council.
- (2) Committee members will attend Council briefings as required, to report on financial and other relevant matters.
- (3) Officers will prepare a report for inclusion in the Darebin City Council Annual Report describing the Audit Committee's composition, responsibilities and how they were discharged, and any other information required by regulation, including approval of non-audit services.

10 Review

The Audit Committee will review and assess the adequacy of its charter annually, taking into account any relevant legislative requirements. The Audit Committee Charter will be approved by Council.

11 Self-Assessment

Audit Committee members will complete an annual self-assessment to evaluate the committee's performance, as well as the performance of the internal and external auditors, and to confirm that the committee has met its responsibilities under the charter.

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- <#>The audit committee has the responsibility for advising the Darebin City Council on:¶
- <#>Seeking resolution on any disagreements between management and the external auditors on financial reporting¶
- <#>Reviewing all auditing, planning and outcomes¶
- <#>Seeking any information it requires from Darebin City Council members, and Darebin City Council staff via the Chief Executive Officer and external parties¶
- <#>Formally meeting with Darebin City Council staff, internal and external auditors as necessary.¶

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discuss any matters that the audit committee or internal auditor believes should be discussed privately

^(a)

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monitor the level of open communication between the external auditor and the internal auditors and Council officers

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Provide an opportunity for the audit committee to meet with the external auditors, to discuss any matters that the audit committee or the external auditors believe should be discussed privately

^(b)

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and the results of management's investigation and follow-up (including disciplinary action) of any

^(c)

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, and any auditor (internal or external) observations

^(d)



Audit Committee Charter

1 Purpose

- (1) An Advisory Committee appointed, pursuant to section 139 of the *Local Government Act 1989* to assist Council in fulfilling its responsibilities relating to risk management and financial management, control and reporting.

2 Authority

- (1) The audit committee has the responsibility for advising the Darebin City Council on:
 - (a) Seeking resolution on any disagreements between management and the external auditors on financial reporting
 - (b) Reviewing all auditing, planning and outcomes
 - (c) Seeking any information it requires from Darebin City Council members, and Darebin City Council staff via the Chief Executive Officer and external parties
 - (d) Formally meeting with Darebin City Council staff, internal and external auditors as necessary.

3 Composition

- (1) The audit committee consists of five members, made up of two Councillors and three external members.
- (2) A quorum of three members (including one or more Councillors) will be necessary to transact business of the committee.
- (3) The Darebin City Council will appoint audit committee members. The external members appointed by Council are to be natural persons with an appropriate balance of local government regulatory knowledge, finance, audit or management experience.
- (4) The external members are to be appointed for a two year term with an option for a further two year term by mutual consent.
- (5) The Darebin City Council may adjust the initial period of appointment to allow for mid-term appointments and to avoid situations where all external member terms expire within close proximity of each other. This initial period of appointment must be more than one year, and no more than three years.
- (6) Where vacancies exist, the Darebin City Council shall determine a mechanism for filling those vacancies.

4 Chairperson

- (1) The audit committee will appoint a Chair and Deputy Chair for a twelve month term each Council year.
- (2) The chair and deputy chair will be external members.

- (3) The election of the Chair shall take place in accordance with the process for the election of the Mayor under the Darebin City Council Governance Local Law.
- (4) The election of the Deputy Chair shall follow the election of the Chair and shall take place in accordance with the process for the election of the Deputy Chair.
- (5) The Chair, and in their absence, the Deputy Chair, will preside over meetings of the audit committee.

5 Meetings

- (1) The audit committee will meet at least four times a year, with authority to convene additional meetings, as circumstances require.
- (2) All audit committee members are expected to attend each meeting, in person or through teleconference or video conference.
- (3) The Chief Executive Officer or their delegate will facilitate the meetings of the audit committee and invite whomever is necessary for the orderly and effective conduct of committee business to attend meetings to provide pertinent information, as necessary.
- (4) Meeting agendas will be prepared and provided at least one week in advance to members, along with appropriate briefing materials.
- (5) Minutes will be prepared.

6 Responsibilities

- (1) The audit committee has the following financial reporting responsibilities:
 - (a) Review significant accounting and reporting issues, including complex or unusual transactions and highly judgemental areas, and recent accounting, professional and regulatory pronouncements and legislative changes, and understand their effect on the financial report.
 - (b) Review with management and the external auditors the results of the audit, including any difficulties encountered.
 - (c) Review the annual financial report, and consider whether it is complete, consistent with information known to audit committee members, and reflects appropriate accounting principles and make a formal recommendation to Council.
 - (d) Review with management and the external auditors all matters required to be communicated to the audit committee under the Australian Auditing Standards.
- (2) The audit committee has the following internal control responsibilities:
 - (a) Understand the scope of internal and external auditors' review of internal controls over financial reporting, and obtain reports on significant findings and recommendations, together with management's responses.
 - (b) Monitor related party transactions by determining whether the systems of control are adequate.
- (3) The audit committee has the following risk management responsibilities:
 - (a) Monitor the systems and process via the Darebin City Council's risk profile to ensure that material operational risks to the Darebin City Council are dealt with appropriately.

