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AGENDA OF THE ORDINARY COUNCIL MEETING

To be held on Monday 28 February 2022 at 6.00pm

This Council Meeting will be held virtually.

This meeting will be closed to the public pursuant to Section 395 of the Local Government Act 2020.

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



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

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

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

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

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



English

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

Arabic

هذه هي محاضر اجتماع المجلس. للحصول على المساعدة في أي من البنود في المحاضر، يرجى الاتصال بالهاتف 8470 8888.

Chinese

这些是市议会会议纪要。如需协助了解任何纪要项目，请致电8470 8888。

Greek

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

Hindi

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

Italian

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

Macedonian

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

Nepali

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

Punjabi

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

Somali

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

Spanish

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

Urdu

یہ کاؤنسل کی میٹنگ کا ایجنڈا ہے۔ ایجنڈے کے کسی بھی حصے کے بارے میں مدد کے لیے براہ مہربانی 8470 8888 پر فون کریں۔

Vietnamese

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

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Agenda

1. OPENING OF MEETING AND MEMBERSHIP

Cr. Lina Messina (Mayor) (Chairperson)

Cr. Trent McCarthy (Deputy Mayor)

Cr. Emily Dimitriadis

Cr. Gaetano Greco

Cr. Tom Hannan

Cr. Tim Laurence

Cr. Susanne Newton

Cr. Susan Rennie

Cr. Julie Williams

2. ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

3. APOLOGIES

4. DISCLOSURES OF CONFLICTS OF INTEREST

5. CONFIRMATION OF THE MINUTES OF COUNCIL MEETINGS

Recommendation

That the Minutes of the Ordinary Meeting of Council held on 31 January 2022 be confirmed as a correct record of business transacted.

6. QUESTION AND SUBMISSION TIME

Question and Submission Time is an opportunity for members of the public to ask questions of the Council at our Ordinary Council Meetings.

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.

For Council Meetings that are held in person, those persons wishing to submit a 'public question' may do so online by 12 noon on the day the meeting via the Questions and Submissions form or by attending the meeting in person.

For Council Meetings that are held virtually, persons wishing to submit a 'public question' and attend the virtual meeting to ask their question, may do so by submitting their question via the Questions and Submissions form, by 8.00am on the day of the meeting. Questions received after 8:00am and before 12 noon will be read out by the Mayor.

At virtual Council Meetings, submissions or comments will be able to be made on items listed on the Agenda, by registering your intention to make a submission/comment by 8:00am on the day of the meeting.

Questions

Members of the public can ask up to three (3) questions at an Ordinary Council meeting.

Meetings held in person:

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

Questions from the gallery must be submitted in writing to the Council Officer in attendance in the gallery prior to the commencement of the meeting.

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.

Meetings held virtually:

For Council Meetings that are held virtually, persons wishing to submit a 'public question' and attend the virtual meeting to ask their question, may do so by submitting their question via the Questions and Submissions form, by 8.00am on the day of the meeting. Questions received after 8:00am and before 12 noon will be read out by the Mayor.

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

- relates to a matter outside the duties, functions or powers of Council;
- is defamatory, indecent, abusive, irrelevant, trivial or objectionable in language or substance;
- may lead to a breach of Council's statutory obligations;
- relates to a Notice of Motion, Petition or item of urgent business
- deals with a subject matter already answered;
- is aimed at embarrassing a Councillor or an Officer; or

- deals with a matter that should be, or has been, considered as a confidential matter or relates to any matter in respect of which Council may close the meeting to the public under section 66 of the Local Government Act 2020.

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

Submissions or Comments

Members of the public may make a comment or 2 minute submission on a report listed on the Agenda (unless not permitted pursuant to the Councils Governance Rules) prior to the item being debated.

Meetings held in person:

Persons wishing to submit a 'Submission' to an item on the agenda may do so online by 12.00 noon on the day of the meeting via the [Question and Submissions form](#), or attend the meeting in person.

A person who is unable to stay at the meeting until the Agenda item is heard, may make their comment or submission during Public Question Time. If a person or their representative is not present in the gallery during Public Question Time or when the agenda item is being considered, their submission will not be read out.

Meetings held virtually:

Persons wishing to attend a virtual meeting to make a submission or comment, must register their intention by 8:00am on the day of the meeting.

Please note that the 8:00am deadline for Questions and Submissions registration for virtual meetings is required to allow sufficient time for Council officers to contact members of the public who wish to attend the virtual meeting.

How to submit your question or make a comment or submission

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

- Online via our [online Questions and Submissions form](#).
- or by mail to PO Box 91, Preston 3072.

The lodgement of a question or registration to make a comment or submission should include the name, address, email and contact telephone number of the individual. If the meeting is being held virtually, please indicate if you wish to attend the meeting to ask your question.

Alternatively, at a meeting being held in person, a member of the public may attend on the day of the meeting to ask their question or make submission to Council, if the Meeting is open to the public.

No member of the public can make a submission/comment to a Notice of Motion presented at a Council meeting.

Council meetings can be viewed online at our [Watch Council Meetings online page](#).

7. PETITIONS

8. CONSIDERATION OF REPORTS

8.1 PRESTON MARKET PLANNING & ADVOCACY UPDATE

Author: Principal Strategic Planner

Reviewed By: General Manager City Sustainability and Strategy

SUMMARY AND PURPOSE

The purpose of this report is to update Councillors and the community on the actions Council has taken to date, the current status of the VPA's review of Preston Market Precinct and next steps. The report also outlines a new phase of the communications and advocacy campaign; and respond to the resolution of Council at its meeting of 31 January 2022.

It's been over seven months since the Victorian Planning Authority (VPA) concluded public consultation for the Preston Market Precinct Planning Scheme Amendment (C182). Since making a submission in July 2021, and reporting to Council on 27 September 2021, Council has continued advocacy to protect the Market.

In response to the significant number of public submissions received during consultation (386), on 16 September 2021, the Minister for Planning directed the VPA to make changes to the draft framework plan and amendment in response to submissions, with the assistance of the Office of the Victorian Government Architect. In October 2021 the VPA advised that after it revises the draft framework plan and amendment, the Minister will consider the revisions and whether to refer the amendment to the VPA Projects Standing Advisory Committee (SAC). There has been no subsequent update from the VPA nor the Minister about revised plans or the timeframe for the SAC panel hearing.

Council's advocacy, which has included meetings with Parliamentarians, Departmental and other stakeholders; as well as social media and communication opportunities over this period; has been centred around call to action for community to support a Change.Org petition, which has now accumulated over 11,200 signatures of support to date. When combined with Council's and the community's broader efforts, this advocacy has undoubtedly played a key role in influencing a more comprehensive review of VPA's plans following consultation.

Council has long recognised and supported the role Preston Market plays in the social fabric of Darebin. As the beating heart of the local Preston community- welcoming, humble, affordable and diverse- Preston Market is a place where people from all walks of life come to do their weekly shop, meet with friends, and socialise whilst experiencing the diverse range of local traders selling fresh and affordable food. That is why Council developed the 'Heart of Preston' document (updated April 2021), which captured significant community feedback and engagement, and which has continued to guide and underpin Council's advocacy efforts with the State Government.

Council's submission to the State Government (endorsed in June 2021) was highly critical of the VPA's draft planning controls for Preston Market Precinct, and reaffirmed Council and our community's concerns that the State Government's plans would see around 80% of the market potentially demolished, with weak protection and recognition for the market's heritage value, no protections for social and cultural functions of the market, and the overall proposed development framework being too dense for the location.

Council will continue to advocate through the formal planning processes on foot and to encourage the community to also do so at the appropriate time.

Combined with our public facing advocacy efforts, Council also understands that the Minister for Planning, Hon Richard Wynne MP, is aware of Council and our community's ongoing interest, concerns and priorities around the future of the site.

In the lead up to the SAC hearing, it is recommended that Council launches a refreshed advocacy, engagement and communications campaign, whilst continuing to prepare a strong planning merits case to the SAC. The approach most likely to achieve Council's objectives to protect the Market and to secure the strongest possible planning controls for the site, is by pursuing a section 173 agreement with the landowner that protects the Market, while also presenting a compelling planning position to the SAC.

The proposed new advocacy, engagement and communications campaign will:

1. Clearly articulate to the Minister for Planning what is special about the market, that the market must not be demolished, and must remain in its current location - central to the site; and,
2. Demonstrate to the state government and community that there is a better way to allow appropriate development within the Precinct while protecting the market, in line with Council's adopted submission and Heart of Preston.
3. Demonstrate to the State Government the high level of community support for protecting the market, including by working with community and helping community members to also share their views with State Government.

Officer Recommendation

That Council:

1. Notes the 'Save Preston Market' Campaign that was launched and administered by Council over the course of 2021 helped generate over 11,200 Change.Org petition signatures.
2. Arrange to present the 'Protect Preston Market' Change.Org Petition to Members of Parliament from the Legislative Assembly and Legislative Council of the Parliament of Victoria .
3. Notes that in October 2021, the Victorian Planning Authority (VPA) advised that it will revise its original Draft Preston Market Precinct Framework Plan and Preston market Planning Scheme Amendment (C182).
4. Notes that the Minister for Planning, Hon Richard Wynne MP, will consider referring revised VPA plans to the VPA Projects Standing Advisory Committee (SAC).
5. Notes that Council is actively preparing for the Standing Advisory Committee process to ensure that revised planning controls protect what the community value about the market and prevent inappropriate development.
6. Notes that in response to Council's advocacy, the VPA has requested Minister Wynne appoint a heritage expert on the SAC.
7. Endorses the next stage of Council's advocacy, engagement and communications campaign as set out in this report, which contains the following key objectives:
 - a) Clearly articulate to the Minister for Planning and the community that the market must not be demolished, and must remain in its current location, central to the site.