- (b) Monitor the process of review of the Darebin City Council's risk profile.
 - (c) Consider the adequacy of actions taken to ensure that the material business risks have been dealt with in a timely manner to mitigate exposures to the Darebin City Council.
- (4) The audit committee has the following business continuity responsibilities:
- (a) Monitor processes and practices of the Darebin City Council to ensure for effective business continuity.
- (5) The audit committee has the following internal audit responsibilities:
- (a) Review with management and the internal auditor the charter, activities, staffing, and organisational structure of the internal audit function.
 - (b) Review and recommend the annual audit plan for approval by the Darebin City Council and all major changes to the plan.
 - (c) Monitor processes and practices to ensure that the appropriateness and independence of internal audit function is maintained.
 - (d) As part of the audit committee's annual assessment of performance, determine level of satisfaction with internal audit function having consideration of the Institute of Internal Auditors' International Standards for the Professional Practice of Internal Auditing.
 - (e) Monitor that the internal auditor's annual plan is linked with and covers the material business risks.
 - (f) Provide an opportunity for the audit committee to meet with the internal auditor to discuss any matters that the audit committee or internal auditor believes should be discussed privately.
- (6) The audit committee has the following external audit responsibilities:
- (a) Note the external auditor's proposed audit scope and approach, including any reliance on internal auditor activity.
 - (b) Provide an opportunity for the audit committee to meet with the external auditors, to discuss any matters that the audit committee or the external auditors believe should be discussed privately.
- (7) The audit committee has the following compliance responsibilities:
- (a) Review the systems and processes to monitor effectiveness of the system for monitoring compliance with legislation and regulations and the results of management's investigation and follow-up (including disciplinary action) of any instances of non-compliance.
 - (b) Keep informed of the findings of any examinations by regulatory agencies, and any auditor (internal or external) observations and monitor management's response to these findings.
 - (c) Oversee the investigation of any suspected cases of fraud within the organisation.
 - (d) Obtain regular updates from management about compliance matters.

- (8) The audit committee has the following reporting responsibilities
 - (a) Report regularly to the Darebin City Council about audit committee activities, issues, and related recommendations to a subsequent meeting of Council.
 - (b) Attend two Council Briefings per year in August and November to report on financial and other relevant matters.
 - (c) Monitor that open communication between the internal auditor, the external auditors, and the Darebin City Council occurs.
 - (d) Prepare a report for inclusion in the Annual Report of the Darebin City Council describing the audit committee's composition, responsibilities and how they were discharged, and any other information required by regulation, including approval of non-audit services.
 - (e) Consider the findings and recommendations of relevant performance audits undertaken by the Victorian Auditor-General and to ensure the Darebin City Council implements relevant recommendations.
- (9) The audit committee has the following other responsibilities
 - (a) Lodge Primary and Ordinary Returns in accordance with the *Local Government Act 1989*.
 - (b) Perform other activities related to this charter as requested by the Darebin City Council.
 - (c) Review and assess the adequacy of the audit committee charter annually, requesting Darebin City Council approval for proposed changes, and ensure appropriate disclosure as might be required by legislation or regulation.
 - (d) Confirm annually that all responsibilities outlined in this charter have been carried out.
 - (e) Evaluate the audit committee's performance annually using a self-assessment tool.

7 Fees

- (1) Council will pay a fee to all external committee members under section 139(7) of the *Local Government Act 1989*, with the amount determined by Council, taking into account an assessment of the market and a recommendation of the Chief Executive Officer.
- (2) Fees will consist of a Member Fee (paid to all external committee members) and a Chairperson Fee (paid to the Chairperson, in addition to the Member Fee).
- (3) The Member Fee:
 - (a) Will be paid to all external committee members immediately following the scheduled committee meeting for each quarter.
 - (b) Will not be paid to committee members absent from the meeting without leave from the committee.

- (4) The Chairperson Fee:
 - (a) Will be paid to the Chairperson of the Audit Committee immediately following the scheduled committee meeting for each quarter.
 - (b) Will be paid in addition to the Member Fee.
 - (c) Will be paid irrespective of attendance at the meeting.
 - (d) Will not be paid to an external committee member holding the role of acting or temporary chairperson.
- (5) Council does not have to pay a Member Fee or Chairperson Fee to a committee member who does not want to receive a fee.

8 Support

- (1) To facilitate the operation of the audit committee, the Chief Executive Officer or their delegate has responsibility to provide:
 - (a) Information and any necessary training for members in relation to their responsibilities under the *Local Government Act 1989*.
 - (b) Officer advice in respect of matters before the audit committee.
 - (c) Secretariat and logistical support to the audit committee.

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

Nil

10. NOTICES OF MOTION

Nil

11. REPORTS OF STANDING COMMITTEES

11.1 AUDIT COMMITTEE REPORT

The Audit Committee is an Advisory Committee appointed, pursuant to section 139 of the *Local Government Act 1989* (the Act), to assist Council in fulfilling its responsibilities relating to internal control mechanisms and external reporting requirements.

Meetings of the Audit Committee were held on 27 August 2018 and 3 December 2018. Summary minutes of these meetings are attached to this report as **Appendix A** and as the confidential attachment **Appendix B**.

Recommendation

That the report of the Audit Committee meetings held on 27 August 2018 and 3 December 2018 be received for noting.

RELATED DOCUMENTS

Nil

Attachments

- Audit Committee Summary Report August and December 2018 (**Appendix A**) [↓](#)
- Confidential Audit Committee Summary Report August and December 2018 (**Appendix B**) Confidential - enclosed under separate cover.



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SUMMARY MINUTES OF THE AUDIT COMMITTEE MEETING

Held on Monday 27 August 2018

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AUDIT COMMITTEE SUMMARY MINUTES

27 AUGUST 2018

**MINUTES OF THE MEETING OF THE AUDIT COMMITTEE OF THE
DAREBIN CITY COUNCIL HELD AT DAREBIN CIVIC CENTRE
350 HIGH STREET PRESTON ON MONDAY 27 AUGUST 2018**

THE MEETING OPENED AT 2.34PM

1. PRESENT***Members***

Mr Terry Richards (Chairperson)
Ms Lisa Tripodi (Independent External Member)
Cr. Kim Le Cerf (Mayor) (Committee Member)
Cr. Susan Rennie (Committee Member)
Dr Marco Bini (Independent External Member)

External Auditor

Mr Tim Loughnan – Sector Director – Local Government, Financial Audit - VAGO
Mr Remy Szpak – Financial Audit Manager – VAGO

Officers

Sue Wilkinson - Chief Executive Officer
Ms Ingrid Bishop – General Manager Governance & Engagement
Mr Allan Cochrane – Manager Finance
Mr Michael O’Riordan – Financial Accountant
Ms Melinda Viksne – Manager Governance & Performance
Ms Joann Hennessy – Management Accountant
Mr Jim Barrett – Coordinator Planning & Reporting

Minutes

Ms Mira Josevska – Risk & Insurance Advisor

2. APOLOGIES**3. DISCLOSURES OF CONFLICTS OF INTEREST**

Nil

4. REGISTER OF INTERESTS

Audit Committee members are asked to declare any conflicts of interest. The following record of members’ disclosures will remain until amended by the member concerned.

Mr Terry Richards

- Latrobe City Council

Page 1

AUDIT COMMITTEE SUMMARY MINUTES

27 AUGUST 2018

Ms Lisa Tripodi

- City of Greater Geelong
- City of Moonee Valley
- Knox City Council

5. CONFIRMATION OF THE PREVIOUS AUDIT COMMITTEE MEETING

Committee Decision

MOVED: Mr T Richards

SECONDED: Ms L Tripodi

That the Minutes of the Audit Committee Meeting held on 4 June 2018 be confirmed as a correct record of business transacted.

CARRIED

6. STANDING REPORTS

Nil

AUDIT COMMITTEE SUMMARY MINUTES

27 AUGUST 2018

7. FINANCIAL REPORTS**7.1 EXTERNAL AUDITORS CLOSING REPORT FOR THE FINANCIAL YEAR ENDED 30 JUNE 2018****Author:** Financial Accountant**Reviewed By:** General Manager Governance and Engagement

Summary

The Audit Act 1994 requires the Auditor-General to form an opinion on Council's Financial Statements and Performance Statement. The audit was conducted to gather sufficient and appropriate evidence to form that opinion.

The audit approach focused on key financial report audit risks. This involved gaining an understanding of significant financial reporting processes and a combination of internal control testing and substantive audit procedures to assess the residual risk of material misstatement of the financial report. The issues of waste, probity and lack of financial prudence in the use of public resources were also considered.

The External Auditors advise that subject to satisfactory resolution of outstanding items outlined in Appendix A, they will be recommending to the Auditor-General to issue a clear audit opinion on the Financial Statements and Performance Statement of the Darebin City Council for the 2017/18 year.

Consultation

Executive Management Team, Managers

Committee Decision

MOVED: Mr T Richards
SECONDED: Cr S Rennie

That the Audit Committee receives and notes the Darebin City Council Closing report to the Audit Committee for the financial year ended 30 June 2018 as provided by the Victorian Auditor-General's Office.

CARRIED

AUDIT COMMITTEE SUMMARY MINUTES

27 AUGUST 2018

7.2 DRAFT 2017/18 FINANCIAL STATEMENTS AND PERFORMANCE REPORT**Author:** Financial Accountant**Reviewed By:** General Manager Governance and Engagement**PURPOSE**

This report proposes that the Audit Committee recommend to Council that it approves in principle each of the Statements and authorises two Councillors to sign the Statements in their final form after any changes, recommended or agreed to by the Auditor, have been made.

EXECUTIVE SUMMARY

This report presents the draft Financial Statements and Performance Statement for the year ended 30 June 2018 for Audit Committee review. Key elements in relation to the Statements are discussed together with commentary on the major variances from the previous year and budget in the Financial and Budget Comparison (note 1).

Committee Decision**MOVED: Mr T Richards****SECONDED: Ms L Tripodi**

That the Audit Committee recommends to Council that it:

- (1) approves in principle the Financial Statements and Performance Statement for the year ended 30 June 2018 subject to a management representation letter, minor amendments to the Statements and the Auditor-General's review; and
- (2) Authorise two Councillors to sign the Financial Statements in their final form after any changes recommended or agreed to, by the Auditor have been made.

CARRIED

AUDIT COMMITTEE SUMMARY MINUTES

27 AUGUST 2018

8. RISK MANAGEMENT**8.1 ENTERPRISE RISK MANAGEMENT REVIEW UPDATE****Author:** Manager Governance and Performance**Reviewed By:** General Manager Governance and Engagement

EXECUTIVE SUMMARY

This report provides an update on the development of organisation-wide risk management framework and tools, and provides the Committee with the current version of Council's strategic risk profile.