- b) Demonstrate to the State Government and community that the Preston Market Precinct can be developed in an appropriate way that protects the market and achieves excellent design, high environmentally sustainable development, new affordable housing, open spaces and community infrastructure, and all the things enshrined within Darebin's 'Heart of Preston' document.
 - c) Demonstrate to the State Government the high level of community support for protecting the market, including by working with community and helping community members to also share their views with State Government.
 - d) Continue advocating to retain the use of the market, as a place for affordable fresh and diverse food that serves the northern metropolitan community
 - e) Continue advocating to protect the existing traders so they can continue to operate through the redevelopment and in the future.
 - f) Continue to work with others also advocating to save the Preston Market including local traders and community.
 - g) Encourage all submitters to the VPA's consultation to participate in the upcoming Standing Advisory Committee.
8. Writes to the primary land owner of the Preston Market site seeking to establish a section 173 agreement to protect the market use.
9. Writes to the Save Preston Market Group in relation to Council's refreshed advocacy approach, seeking to complement local advocacy efforts.
10. Writes to relevant stakeholders, including Members of Parliament, government, non-government and community organisations at the appropriate time, to advise of Council's refreshed advocacy campaign to Save the Preston Market, and seek meetings and support towards relevant calls to action as appropriate.
11. Thanks and acknowledges the ongoing role and work of many in the community including the Save the Preston Market Action Group, to advocate to protect the Preston Market including those that have made a submission to the VPA and signed Council's Change.org petition.
-

BACKGROUND / KEY INFORMATION

The VPA's planning process

In August 2017, following advocacy from Council and the community, the Minister designated the Preston market site a strategic development site of state significance and made the VPA (a State Government statutory authority) the Planning Authority. The Minister directed the VPA to review and update the current planning controls and outlined that the VPA's review needed to be undertaken with Council, the owners of Preston Market, the traders, and the broader community.

The VPA's new planning provisions for the Preston Market site was developed, with some community consultation, over the next few of years. Between 18 May and 13 July 2021, the VPA released a draft planning scheme amendment (Amendment C182) for public consultation, including a draft Structure Plan and draft planning controls. A record number of submissions were received (386). At the time of public consultation, a SAC panel hearing was scheduled for November 2021, however due to a change in the VPA's process (refer to Discussion section of this report) it has not yet been held.

Council's role

Although Council is not the decision maker for the planning provisions on the Preston Market site, Council has long advocated for the best outcomes for the existing and future market community, including businesses, residents, visitors, and workers. Council has a role in advocating for planning controls that align with Council priorities and strategies to ensure the ongoing success and vitality of the Preston Market and to create an exceptional place for the heart of Preston.

In the VPA's review of the planning provisions, Council called for the VPA to strengthen the depth and reach of community engagement and to develop a detailed understanding of technical issues and evidence about the needs, opportunities, and constraints of the site. A range of technical reports and advice have been undertaken by both the VPA and Council on transport, affordable housing, heritage, urban design, drainage, construction management and infrastructure planning, identity analysis and economic analysis.

Due to the complexity of the multiple elements that make up the market's character, planning policy alone will not be sufficient to protect them. Therefore, Council has continued to advocate for the VPA to also pursue voluntary agreements (a section 173 agreement on the title of land) with the developer that would cover non-planning matters, such as the protection of the market use and traders, and the range and diversity of the market offer.

Council's submission to VPA public consultation

Council's assessment of the VPA's Amendment C182 found that the proposed controls provide inadequate protection of the Preston Market, scoring poorly against Council's Heart of Preston (April 2021) objectives. In particular, failing to protect the social, economic, and cultural functions of the market, weak protection of the market use and heritage, and inappropriate development density and heights.

Council's detailed submission was lodged on 13 July in accordance with Council's resolution from the 28 June 2021 Council meeting. The first section of the submission contains specific changes sought by Council that are consistent with the Heart of Preston document. The second half of the submission contains further technical justification and critique in relation to planning matters such as heritage, market identity, housing supply, urban design, transport, affordable housing, and open space. The submission has been made publicly available on Council's Preston Market YourSay page.

The Standing Advisory Committee's role

At the time of writing this report, the Minister had not yet referred submissions to a Standing Advisory Committee, and panel hearing dates have not yet been scheduled. The SAC is expected to be comprised of planning and technical experts selected by the Minister from a panel. The SAC will likely conduct a hearing to consider evidence and public submissions before presenting its findings to the Minister and the VPA. The Minister is the final decision maker for the amendment. Submitters to the amendment will be able to make presentations at the panel hearing and will be contacted by Planning Panels Victoria on how to do so.

In response to Council's advocacy, the VPA have requested the Minister include a heritage expert on the SAC to ensure the market's cultural heritage significance is sufficiently considered. Council has also advocated for the panel to include members with expertise on markets, and with an understanding of the market's cultural significance for Melbourne's multicultural and migrant communities.

Previous Council advocacy undertaken

The community interest in protecting the Preston Market is strong. More submissions were made to the VPA in relation to this consultation than the VPA has ever before received for an urban renewal project.

Council has actively advocated directly and also helped ensure that community members could have their say on the VPA's plans throughout 2021. This included:

- Supporting and encouraging residents to make submissions to the VPA with a letter drop to residents within 800m of the market precinct (noting that the VPA have written their own letter to notify residents)
- A social media campaign in mid-June 2021 to coincide with the VPA's public consultation period.
- CALD network letter –Delivered through our networks to CALD groups.
- A public Change.Org petition calling on the Minister for Planning to use his powers to change the planning process to make sure the developer protects the Market in any future development of the site. Promotion of the petition and Council's position on social media. A message sent to all signatories of Council's petition asking people to send a submission to the VPA before the closing date.
- Updates to the Heart of Preston document.
- Updates to Council's webpage and FAQs.
- Contacting all relevant stakeholders to inform them of Council's position and current advocacy campaign.
- Meetings between the Mayor and MPs at the local, state and federal level, to brief and explain the concerns Council and the community has over the draft planning controls and the need to reduce density and heights, retain the market and protect its local heritage significance.
- An information session with the Mayor for traders held in early July 2021.
- A banner (4m x 1m) installed to the outside of the Gower Street building.
- Environmental group – Sustainability e-newsletter, and email to key stakeholder groups asking them to provide expert advice on these matters.
- Inclusion in the July editions of 'Your Darebin' and Darebin Community News.
- Council's submission made publicly available on Council's Yoursay page.
- Further meetings between the Mayor and local, state and federal MPs, including a meeting with Shadow Minister for Arts and Creative Industries (the Hon David Davis) and a meeting with Samantha Ratnam (upper house) which resulted in questions in State Parliament to the Minister for Planning.
- Meetings with the Ethnic Communities Council of Victoria (who have made a submission and plan to appear at Panel) and Victorian Multicultural Commission.
- Meeting with community group Save the Preston Market Action Group.
- Officer meeting with the VPA to discuss requested changes in Council's detailed submission.
- Various media coverage generated and led by Council over the course of 2021 and 2022.

The following advocacy was undertaken after the conclusion of the VPA's public consultation process in 2021 (in accordance with Council's resolution of 27 September 2021):

- In November 2021, Council's Preston Market petition was submitted to the Minister via a letter and social media post with over 10,200 signatures to reiterate Council's call to protect the market, and to demonstrate the strength of the community's response. The petition now has over 11,250 signatures and we intend to submit the petition in person to Parliament in our next advocacy phase (see discussion section of this report).
- Letters were sent to the VPA and the Minister seeking: substantial changes to the Amendment in line with Council's submission; that the VPA makes public any changes to the amendment before the SAC panel hearing; and, that the SAC panel must include expertise on heritage, markets, and members with an understanding of the cultural significance of this market now and in the past for Melbourne's multicultural and migrant communities.
- Letters were sent to state and federal local representatives, community groups, market traders and other councils to update them of Darebin's advocacy campaign and encourage them to consider supporting Council's position on Preston Market.

Previous Council Resolution

At its meeting held on **27 September 2021**, the following resolution was made by Council:

That Council:

- (1) *Submits Council's Preston Market petition to the Minister for Planning via a letter and social media post to reiterate Council's call to protect the market, and to demonstrate the strength of the community's response.*
- (2) *Encourages community members and other stakeholders who made a submission to participate in the State Government's upcoming Standing Advisory Committee process.*
- (3) *Writes to the Victorian Planning Authority and the Minister for Planning requesting:*
 - a. substantial changes to the Amendment in line with Council's submission*
 - b. the VPA makes public any changes to the amendment before the Standing Advisory Committee panel hearing*
 - c. that the Standing Advisory Committee panel must include expertise on heritage, markets, and members with an understanding of the cultural significance of this market now and in the past for Melbourne's multicultural and migrant communities.*
- (4) *Call for a report to Council by February 2022 to provide an update on the progress of the VPA's Preston Market project, the findings of the Standing Advisory Committee and to consider any new advice or issues that may arise in the months that follow.*
- (5) *Council writes to relevant elected local representatives, community groups, market traders and other Councils to update them of Darebin's advocacy campaign and encourage them to consider supporting Council's position on Preston Market, in a form that could also be shared with the Minister and other stakeholders.*
- (6) *Conducts a review of the 380 plus submissions to the VPA and releases a summary of the community's concerns and feedback*
- (7) *Incorporates information about the strength of community support and the petition specifically to any future Council submission to the state government's planning amendment process.*

Officers have completed items 1, 3, 5, and 6. This report responds to item 4. Officers will complete item 2 (to encourage community members to participate in the SAC Panel process)

once the SAC panel dates have been set, and officers will complete item 7 in its submission to the SAC panel.