Committee Decision

MOVED: Mr T Richards**SECONDED: Dr M Bini****That** the Audit Committee:

1. receives the report
2. notes the recommended plan to revise the Risk Policy and to develop a new Risk Management Framework and Action Plan
3. notes the current Strategic Risk Profile at **Appendix A**.

CARRIED

AUDIT COMMITTEE SUMMARY MINUTES

27 AUGUST 2018

8.2 CEO QUARTERLY AUDIT REPORT

Author: Manager Governance and Performance

Reviewed By: General Manager Governance and Engagement

See confidential attachment

AUDIT COMMITTEE SUMMARY MINUTES

27 AUGUST 2018

9. INTERNAL AUDIT**9.1 INTERNAL AUDIT TENDER UPDATE****Author:** Manager Governance and Performance**Reviewed By:** General Manager Governance and Engagement**PURPOSE**

The purpose of this report is to provide the Committee with an update on the timelines for the selection of a new internal audit provider and on the proposal for interim internal audit arrangements.

EXECUTIVE SUMMARY

Council's contract with Crowe Horwath for the provision of internal audit services commenced on 1 May 2015 and finished on 30 April 2018. A decision was made not to exercise the available option to extend the contract, but to go to tender for an internal audit service provider.

It is anticipated that a recommendation for appointment of a new internal audit services provider will be presented to Council at a meeting in December 2018. In the interim period, single-audit contracts will be put in place with Crowe Horwath to undertake audits into key risk areas.

Committee Decision**MOVED: Mr T Richards****SECONDED: Ms L Tripodi****That** the Audit Committee:

- (1) notes the timeframes for the internal audit tender
- (2) discusses Audit Committee representation on the tender evaluation panel
- (3) notes the proposal to appoint Crowe Horwath on a fixed-term contract to undertake three internal audits.

CARRIED

AUDIT COMMITTEE SUMMARY MINUTES27 AUGUST 2018

10. PROCUREMENT

Nil

11. GOVERNANCE

Nil

12. CONFIDENTIAL

Nil

13. OTHER BUSINESS

- VAGO noted that information was made readily available during the audit and congratulated the management team, in particular the Finance team, on the smooth progress of the audit.
- Also a note made to VAGO thanking them for their input to the audit committee.

14. NEXT MEETING

The next meeting of the Audit Committee will be held at 2.30pm on Monday 3 December 2018 in the Darebin Civic Centre, 350 High Street Preston.

15. COMMITTEE MEMBERS CONFERENCE

Nil

16. CLOSE OF MEETING

The meeting closed at 3.41pm



the place
to live

SUMMARY MINUTES OF THE AUDIT COMMITTEE MEETING

Held on Monday 3 December 2018

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AUDIT COMMITTEE SUMMARY MINUTES

3 DECEMBER 2018

**MINUTES OF THE MEETING OF THE AUDIT COMMITTEE OF THE
DAREBIN CITY COUNCIL HELD AT DAREBIN CIVIC CENTRE
350 HIGH STREET PRESTON ON MONDAY 3 DECEMBER 2018**

THE MEETING OPENED AT 2:31pm

1. PRESENT**Members**

Mr Terry Richards (Chairperson)
Ms Lisa Tripodi (Independent External Member – Deputy Chairperson)
Cr. Kim Le Cerf (Councillor)
Cr. Susan Rennie (Mayor) (Committee Member)
Dr Marco Bini (Independent External Member)

External Auditor

Jonathan Kyvelidis – Sector Director, Local Government and Planning Victorian Auditor-General's Office

Officers

Ms Sue Wilkinson – Chief Executive Officer
Ms Ingrid Bishop – General Manager Governance & Engagement
Mr Allan Cochrane – Manager Finance
Mr Michael O'Riordan – Financial Accountant
Ms Melinda Viksne – Manager Governance & Performance
Ms Mira Josevska – Risk & Insurance Advisor

Minutes

Mr Andrew Douglas – Governance & Audit Advisor

2. APOLOGIES

Nil

3. DISCLOSURES OF CONFLICTS OF INTEREST

Nil

4. REGISTER OF INTERESTS

Audit Committee members are asked to declare any conflicts of interest. The following record of members' disclosures will remain until amended by the member concerned.

Mr Terry Richards

- Latrobe City Council

AUDIT COMMITTEE SUMMARY MINUTES**3 DECEMBER 2018**

Ms Lisa Tripodi

- City of Greater Geelong
- City of Moonee Valley
- Knox City Council
- Mornington Peninsula Shire Council

5. CONFIRMATION OF THE PREVIOUS AUDIT COMMITTEE MEETING

Committee Decision

MOVED: Mr Terry Richards
SECONDED: Dr Marco Bini

That the Minutes of the Audit Committee Meeting held on 27 August 2018 be confirmed as a correct record of business transacted.

CARRIED**6. STANDING REPORTS**

Nil

AUDIT COMMITTEE SUMMARY MINUTES

3 DECEMBER 2018

7. FINANCIAL REPORTS**7.1 FINANCIAL REPORT - 3 MONTHS ENDED 30 SEPTEMBER 2018****Author:** Financial Accountant**Reviewed By:** General Manager Governance and Engagement

PURPOSE

In compliance with the *Local Government Act 1989*, the attached report (**Appendix A**) compares for the three months ended 30 September 2018:

- Actual and budgeted operating revenues and expenses
- Actual and budgeted capital revenues and expenses
- Actual and budgeted movements in the Balance Sheet
- Actual and budgeted movements in the Cash Flow Statement.

EXECUTIVE SUMMARY

A comprehensive financial review has been undertaken for the three months ended 30 September 2018 to assess the financial performance of Council year-to-date. The outcome of the review indicates that Council has achieved a year-to-date operating surplus of \$96.86 million, which is \$2.46 million ahead of budget and capital works expenditure of \$5.88 million, which is \$1.77 million behind the budget.

All material variations have been explained in the report.

Committee Decision

MOVED: Mr Terry Richards
SECONDED: Ms Lisa Tripodi

That the Audit Committee:

- (1) Receives the contents of the "Financial report three months ended 30 September 2018" included as Appendix A to this report and notes the year to date financial results against budget.

CARRIED

AUDIT COMMITTEE SUMMARY MINUTES

3 DECEMBER 2018

7.2 COUNCIL INVESTMENT PERFORMANCE REPORT - 12 MONTHS ENDED 30 JUNE 2018**Author:** Financial Accountant**Reviewed By:** General Manager Governance and Engagement**PURPOSE**

This report provides detail of Council's investment portfolio and performance for the twelve months ended 30 June 2018. As at 30 June 2018, Council's investment portfolio was valued at \$84.85 million.

EXECUTIVE SUMMARY

A comprehensive review of Council's investment portfolio has been undertaken for the twelve months ended 30 June 2018. The Council's investment portfolio has earned \$1.85 million in interest on investments with term deposits and cash investments earning an annualised rate of 2.35% (Dec 2017: 2.24%). As at 30 June 2018, the Council's investment portfolio was valued at \$84.85 million (Dec 2017: \$83.11 million).

Committee Decision

MOVED: Mr Terry Richards
SECONDED: Cr Kim Le Cerf

That the Audit Committee receive the contents of this report.

CARRIED

AUDIT COMMITTEE SUMMARY MINUTES

3 DECEMBER 2018

8. RISK MANAGEMENT**8.1 RISK MANAGEMENT POLICY AND FRAMEWORK****Author:** Manager Governance and Performance**Reviewed By:** General Manager Governance and Engagement

PURPOSE

This report provides an update on the development of organisation-wide risk management framework and tools.

EXECUTIVE SUMMARY

Council's Risk Management Policy has been reviewed, in conjunction with the Risk Reference Group (**Appendix A**). A new Risk Management Framework has also been developed (**Appendix C**). Both draft documents are presented to the Audit Committee for noting and feedback.

Committee Decision

MOVED: Mr Terry Richards
SECONDED: Ms Lisa Tripodi

That the Audit Committee:

- (1) Notes the draft Risk Management Policy and Risk Management Framework.
- (2) Provides feedback on the policy and framework documents.

CARRIED

AUDIT COMMITTEE SUMMARY MINUTES**3 DECEMBER 2018**

8.2 CEO QUARTERLY AUDIT REPORT**Author:** Governance and Audit Advisor**Reviewed By:** Manager Governance and Performance

PURPOSE

The purpose of this report is to provide the Audit Committee with an update on current and emerging risks and audit issues as deemed necessary by the Chief Executive Officer (CEO).

EXECUTIVE SUMMARY

Four matters are included in this report for noting by the Committee, including an update on the Audit Committee Charter.

Committee Decision

MOVED: Mr T Richards**SECONDED:** Dr Marco Bini**That** the Audit Committee:

- (1) notes the matters outlined in the report; and
- (2) provides feedback on the Audit Committee Charter by end of January 2019.

CARRIED

AUDIT COMMITTEE SUMMARY MINUTES

3 DECEMBER 2018

9. INTERNAL AUDIT**9.1 INTERNAL AUDIT REPORT - VIC ROADS
CONFIDENTIALITY SIGNOFF****Author:** Governance and Audit Advisor**Reviewed By:** Manager Governance and Performance

Summary

The previous internal auditors, Crowe Horwath, have provided a report as at July 2018 regarding VicRoads Information Protection Agreement – Compliance.

The objective of this audit was to review the key controls surrounding access to VicRoads information in order for Council to provide an annual certification to VicRoads on its compliance with the VicRoads Confidentiality Agreement for the review period.

There were four non-compliance findings raised against the VicRoads information Protection Agreement Clauses. A summary of non-compliant clauses is below:

- Clause 3 Protecting the confidentiality of the Information (two non-compliances)
- Nominated users
- Annual Audits.

Consultation

Executive Management Team

Committee Decision

MOVED: Mr T Richards**SECONDED:** Ms Lisa Tripodi

That the Audit Committee notes the attached internal audit report: VicRoads Information Protection Agreement – Compliance Report (**Appendix A**).

CARRIED

AUDIT COMMITTEE SUMMARY MINUTES**3 DECEMBER 2018**

9.2 INTERNAL AUDIT REPORT - CAPITALISATION REVIEW**Author:** Governance and Audit Advisor**Reviewed By:** Manager Governance and Performance

Summary

The internal auditors, Crowe Horwath, have provided an internal audit report as at July 2018 regarding the capitalisation process.

A review was undertaken on the adequacy of the various processes and procedures that have been put in place to manage Council's capitalisation process and assess whether the controls and practices are operating satisfactorily.