At its meeting held on **31 January 2022**, Council resolved the following in response to a Notice of Motion:

That Council

1. *Notes that in September 2021, it called for a report by February 2022 “to provide an update on the progress of the VPA’s Preston Market project, the findings of the Standing Advisory Committee and to consider any new advice or issues that may arise in the months that follow” and calls for this report to include:*
 - a) *The response by the Minister for Planning to Council’s Preston Market petition which strongly demonstrates the strength of the community’s response to protect the existing market.*
 - b) *The response by the VPA to council’s request that the Standing Advisory Committee panel must include expertise on heritage, markets, and members with an understanding of the cultural significance of this market now and in the past for Melbourne’s multicultural and migrant communities.*
 - c) *A review and analysis of the 386 submissions made to the VPA*
 - d) *The outcome of the Mayor’s meetings to date with various state parliamentary representatives*
 - e) *Council’s response to the Save the Preston Market Action Group’s request for information and consideration regarding public acquisition of the Preston Market as a way of safe guarding the Market into the future against demolition and over development*
 - f) *What further advocacy actions and activities Council can take to raise community awareness to protect the existing Preston Market.*
2. *Writes to the VPA requesting that it consider broader issues in its review of community submissions and detailed in Council’s own submission that go beyond “building structure and building form*

This report responds to item 1 of this Motion.

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 2: Prosperous, Liveable and Flourishing

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 4 Responsible, Transparent and Responsive

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

4.4 We will ensure major changes in our city achieve significant improvements in our City

This report aligns with strategic objective 4.4 by supporting action 4-18: *Protect Preston Market, including advocating Council’s position to the State Government during its planning consultation process, and working with our community to advocate for the strongest possible planning controls and protections.*

In line with action 4-18, this report seeks to establish an advocacy strategy to protect the Preston Market and to secure the strongest possible planning controls and protections in accordance with Council’s Heart of Preston (April 2021) document and Council’s submission to the VPA (July 2021).

DISCUSSION***Update on the progress of the VPA's Preston Market project***

On 16 September 2021, the Minister directed the VPA to make changes to the draft framework plan and amendment (Amendment C182) in response to submissions, with the assistance of the Office of the Victorian Government Architect. In October 2021, the VPA announced they were revising their draft planning controls in response to submissions and that following that, the Minister would consider the revised amendment and its referral to a Standing Advisory Committee.

Officers understand that the VPA is considering reduced building height controls, however it is not known how seriously the VPA and the Minister are considering the strong community and Council feedback that the market identity, heritage and central location must be protected. At the time of writing this report, there has been no further information provided by VPA or the Minister and no confirmation that any changes would be made to the proposed plans.

In the lead up to the SAC panel, it is important that Council continues its strong advocacy for protection of the market and also that Council prepares a strong case on the merits of Council's position to the SAC. Although a hearing date has not yet been scheduled, officers are preparing for the panel hearing, including engagement of legal counsel and expert witnesses in heritage, urban design, market identity, and transport. After the SAC has conducted its hearings, it will make recommendations to the Minister for his final consideration and decision on the amendment.

Council has also written to the VPA requesting that it consider broader issues in its review of community submissions and detailed in Council's own submission that go beyond "building structure and building form.

The response by the Minister for Planning to Council's Preston Market petition

Council's Preston Market petition strongly demonstrates the strength of the community's response to protect the market. The petition was submitted to the Minister via letter and social media post in early November. The Minister's response on 10 February 2022, thanks Council for sending the petition and notes the value of the market to the local community. The Minister advises that the decision to refer the submissions and the VPA's revised proposal to the SAC is currently under consideration and also notes Council's request to include members on the SAC panel with specific expertise about markets and the cultural significance of the Preston Market.

The response by the VPA to Council's request for market specific expertise on the Standing Advisory Committee panel

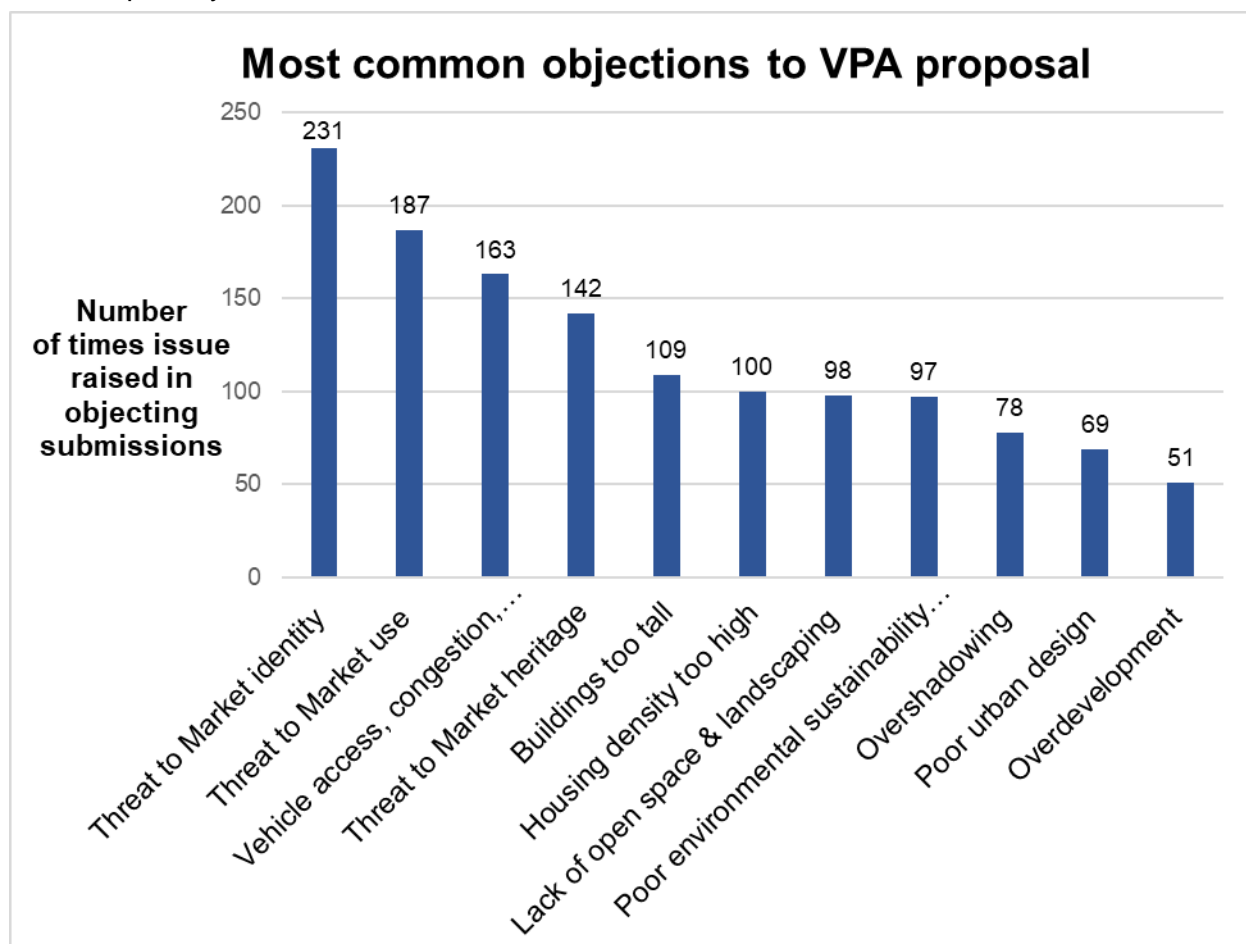
In early November, Council wrote to the VPA to request that the SAC panel include members with expertise on heritage, markets, and members with an understanding of the cultural significance of this market now and in the past for Melbourne's multicultural and migrant communities. On 17 November 2021, a response was received from Stuart Moseley (Chief Executive Officer of the VPA) which recognised the value of the market to the community and the importance of achieving a positive planning outcome for the precinct. However, there was no response to Council's request about the SAC panel expertise. There was no response to Council's request about the SAC panel expertise.

A review and analysis of the 386 submissions made to the VPA

Officers reviewed the 386 submissions received by the VPA, of which 93% of submissions (359) object to the VPA’s proposed planning controls. The remaining submissions are 5 in support (1.3%), 17 mixed (object to some aspects and support some aspects) (4.4%) and 5 submissions are blank or redacted (1.3%). The review found that the most common community concerns echo the concerns raised in Council’s submission to the VPA. They include:

- The market losing its special identity, heritage, and ceasing to operate.
- Vehicle movement and parking issues.
- Inappropriate building heights and housing density
- Inadequate requirements for environmentally sustainable development and waste.
- Too much overshadowing, poor public space, and poor urban design.

The below chart shows the most common issue topics raised in objecting submissions and has been shared on Council’s Preston Market Yoursay page. The submissions made to the VPA are publicly available on its website.



Note: The ‘number of times issues raised in objecting submissions’ category identifies how many submissions raised objections about this issue. A submission may have raised multiple issues. Each issue is only counted once per submission.

The outcome of the Mayor’s meetings to date with various State parliamentary representatives

Since considering Council’s response to the draft planning controls in June 2021, the Mayor and senior officers have met with a number of parliamentary representatives, including:

- Hon. Robin Scott MP (State Member of Parliament for Preston),
- Kat Theophanous MP (State Member of Parliament for Northcote),
- Craig Ondarchie MLC (Upper House Member for Northern Metropolitan region),
- Dr Sam Ratnam MLC (Upper House Member for Northern Metropolitan region),
- Sheena Watt MLC (Upper House Member for Northern Metropolitan region),
- Fiona Patten MLC (Upper House Member for Northern Metropolitan region), and
- David Davis MLC (Leader of the Opposition in Legislative Council).