The audit concluded that the current controls in place over the capitalisation process maintained by Council need to be strengthened. The audit identified a range of controls that should be implemented and improved in order to reduce the identified weaknesses and exposures.

There were three findings and recommendations from the audit, with one rated as a medium risk and two as low risk.

The three main issues raised in the report were:

- delay in notifying Finance upon completion of capital projects
- absence of reconciliation between financial information system and fixed-asset registers
- absence of documented procedures for asset capitalisation.

Consultation

Executive Management Team

Committee Decision

MOVED: Mr T Richards**SECONDED:** Cr. Kim Le Cerf

That the Audit Committee note the attached internal audit report: Capitalisation Process Report.

CARRIED

AUDIT COMMITTEE SUMMARY MINUTES

3 DECEMBER 2018

9.3 OUTSTANDING AUDIT ACTION PLAN REPORT**Author:** Governance and Audit Advisor**Reviewed By:** Manager Governance and Performance**Summary**

This report provides an update on progress made towards addressing outstanding internal audit recommendations.

The attached report shows the number of closed, due and overdue internal audit recommendations and associated responsible officers (**Appendix A**). The report also shows the most up-to-date comments for each audit recommendation.

The following is an up to date summary of overdue items:

Total Number of Recommendations	Number of Recommendations Completed	Number of Recommendations Overdue for Completion	Number of Recommendations Due for Completion
319	220	64	35

There has been an increase in recommendations due for completion since the June meeting as the GOV1714-00 – Asset Protection internal audit report has recently been added to the CAMMS register for closeout. There were 26 recommendations in this audit report that require completion.

Consultation

- Executive Management Team
- Senior Officers
- Risk and Insurance Advisor
- Governance and Audit Adviser
- Council Officers with assigned internal audit recommendations

Committee Decision

MOVED: Mr T Richards
SECONDED: Cr. Kim Le Cerf

That the Audit Committee receives and notes the outstanding audit action report dated 24 November 2018.

CARRIED

AUDIT COMMITTEE SUMMARY MINUTES**3 DECEMBER 2018**

9.4 INTERNAL AUDIT PROGRESS REPORT**Author:** Governance and Audit Advisor**Reviewed By:** Manager Governance and Performance

Summary

The internal auditors, Crowe Horwath, have provided a report as at 3 October 2018 regarding Council's internal audit activity since October 2017.

Consultation

- Executive Management Team
- Senior Management

Committee Decision

MOVED: Mr T Richards**SECONDED:** Cr. Susan Rennie

That the Audit Committee note the attached report, Internal Audit Progress Report - Projects to 30 June 2018.

CARRIED

AUDIT COMMITTEE SUMMARY MINUTES

3 DECEMBER 2018

9.5 INTERNAL AUDIT TENDER UPDATE

Author: Manager Governance and Performance

Reviewed By: General Manager Governance and Engagement

See confidential attachment

AUDIT COMMITTEE SUMMARY MINUTES

3 DECEMBER 2018

10. PROCUREMENT

Nil

AUDIT COMMITTEE SUMMARY MINUTES

3 DECEMBER 2018

11. GOVERNANCE**11.1 2019 AUDIT COMMITTEE DATES****Author:** Governance and Audit Advisor**Reviewed By:** Manager Governance and Performance**Summary**

As per the Audit Committee Charter, the Committee is to meet at least four times a year, with authority to convene additional meetings as required. All Audit Committee members are expected to attend each meeting, in person or through teleconference or video conference.

The proposed meeting dates for 2019 are:

- Monday 25 March
- Monday 17 June
- Monday 26 August
- Monday 11 November.

The meetings will take place in the Council Chambers, First Floor, 350 High Street, Preston.

Consultation

Executive Management Team
Senior Management
Audit Committee Members

Committee Decision**MOVED:** Mr T Richards**SECONDED:** Mr Marco Bini

That the Audit Committee adopts the proposed 2019 Audit Committee meeting dates of 25 March, 17 June, 26 August and 11 November, with a start time of 2.30pm.

CARRIED

AUDIT COMMITTEE SUMMARY MINUTES

3 DECEMBER 2018

11.2 COMMITTEE MEMBERSHIP AND CHAIR ARRANGEMENTS**Author:** Governance and Audit Advisor**Reviewed By:** Manager Governance and Performance**Summary**

Under the Audit Committee Charter, external members are able to be appointed for a total of four years, including extension options. Council has discretion to determine a mechanism for filling any resulting vacancies.

The current term of Mr Terry Richards expires in December 2018. To allow for continuity of the Committee and consistency of approach to current governance matters under consideration, it is proposed that Mr Richards be extended for a further 12 months. A recommendation to this effect will be put to Council in February 2019.

The Audit Committee appoints a Chair and Deputy Chair for a 12-month term each year. The current Chair and Deputy Chair arrangements expired in October 2018. Mr Richards and Ms Tripodi have agreed to continue in their respective Chair and Deputy Chair roles for the 3 December 2018 meeting. It is proposed that the first agenda item of the March 2019 Committee meeting will be the election of the new Chair and Deputy Chair.

A copy of the Audit Committee Charter is attached in the agenda under item 8.2 CEO's Quarterly Report for the Committee's reference.

Consultation

Executive Management Team

Committee Decision

MOVED: Mr T Richards
SECONDED: Cr Susan Rennie

That the Audit Committee notes the report on membership and acting Chair arrangements.