Despite multiple requests, the Minister for Planning has not accepted invitations to meet with the Mayor. We understand these meetings and letters have successfully led to communications between MP's and the Planning Minister about protecting the market.

After meeting with the Mayor, Dr Ratnam MP wrote a comprehensive letter to the Minister for Planning calling for a review of the amendment to ensure market protections, reduced heights and density, affordable housing, improved open space, and exemplary environmentally sustainable development – in line with Council's submission to the VPA. Dr Ratnam MLC also wrote to the VPA calling for a more inclusive and extended consultation process for hard to reach groups including the CALD community to ensure those groups understood the significant deviation of the VPA's plans from Council's Heart of Preston document.

The Mayor's meeting with Dr Sam Ratnam MP elevated the matter of the Market's protection to State Parliament. On 3 August 2021 (Constituency Question no. 1290), Dr Ratnam MP asked the Minister for Planning if he will ensure that the development is an appropriate medium scale and that no development occurs at the site without a legal agreement with Salta Properties to retain the Preston Market as an open-air affordable fresh food market for the lifetime of the development. On 19 October 2021, the Minister responded to the question with the advice that the VPA is revising its plans in response to submissions and that he will consider the SAC's recommendations before making a final decision.

Council's response to the Save the Preston Market Action Group's request for information

The General Manager City Sustainability and Strategy responded to the Save The Preston Market's correspondence on 9 February 2022 (see Appendix A), and invited the Group to meet to share information and explore how to work together on advocacy to the State Government. A meeting was held on 15 February 2022, and it was arranged that Council officers will meet with the group monthly to complement work. The group made a request for assistance from Council which at the time of writing the General Manager was considering and will respond to.

Consideration of public acquisition of the Preston Market as a way of safeguarding the Market against demolition and over development

Council has long advocated to the State Government to consider every option for protecting Preston Market.

However, this site is not currently available for sale and there is a current planning process on foot which is proposing that up to 80% of the Market could be demolished. The State Government will make a planning decision later this year that could either protect the market or set a course for its demolition irrespective of the ownership of it – whether it is in public or private hands.

It is therefore critical that Council's advocacy focuses on ensuring that the planning decision that the State will make later this year protects the market. Council has demonstrated that the market should be protected as and where it is, and that the market can and should be brought up to current day standards in its current location. Council has identified a mechanism for the developer to confirm its long term commitment to protecting the market, which can be enshrined in the planning scheme and in that way apply to future owners – Council is calling for a 173 agreement to be put in place for this purpose. Ensuring the market is protected by the planning scheme in the upcoming State Government decision is a gateway issue and it is not recommended that Council's campaign introduces other matters at this time such as calling on the state to buy it..

Getting the planning right is a critical element of the long-term future of the market in all scenarios, and for preventing over-development of the site at large.

More information is included in Confidential Appendix B to this report. The appendix is confidential to avoid prejudicing the effectiveness of Council's advocacy.

Proposed further advocacy over next few months to protect Preston Market

Council's advocacy priorities include:

- seeking the market buildings and use to be retained in its current location;
- securing a 173 Agreement with the developer to confirm that they will keep the market on an ongoing basis (this would secure the market even if the site is sold to new owners); and,
- making a strong case in the planning process to protect the market, including preparing for the SAC panel to ensure that the planning provisions protect what we value about the market and prevent inappropriate development.
- continue advocating to retain the use of the market, as a place for affordable fresh and diverse food that serves the northern metropolitan community
- continue advocating to protect the existing traders so they can continue to operate through the redevelopment and in the future.

A better, community-aligned model of development

Council has identified that there is a better plan for development of this site that protects and retains the market at the heart of the site. This plan is currently being drawn up so it can be widely shared as part of the next proposed phase of Council's advocacy campaign.

Over the past few years, Council has undertaken significant technical work and review of the Preston Market planning provisions prepared by the VPA. Council commissioned a number of independent studies and peer reviews.

In the course of this work, Council commissioned modelling of possible built form of the Preston Market precinct that better aligns with the community's aspirations for the market, and gives effect to Council's resolved preferred heights and the retention of the market in its central location. This model demonstrates how the market can be retained in its central location, while also allowing appropriate development of the precinct that provides new homes, jobs, services and open spaces that will serve the community in this sustainable, activity centre location.

This community-aligned model of potential development has already been demonstrated in Council's written submission in June 2021 and will form the basis for new illustrated renders to be prepared, which will be a central part of the new advocacy campaign.

New advocacy and communications campaign outline

Now is an opportune time to launch a refreshed advocacy, engagement and communications campaign. The campaign, which is currently being finalised, will focus on the following key objectives:

1. Clearly articulate to the Minister for Planning what is special about the market and that the market must not be demolished, it must remain in its current location, central to the site.
2. Demonstrate to the State Government and community there is a better way to allow development within the Precinct while protecting the market, in line with Council's adopted submission and Heart of Preston vision
3. Continue to complement local trader and community advocacy efforts to save the Preston Market.
4. Demonstrate to the State Government the high level of community support for protecting the market, including by working with community and helping community members to also share their views with State Government.

The communications campaign will run in multiple channels including social media, via media relations (including community and CALD media), community relations networks and it will include accessible information for diverse audiences.

A refreshed public facing campaign will be accompanied with a strategic advocacy and engagement approach, which will include engagement with:

- The Preston Market Property Owners (in the context of pursuing a S173)
- The Save Preston Market Group (to seek to align and complement advocacy efforts on a regular basis, particularly in the context of a SAC Panel Process and associated timelines)
- Relevant State and Federal Members of Parliament (to brief and engage around Council's refreshed advocacy campaign, and a likely upcoming SAC Panel Hearing Process)
- Re-engagement and re-activation with the original 11,200+ signatories to the Change.Org Petition
- Re-engagement with original key campaign supporters and stakeholders, including the Ethnic Communities Council of Victoria, local businesses, community organisations and others
- New stakeholders, ambassadors, organisations and supporters to build broader awareness and support around the need to Protect Preston Market from health, wellbeing and socio-economic perspectives.

As part of this renewed approach, and consistent with the Council Plan, a refreshed Protect Preston Market Campaign will also be incorporated accordingly into the Darebin's new Whole-of-Council Advocacy Strategy and 2022 Advocacy Platform, both of which are currently in the process of being developed.

Council's Change.org petition has now attracted over 11,200 signatures. To reiterate the strength of the community's concern to the State Government, the new phase advocacy campaign will include handing over the petition to a local member on the steps of Parliament on a sitting day, which will also form a photo opportunity to be used in further social media communications.

The preservation of the Preston Market in its current form is considered as a catalyst for the broader revitalisation and renewal of an evolving Preston, which seeks to preserve its heritage and culture at its heart through the Market, whilst leveraging the opportunities

associated with the Preston Level Crossing Project, the new Preston Station, Preston's High Street Shopping Precinct, Preston City Oval, as well as Council's 'better plan' for the Preston Market site- all of which can help to create and foster new local business, jobs, housing and socio-economic opportunities in a sustainable, sensitive and optimal manner in line with community expectations.

Consolidating all of the above advocacy priorities and opportunities, Council will implement a refreshed advocacy campaign with specific month-on-month activities. It will aim to compliment community efforts to facilitate this will meet monthly with the Save Preston Market Community Group. A high-level outline of this next phase advocacy plan (to June 2022) is contained in Appendix C.

Regular reporting of activities is planned to the Mayor and Councillors through the new to be established regular Advocacy Council Report

The communications strategy will run under a campaign banner of 'Protect Preston Market', and includes a range of targeted tactics to increase awareness within the community and encourage them to join our fight to protect the market. Tactics will include printed collateral, visual merchandise such as large banners and mobile billboards, social media campaigns and other channels to reach the wide variety of key audiences. The approach will include information for diverse groups and imagery used will be representative of diverse audiences that reflect those that have a business at or visit the market.

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES

Financial Management

In 2021-22 Council has budgetted \$360,000 for the Preston Market project.

Community Engagement

The VPA undertook public consultation from 18 May until 13 July 2021 with a total of 386 public submissions received. No further community consultation is planned by the VPA. However, it is considered that the community should be informed of the draft revisions to the Amendment by the VPA, prior to panel.

Prior to the VPA's public consultation, Council undertook extensive community engagement since January 2018 with over 2,000 people providing valuable feedback. Engagement with the community found there is consensus around the community's love of the Market's unique character, its wide walkways and airy street market feel, its multicultural traders and its affordable and diverse product range. However, there is no community consensus about aspirations for change. Many strongly feel the market should stay as it is, while others express a view the market is tired and needs updating.

Council has advocated to the Planning Minister and VPA to undertake a further round of community consultation following revisions to the draft plans, and before referring it to the Standing Advisory Committee. Council has received no direct response on this matter, however VPA's statement indicates no further consultation is planned before referring submissions to the SAC.

Other Principles for consideration

Overarching Governance Principles and Supporting Principles

- (b) priority is to be given to achieving the best outcomes for the municipal community, including future generations;

COUNCIL POLICY CONSIDERATIONS

Environmental Sustainability Considerations (including Climate Emergency)

The VPA's proposed planning controls include higher than typical environmentally sustainable development standards. However, as per Council's submission to the VPA which included input from Council's Climate Emergency Team, this is not considered to go far enough, and calls for zero carbon and circular waste commitments. Council has called for exemplary environmentally sustainable development and design for the Preston Market site.

Equity, Inclusion, Wellbeing and Human Rights Considerations:

An EIA/GIA has not been undertaken for this program of advocacy work yet, however, equity, inclusion, wellbeing considerations have been integral to Council's advocacy on this matter to date and are embedded in Council's 'Heart of Preston' which outlines its objectives for the site. Council recognises the importance of the Market for the entire community and equity, inclusion and wellbeing considerations guide Council's activities for Preston Market. The Market plays a vital role by providing easy access to fresh, affordable food which is a vital wellbeing resource for vulnerable communities. Council is seeking that the future development continues to provide this service, and further contributes to social inclusion, accessibility and connectivity. New community infrastructure is also being sought to cater for the need generated by new residents.

Economic Development and Cultural Considerations

Preston Market is a key regional attraction and draws customers to the wider Preston area. It helps with business incubation and has flow on economic benefits to Preston more broadly. Council is seeking to protect the Market, its affordability and culture, while facilitating new commercial opportunities. More mixed-use development in this central location can have benefits for businesses. Future residents can benefit from social inclusion, and easy access to jobs, services and transport. Council's submission to the VPA has been informed by heritage, identity and economic studies to strongly advocate for protection of what's special about the market.

Operational Impacts

As the site is privately owned there are limited operational impacts on Council. The draft planning controls include a Development Contribution Plan Overlay. This requires that any future developer contribute funds to provide for transport infrastructure and community facilities such as kindergartens, or other community benefits.

Legal and Risk Implications

It is considered that there are no legal issues arising from the contents of this report specifically. Council remains committed to maintaining high standards to the probity and ethics in all aspects of the Local Government Act 2020. Council is seeking to minimise risks to the Market and surrounding precinct through its advocacy and its submission to the VPA.

IMPLEMENTATION ACTIONS

Officers will work with technical experts and legal counsel to ensure that Council makes strong submissions to the SAC. Officers will pursue a section 173 agreement with the primary landowner to secure protections for the market use.

Communication

During the VPA's public consultation process, Council communications have sought to support the community to be well informed on the issues with the VPA's Amendment and to encourage as many residents as possible to make submissions to the VPA. Now that the

public consultation period has concluded, this report recommends that Council embark upon the next phase of engagement which focuses on the following key objectives:

1. Clearly articulate to the Minister for Planning and the community that the market must not be demolished, it must remain in its current location, central to the site.
2. Demonstrate and explain to the community what Darebin City Council has been advocating for.
3. Demonstrate to the community what Council consider an optimal outcome for the site.

RELATED DOCUMENTS

- The VPA's *Draft Preston Market Precinct Structure Plan May 2021* and publicly available draft planning scheme ordinance, incorporated documents and background documents
- Heart of Preston (April 2021), City of Darebin
- Council's submission to the VPA's public consultation process, 13 July 2021 (available on Council's YourSay Preston Market site).

Attachments

- Letter to Save The Preston Market (Feb 2022) (**Appendix A**) [↓](#)
- Preston Market New Advocacy Campaign Outline (**Appendix B**) [↓](#)
- Confidential Appendix - Preston Market (**Appendix C**) [↓](#)

DISCLOSURE OF INTEREST

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

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

9 February 2022

REF: 603271

chrisherlandson@gmail.com

Mr Chris Erlandsen

Save The Preston Market Group

Dear Mr Erlandsen,

Letter: Preston Market

Thank you for your email from 14th December in relation to Council's ongoing advocacy on alongside the community to preserve the Preston Market.

In doing so I would also like to apologise for the delay in responding and acknowledge the ongoing role and work of the Save the Preston Market Action Group, in helping to maintain public awareness and momentum around the community's desire to protect the Preston Market.

I have responded in detail below **but first I want to say that we are keen to work with the Save Preston Market Group on advocacy over the next few months. I am keen to meet with the group in the next couple of weeks to provide an update, share information and to identify collaborative opportunities to align and complement our local advocacy efforts.**

Council has long recognised and supported the role Preston Market plays in the social fabric of Darebin. As the beating heart of the local Preston community- welcoming, humble, affordable and diverse- Preston Market is a place where people from all walks of life come to do their weekly shop, meet with friends, and socialise whilst experiencing the diverse range of local traders selling fresh and affordable food.

In the absence of the Preston Market owners committing to protect all the things about the market that the community cares about, and despite Council not being the decision maker for the site (planning control rests with the State Government)- Council has been proud to help support and complement community efforts, to advocate for the protection of the Preston Market for current and future generations.

That is why Council undertook the development of 'Heart of Preston' Document (updated April 2021), which captured significant community feedback and engagement, and which has continued to guide and underpin Council's advocacy efforts with State Government.

Council's Submission (endorsed in June 2021) to the Victorian Planning Authority (VPA) was highly critical of the State Government's Draft Planning Control for Preston Market, and reaffirmed Council and our community's concerns around 80% of the market potentially being demolished under current controls, weak protection and recognition for the market's heritage value, no protections for social and cultural functions of the market, and the overall proposed development being too dense for the location.

Amongst these and other various advocacy initiatives, as you're aware Darebin Council launched a Change.Org Petition that called on the Victorian Planning Minister, Hon Richard Wynne MP, to exercise his powers to change the planning process to make sure Salta Properties protect the market in any future development of the site, and helps us to secure a design outcome that guarantees the Preston



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Darebin City Council
ABN 75 815 980 522

Postal Address
PO Box 91
Preston VIC 3072
T 03 8470 8888
F 03 8470 8877
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Market continues to serve the community at the same location for another 50 years and beyond.

Council's advocacy, which has also entailed meetings with Parliamentarians, Departmental and other stakeholders; as well as social media and communication opportunities over this period; has been led by this central Change.Org call to action, which has now accumulated over 11,100 signatures of support to date, and when combined with Council's and the community's broader efforts, has undoubtedly played a key role in the more comprehensive review of VPA's plans at this point in time, which may also include the commencement of a Standing Advisory Committee (SAC) process and review.

Both the VPA's review of the plans, and a potential SAC review, are formal State planning process that Council will continue to engage and advocate through, and encourage the community to also do so at the appropriate time, over coming months as part of renewed advocacy efforts to influence a desired local outcome.

Whilst Council has not yet had the invitation to meet directly with the Minister for Planning in relation to our ongoing concerns in relation to the site, we can assure you that relevant local Parliamentarians and Departmental Officials have continued to be, and will continue to be, engaged and briefed on Council and our community's ongoing priorities.

Combined with our public facing advocacy efforts, Council also understands that the Minister is well aware of Council and our community's ongoing interest, concerns and priorities around the future of the site.

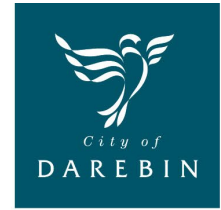
Before a potential SAC process commences formal hearings to consider the 380 submissions, including Council's own submission, we have been continuing to advocate around the need for the Preston Market to be protected, and continued to reaffirm Council's advocacy priorities through relevant opportunities, which include:

- Ensuring the market is retained in its current location.
- Seeking a 173 Agreement with the developer to confirm that they will keep the market as a market on an ongoing basis- this would secure the market even if the site is potentially sold to new owners in future.
- Continuing to work via the planning process, including preparing for the SAC process, to advocate to get the planning controls right to protect the identity, heritage, ambience and culture of the market.

Council will be providing a report to the Council Meeting of 28th February, where we will be reflecting and reporting on the extensive advocacy Council has been proud to help lead, as well as Council's continued advocacy plans to renew and refresh efforts, particularly in the context of the State's VPA and SAC consideration processes.

In the lead up to this Council Meeting, Officers would greatly welcome the opportunity to meet with the Save Preston Market Group to provide an update, share information and to identify collaborative opportunities to align and complement renewed local advocacy efforts.

As part of this, Council encourages our community to consider renewed local advocacy efforts including participating in the State's upcoming SAC process, which Council anticipates will commence public hearings in coming months, and which can play a key role in influencing the State's response to the future of the site. We strongly urge the Save Preston Market Group to participate in these hearings to represent DADA's submission.



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In the interim, Council's advocacy approach continues to remain that preserving the heritage and culture of the Preston Market can and should be led through planning control reforms and protections for the site, which the Minister for Planning and the State Government can determine, and which meaningful respective VPA and SAC processes can significantly influence.

I thank you again for your email and **welcome the opportunity to meet with you prior to the 28th February**, to discuss ongoing opportunities to advocate around the Preston Market. A council officer will be in touch to arrange a time to meet. In the meantime, I hope this information is of assistance, and look forward to speaking with you again soon.

Yours sincerely



Rachel Ollivier
General Manager
City Sustainability & Strategy
T 84708637 M 0439251423



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Preston VIC 3072
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Council Meeting 28 February 2022 – Preston Market Update

Darebin City Council

New Phase Advocacy Campaign 2022 Outline

2022 Month	Campaign Activities/Initiatives	Other Activities
February	<ul style="list-style-type: none"> • Darebin Council Meeting with Save the Preston Market Group • Darebin Council Meeting- Preston Market Report • Darebin Council Advocacy Strategy finalised post Council meeting, and commence implementation 	<ul style="list-style-type: none"> ▪ Darebin Council appear at the Parliamentary Inquiry on Apartment Design (<i>leading with Preston Market</i>) ▪ Save Preston Market Group Event 26th Feb ▪ Council continue preparing for VPA SAC Process
March	<ul style="list-style-type: none"> ▪ Darebin Council to write to relevant stakeholders as outlined in February Council Report, including relevant parliamentarians, departments, entities, community organisations, and residents re the refreshed Campaign and Relaunch opportunity/ies ▪ Darebin Council to seek to present Change.Org Petition to State Parliamentarian/s ▪ Strategic Meetings, Activities, Social Media and Communications ▪ Darebin Council Meeting with Save the Preston Market Group (monthly meeting) 	<p>Potential VPA SAC Process</p> <p>Darebin's Whole-of-Council-Advocacy Strategy & Platform Process</p>
April	<ul style="list-style-type: none"> • Darebin Council Meeting with Save the Preston Market Group (monthly meeting) • Strategic Meetings, Activities, Social Media and Communications 	<p>Potential VPA SAC Process</p> <p>Darebin's Whole-of-Council-Advocacy Strategy & Platform Process</p>
May	<ul style="list-style-type: none"> • Darebin Council Meeting with Save the Preston Market Group (monthly meeting) • Strategic Meetings, Activities, Social Media and Communications 	<p>Potential VPA SAC Process</p>
June	<ul style="list-style-type: none"> ▪ Darebin Council Campaign to be reviewed pending VPA SAC Process Status/outcomes ▪ Strategic Meetings, Activities, Social Media and Communications ▪ Darebin Council Meeting with Save the Preston Market Group (monthly meeting) 	<p>Potential VPA SAC Process</p> <p>Darebin's Whole-of-Council-Advocacy Strategy & Platform Process</p>

**8.2 2021–22 QUARTER TWO COUNCIL PLAN ACTION PLAN
PROGRESS REPORT INCLUDING FINANCIALS ENDING 31
DECEMBER 2021**

Author: Corporate Reporting Officer
Coordinator Corporate Strategy
Financial Accountant

Reviewed By: General Manager, Governance and Engagement

EXECUTIVE SUMMARY

Council is required by the *Local Government Act 2020* 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.