CARRIED

AUDIT COMMITTEE SUMMARY MINUTES

3 DECEMBER 2018

11.3 2017–18 COUNCILLOR EXPENSES**Author:** Manager Governance and Performance**Reviewed By:** General Manager Governance and Engagement**Summary**

Section 75B of the *Local Government Act 1989* requires a Council to adopt and maintain a policy in relation to the reimbursement of expenses for Councillors and members of Council Committees.

The Councillor Support and Expenses Policy 2017 provides that a report on Councillor expenses by category will be prepared and submitted to Council's Audit Committee.

The summary of Councillor Expenses for the period 1 July 2017 to 30 June 2018 includes expenses and reimbursements related to travel, training, conferences and telephone and internet services.

Requests for reimbursement are accompanied by tax invoices. Where possible, attendance at training and conferences are paid directly by Council through electronic funds transfer or use of the corporate credit card. Payments are made in line with purchasing policy and guidelines.

Information about telephone and internet expenses is made available to Councillors monthly in the form of the itemised account. Councillors are reminded to identify and reimburse Council for personal use, if applicable.

To meet reporting and transparency requirements, Councillor expenses are included in the 2017–18 Annual Report and on Council's website.

Consultation

Council Business
Finance

Committee Decision

MOVED: Mr T Richards
SECONDED: Mr Marco Bini

That the Audit Committee notes the 2017–18 Councillor Expenses report.

CARRIED

AUDIT COMMITTEE SUMMARY MINUTES**3 DECEMBER 2018**

12. CONFIDENTIAL

Nil

13. OTHER BUSINESS

Nil

14. NEXT MEETING

The next meeting of the Audit Committee will be held on Monday 25 March 2019 in the Darebin Civic Centre, 350 High Street Preston.

15. COMMITTEE MEMBERS CONFERENCE

In accordance with the Audit Committee Charter, Item 6, Part 5(f) and Part 6(b), an opportunity is provided for the Audit Committee to meet with the internal auditor and/or external auditor to discuss any matters that the Audit Committee or the internal auditor and/or external auditor believe should be discussed privately. Management will be required to leave the meeting during discussion of this item.

16. CLOSE OF MEETING

The meeting closed at 3:23pm.

12. RECORDS OF ASSEMBLIES OF COUNCILLORS

12.1 ASSEMBLIES OF COUNCILLORS HELD

An Assembly of Councillors is defined in section 3 of the *Local Government Act 1989* 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:

- Bundoora Homestead Workshop, Café Services – 2 April 2019
- Council Briefing Session – 23 April 2019
- Darebin Bicycle Advisory Committee – 30 April 2019
- Council Briefing Session – 6 May 2019

Recommendation

That the record of the Assembly of Councillors held on 2, 23 and 30 April and 6 May 2019 and attached as **Appendix A** to this report, be noted and incorporated in the minutes of this meeting.

RELATED DOCUMENTS

Nil

Attachments

- Assembly of Councillors - 20 May 2019 (**Appendix A**) [↓](#)



ASSEMBLY OF COUNCILLORS PUBLIC RECORD

ASSEMBLY DETAILS:	Title:	Bundoora Homestead Workshop – Café Services
	Date:	Tuesday 2 April 2019
	Location:	Function Room, Darebin Civic Centre
PRESENT:	Councillors:	Cr. Tim Laurence, Cr Susanne Newton
	Council Staff:	Cathy Henderson, Vicky Guglielmo, Ella Hughes, Leah Crossman
	Other:	Representatives of Bundoora Homestead Board of Management
APOLOGIES:		Cr. Gaetano Greco

The Assembly commenced at 5pm

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
1	Future scenarios for the operation of the café at Bundoora Homestead Art Centre	No disclosures were made

The Assembly concluded at 8pm

RECORD COMPLETED BY:	Officer Name:	Leah Crossman
	Officer Title:	Development & Marketing Team Leader & Acting Director, Bundoora Homestead Art Centre

This form is to be completed by the nominated Council Officer and returned to the Council Business Unit within 3 working days for inclusion in a register available for public inspection.



ASSEMBLY OF COUNCILLORS PUBLIC RECORD

ASSEMBLY DETAILS:	Title:	Council Briefing Session
	Date:	Tuesday 23 April 2019
	Location:	Council Chamber
PRESENT:	Councillors:	Cr. S Rennie, (Mayor), Cr. S Newton (Deputy Mayor), Cr. J Williams, Cr. S Amir, Cr. T McCarthy, Cr. G Greco, Cr. K Le Cerf
	Council Staff:	I Bishop, D Martin, C Henderson, R Ollivier, Allan Cochrane, Amy O'Keeffe, Sunny Haynes, Jules Thompson-Martin, Stevie Meyer, Felicity Leahy, Andrew George, Jess Fraser, V Guglielmo
APOLOGIES:	Other:	Marcus Spiller, Lucinda Pike, Liz Mackevicius
		Cr. L Messina, Cr. T Laurence, V Albicini, S Wilkinson

The Assembly commenced at 7:04pm

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
1	Darebin Open Space Strategy and Open Space Levy Options	No disclosures were made Cr. T McCarthy arrived at 7:06pm Cr. S Amir arrived at 7:06pm Cr. J Williams arrived at 7:13pm
2	Sports Club Partnership Program Options	No disclosures were made Cr. K Le Cerf left at 7:50pm
3	NARC Management Contract - Extension	No disclosures were made
4	Eric Street Public Housing Estate Tenancy and Service Model	No disclosures were made
5	Call and response art work	No disclosures were made
6	General Business NOMs Annual Budget engagement update	No disclosures were made