The 2021-22 Quarter Two Council Plan Action Plan Progress Report (**Appendix A**) provides an overview of Council's performance in delivering the year one actions that will contribute to the completion of the four-year strategic actions in the Council Plan 2021-25. Also included in this report is a high-level progress update for the capital works program and summary of Council resolutions.

Key progress outcomes for the second quarter are;

- 8% (23) of year one actions have been completed.
- 78.3% (224) of year one actions are in progress
- 2.5% (7) of year one actions have not started.
- Of the actions that have not yet started, two have been delayed by COVID-19 restrictions, three are dependent on other actions being completed before they can commence and two have been delayed due to resourcing issues. Work on these actions is expected to commence in the second half of the financial year.
- 11.2% of year one actions have been deferred to year two (32 actions) because of the impact of COVID-19 on Council services and resources.

Significant organisational resources continue to be redirected to efforts aimed at COVID-19 support and relief, including community outreach, vaccination uptake and economic recovery. Whilst these efforts strongly align with the Council Plan objectives, the specific activities are not all included in the deliverables and so are additional. As a result, several Council Plan actions have been deferred to the planning process for the 2022-23 Council Plan Action Plan.

Council has committed close to \$62 million to the 2021-22 Annual Capital Works Program. As of 31 December 2021, out of total of 62 projects, 61 were on track and one had been completed. See (**Appendix A**) for the overview of the capital works projects.

Since 1 October 2021, 28 Council resolutions have been made by Council and its Delegated Committees. Of these 28, 15 resolutions have been completed (54%) and 13 are in progress (46%). See (**Appendix A**) for further information.


Officer Recommendation

That Council:

- (1) Notes the 2021-22 Quarter Two Council Plan Action Plan Progress Report including Project Report (**Appendix A**)
 - (2) Notes the Financial Report (in **Appendix B**) for the 6 months ended 31 December 2021.
 - (3) Notes the deferred actions in the 2021-22 Quarter Two Council Plan Action Plan Progress Report including Project Report (**Appendix A**) and that these have been referred to the 2022-23 Council Plan Action Plan development process.
-

BACKGROUND / KEY INFORMATION

The Council Plan Action Plan 2021-22 delivers the first year of the Council Plan 2021-25.

Embedded into the Council Plan is the Municipal Public Health and Wellbeing Plan. Strategic actions that form the health and wellbeing component of the Council Plan are identified by a heart symbol . These strategic actions are focused on enabling residents to improve their health and wellbeing and are centred on a collaborative delivery approach with health care providers. The Council Plan Action Plan 2021-22 has 170 health and wellbeing aligned actions, which is 59.5% of all year one actions.

It is estimated that approximately 11% of the planned year one Council Plan activities will not be delivered this financial year due to resources and services being diverted to COVID-19 support and recovery. These actions have been deferred and referred to the 2022-23 Council Plan Action development process.

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 1: Vibrant, Respectful and Connected

Strategic Direction 2: Prosperous, Liveable and Flourishing

Strategic Direction 3: Climate, Green and Sustainable

ALIGNMENT TO 2021-25 COUNCIL PLAN

This report provides a holistic overview of all Strategic Objectives and Strategic Actions contained within the 2021-25 Council Plan.

Strategic Direction 1: Vibrant, Respectful and Connected

Strategic Direction 2: Prosperous, Liveable and Flourishing

Strategic Direction 3: Climate, Green and Sustainable

Strategic Direction 4 Responsible, Transparent and Responsive

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

This report provides a holistic overview on all Council Plan 2021-25 and Council Plan Action Plan 2021-22 actions. It includes all Council Plan Strategic Objectives and Strategic Actions.

DISCUSSION

Overall, Second Quarter Results

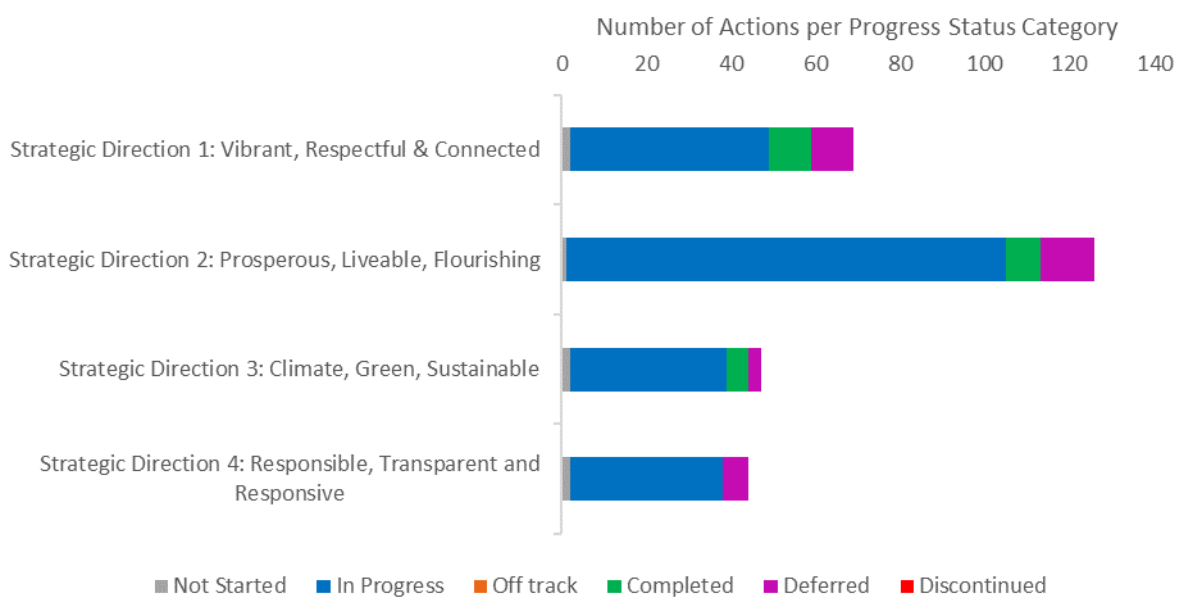
Underpinning the Council Plan Action Plan 2021-22 is Darebin Community Vision 2041, Council Plan 2021-25 and the four strategic directions.

For 2021-22 there are a total of 286 year one actions across the four strategic directions.

As of the end of the second quarter, 31 December 2021, 8% (23 actions) were completed, 78.3% (224 actions) were in progress, 2.4% (7 actions) had not started, and 11.2% (32 actions) had been deferred.

Quarter two results continue to progress positively from quarter one, indicating we are progressing well to overall achieve the year one Council Plan Action Plan.

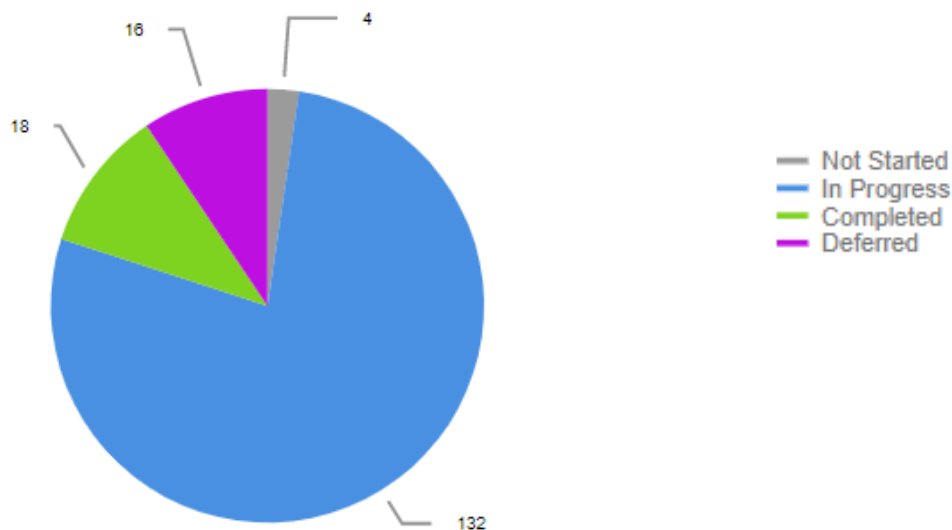
Figure 1: Breaks down the status of all actions by strategic direction



As part of the Council Plan 2021-25, Council has committed to 10 Big Actions, a list of the top priorities that will define Council’s work over the next four years. See (**Appendix A**) for the 10 Big Action Progress Summary.

Embedded into the Council Plan Action Plan 2021-22 are 170 Health & Wellbeing actions of which 10.6% (18) have been completed.

Figure 2: Progress status of Health & Wellbeing actions



Deferred actions

In the first quarter, a total of 39 actions had been deferred. Since Melbourne’s COVID-19 restrictions started to ease and businesses and venues began to open, 10 of these actions reverted to ‘in progress’ and one had its status changed to ‘not started’. This means that 11 of the original deferred actions will now be commencing and progressing for the rest of the financial year. A further four actions were newly deferred in Quarter Two. Three of these actions have been referred to the planning of the 2022-23 Council Plan Action Plan and one, namely the redevelopment of John Hall pavilion, is not due to commence until the fourth year of the Council Plan. At the end of the second quarter (31 December 2021) there are currently 32 deferred actions.

Strategic Direction 1: Vibrant, Respectful and Connected

Strategic direction one is focused on the community and its people. The priority and four-year objectives are centred on improving the lives of the community by celebrating diversity, supporting empowerment, connecting to and preserving local history, and providing vibrant and dynamic spaces, amenities and events for all. This strategic direction has eight strategic objectives that span across the four years, and 69 year one actions to deliver throughout 2021-22.

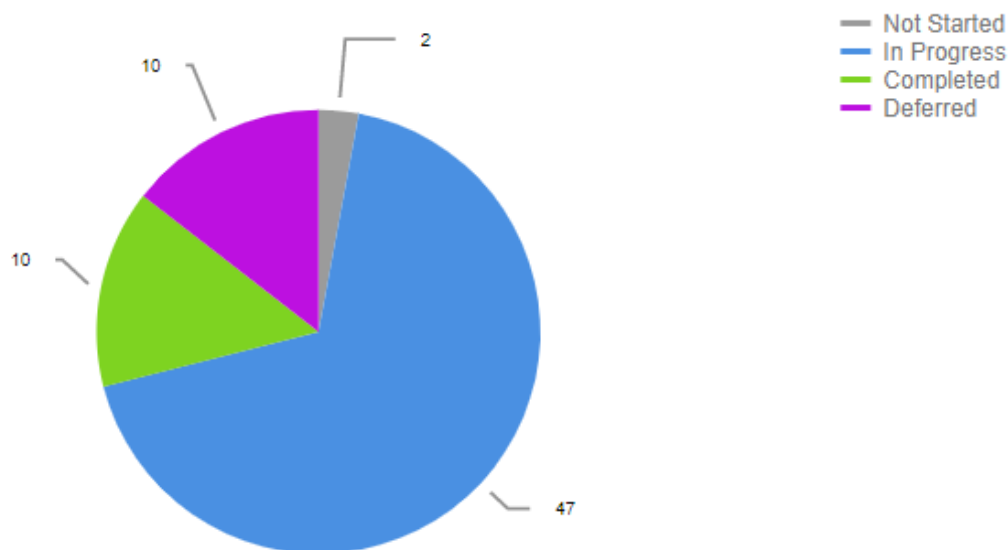
Figure 3: Q2 progress update on year one actions for Strategic Direction 1

Figure three illustrates that 68% (47) of the year one actions connected to the strategic direction one, are in progress.

A further six actions under this strategic direction were completed this quarter, including:

- Delivering the 2021 Darebin School's Yarning Conference on the NAIDOC theme of Heal Country! Year five students from 16 schools learned from First Nations cultural educators, Elders, writers and artists. Council distributed 2000 plants to the schools to create an indigenous garden as part of their learning from the Narrap team. This event means that over 700 young people have been given the opportunity to learn about Indigenous culture and history and to foster connections with Darebin's First Nations people.
- Incorporating the Gender Impact Assessment into the Equity Impact Assessment which will help ensure the organisation's workplaces, policies, programs and services are equitable and meet the standards set out in the *Gender Equality Act*.
- Delivering six skills-based leadership programs with 49 young people attending from disadvantaged, culturally diverse and/or marginalised communities. These programs develop the skills and confidence of young people and encourage participation.

Of the 47 actions in progress, some highlights include:

- Round one of the Community Sports Grants delivered \$44,000 in grant funds to 33 community sports clubs. These grants will support the clubs to recover from the impacts of COVID-19 and assist them to deliver inclusive programs that help improve our diverse community's physical and mental wellbeing.

- The Darebin Women’s Advisory Committee was established and will provide advice to council in relation to issues affecting women and gender-diverse communities in Darebin.
- The first Welcoming Community lunch was able to be held at the East Preston Community Centre in December after COVID-19 restrictions caused delays to the delivery of the program in 2021. These lunches enable local community members to form social connections, reducing isolation and loneliness, and to connect with local service providers, including health, wellbeing and employment services.
- In partnership with Victorian Equal Opportunity and Human Rights Commission and Victoria Police, Council hosted an online information session for community members to help them understand their rights in relation to racism and how to take action when experiencing or witnessing racism in the community.

Strategic direction one has 10 actions deferred to 2022-23. All these actions have been unable to commence or progress this financial year due to the impact and disruptions of COVID-19.

Strategic Direction 2: Prosperous, Liveable and Flourishing

Strategic direction two is focused on creating infrastructure and spaces for the community to feel safe, respected and welcomed as well as developing partnerships to support local businesses and community to drive growth and economic sustainability. This strategic direction has 11 strategic objectives, that span across the four years and 126 actions to deliver throughout 2021-22.

Figure 4: Q2 progress update on year one actions for Strategic Direction 2

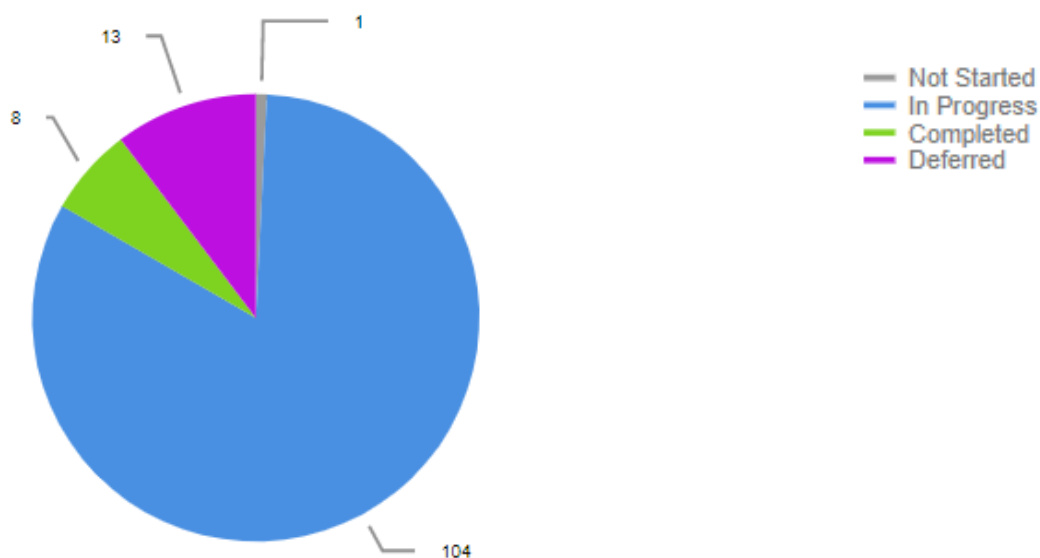


Figure four illustrates that 83% (104) of the year one actions connected to strategic direction two, are in progress.

A further five actions were completed this quarter including:

- A contract was awarded to Clublinks Management for the operational management of Narrandjeri Stadium, and to Kane Constructions for the construction of Northcote Aquatic and Recreation Centre.
- Confirmation of the membership of the Edwardes Lake Taskforce. The taskforce, which includes Melbourne Water, will begin meeting regularly and advise council on the best ways to improve the water quality of Edwardes Lake.

Highlights of the 108 actions in progress include:

- Finishing works on the construction of the Narrandjeri Stadium are taking place, with the stadium on track to be completed in March. Once complete the stadium will provide equitable and accessible sporting infrastructure to the community.
- Construction has commenced on the new Northcote Aquatic and Recreation Centre and is on track for completion in mid-2023. The construction of the new senior pavilion at BT Connor Reserve is 90% complete.
- Community consultation about the future of Northcote Golf Course has begun with the results of a community survey currently being analysed.
- Through the Your Street, Your Say program, Council received over 7000 pieces of feedback from the community on street improvement in the north-west of the city. The feedback from round one is under review and being considered to inform future improvement projects to local streets.

Strategic Direction two has 13 actions that are unable to commence or be delivered during 2021-22 and 12 of these have been deferred to 2022-23. One action regarding the renewal of John Hall Pavilion has been deferred to the fourth year of the Council Plan to align with the Capital Works schedule.

Strategic Direction 3: Climate, Green and Sustainable

Strategic Direction three is focused on building and ensuring the community and Council owned infrastructure is resilient to climate change, increasing canopy cover over Council managed land, improving water quality and biodiversity across Darebin, improving air and water by reducing carbon emissions through renewable energy, and reusing waste to stimulate a local circular economy. This strategic direction has five strategic objectives that span across the four years and 47 actions to deliver throughout 2021-22.