The Assembly concluded at 9:22 pm

RECORD COMPLETED BY:	Officer Name:	I Bishop
	Officer Title:	GM Governance and Engagement



ASSEMBLY OF COUNCILLORS PUBLIC RECORD

ASSEMBLY DETAILS:	Title:	Darebin Bicycle Advisory Committee
	Date:	Tuesday 30 April 2019
	Location:	Council Chamber, Darebin Council Offices
PRESENT:	Councillors:	Cr. Susanne Newton
	Council Staff:	Heidi Marfurt, Sustainable Transport Officer Philip Mallis, Transport Planner Jennifer McIntyre, Senior Transport Planner (left at 7.30pm) Natalie Jamieson, Sustainable Transport Project Support
	Other:	Representatives of the Darebin Bicycle Advisory Committee.
APOLOGIES:		Cr. Steph Amir, Sally Moxam, Che Sutherland, Marion Byass, Michael Hansford, Gareth Williams, Jaron Fisher

The Assembly commenced at 6.40pm

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
	Streets for People <ul style="list-style-type: none"> ▪ Northcote / Thornbury corridor implementation timeline ▪ Broadhurst Ave to Crookston Road – draft concepts ▪ VicRoads Strategic Cycling Corridors 	No disclosures were made
	Parking Strategy	No disclosures were made
	Budget	Jennifer McIntyre left the meeting at 7.30pm No disclosures were made

ASSEMBLY OF COUNCILLORS – PUBLIC RECORD (CONT)

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
	Updates on master plans and strategies <ul style="list-style-type: none"> ▪ Northern Pipe Trail Master Plan ▪ Open Space Strategy Consultation 	No disclosures were made
	Updates on travel behaviour change and road safety programs <ul style="list-style-type: none"> ▪ Autumn bike skills workshops ▪ Darebin Kite and Community Festival ▪ Octopus School program ▪ Bike fleet for schools program ▪ Ride2School Day ▪ Community attitudes to 30km/h speed restrictions in small study area in Westgarth 	No disclosures were made
	Updates on infrastructure projects <ul style="list-style-type: none"> ▪ Bundoora Park shared path ▪ Dundas St Bridge ▪ Beavers Rd Bridge ▪ Tee St / Rathcown Rd Bridge, Wood St Bridge ▪ Wood St Bridge ▪ Darebin Creek wayfinding ▪ Hickford St path re-alignment ▪ Victoria Rd bike lane/Darebin Rd intersection ▪ Bracken Ave, South Morang from Reservoir to Mahoneys Rd, Gilbert Rd/Oakover Rd cyclist push button 	No disclosures were made
	Planning <ul style="list-style-type: none"> ▪ Council review of advisory committees 	No disclosures were made

The Assembly concluded at 8.30pm

RECORD COMPLETED BY:	Officer Name:	Heidi Marfurt
	Officer Title:	Sustainable Transport Officer

This form is to be completed by the nominated Council Officer and returned to the Council Business Unit within 3 working days for inclusion in a register available for public inspection.



ASSEMBLY OF COUNCILLORS PUBLIC RECORD

ASSEMBLY DETAILS:	Title:	Council Briefing Session
	Date:	Monday 6 May 2019
	Location:	Council Chamber
PRESENT:	Councillors:	Cr. S Rennie (Mayor), Cr. S Newton (Deputy Mayor), Cr. L Messina, Cr. S Amir, Cr. T McCarthy, Cr. J Williams, Cr. G Greco,
	Council Staff:	S Wilkinson, I Bishop, V Albicini, C Henderson, R Ollivier, Sunny Haynes, Jo Smale, Clinton Fullgrabe, Sally Moxham, Kate Pospisil
APOLOGIES:	Other:	Mario Fenech Toni Meek Charlotte Hayes Melanie Welch
	Absent:	Cr. K Le Cerf (LOA) Cr. T Laurence

The Assembly commenced at 5.34pm

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
1	Housing Trust Not discussed – tabled previously	No disclosures were made
2	Darebin Open Space Strategy – Communications Strategy and Contributions Framework	No disclosures were made
3	Preston Market Community Engagement	No disclosures were made
4	Youth Services Strategy	No disclosures were made
5	Royal Commission into Aged Care Quality and Safety	No disclosures were made

ASSEMBLY OF COUNCILLORS – PUBLIC RECORD (CONT)

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
6	Draft Parking Strategy	No disclosures were made
7	Penders Park Draft Master Plan	No disclosures were made
8	Climate Emergency Darebin Governance	No disclosures were made
9	General Business No general business	No disclosures were made

The Assembly concluded at 9:35pm

RECORD COMPLETED BY:	Officer Name:	I Bishop
	Officer Title:	GM Governance and Engagement

This form is to be completed by the nominated Council Officer and returned to the Council Business Unit within 3 working days for inclusion in a register available for public inspection.

13. REPORTS BY MAYOR AND COUNCILLORS

Recommendation

That Council notes the Reports by Mayor and Councillors.

14. 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:

14.2 Appointment of Insurance Broker

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.


15. CLOSE OF MEETING

**CITY OF
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