Figure 5: Q2 progress update on year one actions for Strategic Direction 3

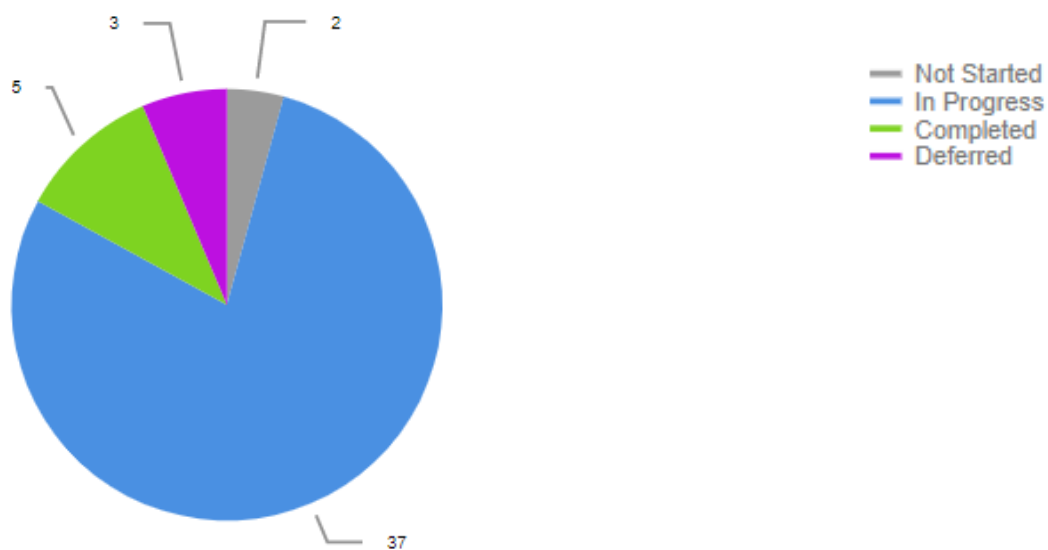


Figure five illustrates 79% (37) of the year one actions connected to the strategic direction three, are in progress.

Five actions have been complete this quarter including:

- A waste reform proposal was recommended to Council in November with Council resolving to separate waste from general rates and introduce a universal Food Organics and Garden Organics service from July 2022. This means Council's waste services will align with State recycling reforms and lead to a significant decrease in food waste going to landfill.
- Over 12,000 indigenous trees, grasses and aquatic species were planted along the Edgars Creek corridor, contributing to the achievement of Council's objective of significant and measurable improvements in biodiversity by 2025.
- In December, under the Victorian Energy Collaboration, Council's small market accounts joined its large and street lighting accounts, resulting in all of Council's buildings and streetlights now being supplied with 100% renewable energy.

Key highlights of the 37 actions in progress include:

- Solar panel systems are being installed on projects currently under construction, including Northcote Aquatic and Recreation Centre, BT Connor Pavilion and Narrandjeri Stadium.
- A project group has been established with Aboriginal community members to co-design a climate change communications and education campaign as part of our objective to build the resilience of our community in relation to climate change and support those experiencing fuel poverty.
- Council commenced work in collaboration with Village Power to work on the technical feasibility for a community battery in Darebin.

Strategic Direction three has three actions that are unable to commence or be delivered during 2021-22 and have been deferred to 2022-23.

Strategic Direction 4: Responsible, Transparent and Responsive

Strategic direction four is focused on transparent and accountable decision making, ensuring that the organisation is financially responsible, managing our resources to ensure that our current and future services meet the needs of our community, as well as planning and supporting our community through change. This strategic direction has five strategic objectives, that span across the four years and 44 actions to deliver throughout 2021-22.

Figure 6: Q2 progress update on year one actions for Strategic Direction 4: Responsible, Transparent and Responsive

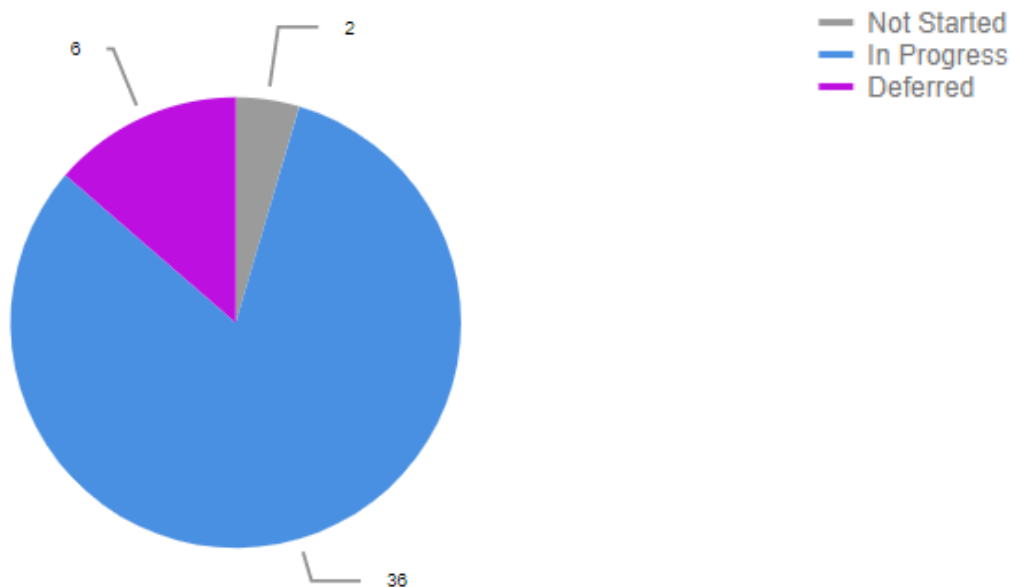


Figure six illustrates 81% (36) of the year one actions connected to strategic direction four, are in progress. Key highlights of these actions are:

- Council continued to strongly advocate for the protection of Preston Market.
- Council has supported our community and business throughout the construction of the Bell-Preston Level Crossing Removal, including advocating for any road closures to be done outside of high traffic trading days and keeping the community informed of any changes.
- The draft Animal Management Plan has been publicly exhibited and council has received over 450 responses that are currently being considered. The new plan will guide Council and the community towards goals of responsible animal ownership and management and is on track to be submitted to the State Government in March.

Strategic Direction four has six actions that are unable to commence or be delivered during 2021-22 and have been deferred to 2022-23.

The financial statements contain the following summaries:

Operating performance

	YTD Budget \$'000	YTD Actual \$'000	YTD Var \$'000	Adopted Budget \$'000	Annual Forecast \$'000
Operating					
Revenue	163,952	163,388	(564)	187,477	174,364
Expenditure	(94,294)	(81,506)	12,788	(181,990)	(180,154)
Surplus (deficit)	69,658	81,882	12,224	5,487	(5,790)
Capital & other					
Revenue / grants	(4,736)	(3,572)	1,164	(5,315)	(6,480)
Adjusted underlying surplus/(deficit)	64,922	78,310	13,388	172	(12,270)

For the six months ended 31 December 2021, Council has recorded an operating surplus of \$81.88 million, which is \$12.22 million ahead of the year to date budget. After eliminating capital and other items, the adjusted underlying surplus is \$78.31 million, which is \$13.39 million ahead of budget.

Total revenue year to date is unfavourable by \$0.56 million and forecast to be \$14.81 million less than budget for end of the year. Total expenditure year to date is favourable by \$12.79 million and forecast to be \$4.02 million less than budget for end of year. The forecast operating result for the year ending 30 June 2022 is an operating deficit of \$5.79 million, which is \$11.28 million less than budget. The forecast adjusted underlying deficit is \$12.27 million, which is \$12.44 million less than the budget surplus of \$0.17 million.

There are significant variances in the annual forecast compared to the adopted budget. Notably, as a result of the construction of the new Northcote Aquatic and Recreation Centre, a write-off of the demolished existing building and infrastructure will be booked (\$8.4M).

Revenue in Statutory fees and fines have been forecast down due to traffic enforcement income tracking slower than budget with the expectation revenue will reduce by \$1.63 million.

Revenue from User fees and charges have been forecast down due to the temporary closure of many Council facilities due to COVID-19 with the expectation revenue will reduce by \$1.47 million.

Contributions from developers for public open space are forecast to be \$0.51 million less than budget.

The total expense variance of \$12.79 million includes \$2.92 million of employee costs, mainly associated with temporary community facility closures and program deferrals due to COVID-19. Materials and services costs associated with Parks and open space and many of the closed community facilities are also tracking behind the budget due to temporary lockdown from COVID-19.

Capital performance

	YTD Budget \$'000	YTD Actual \$'000	YTD Var \$'000	Adopted Budget \$'000	Budget & CFWD's \$'000	Annual Forecast \$'000
Property	12,822	8,869	3,953	39,023	39,794	44,042
Plant & equipment	2,369	1,577	792	6,258	6,538	7,473
Infrastructure	5,775	2,307	3,468	16,372	17,891	17,581
Total capital works	20,966	12,753	8,213	61,653	64,223	69,096

For the six months ended 31 December 2021, Council has expended \$12.75 million on the capital works program, which is \$8.2 million behind the year to date budget. The variance is due mainly to delays in buildings works, plant, machinery & equipment, roads, land improvements and parks, opens space and streetscapes.

To support the \$12.75 million expended as at 31 December 2021 a further \$69.59 million has been committed by way of issued purchase orders. Total contract commitments for the multi-year Northcote Aquatic and Recreation Centre (\$59.6 million) and Narrandjeri Stadium (\$6.3 million) projects are included. Commitments are not reflected in the reported capital expenditure and indicates that many projects are well progressed.

The adopted budget has increased from \$61.65 million to an annual forecast of \$69.09 million. This is due to advance works undertaken at Northcote Aquatic & Recreation Centre \$7.5 million, offset by savings at Narrandjeri Stadium \$2.4 million.

Financial position

	YTD Budget \$'000	YTD Actual \$'000	YTD Var \$'000	Adopted Budget \$'000	Annual Forecast \$'000	Audited 2021 \$'000
Cash and investments	43,084	69,529	26,445	34,544	32,536	64,579
Net current assets	101,207	117,272	16,065	15,544	5,505	36,315
Net assets and total equity	1,601,689	1,571,060	(30,629)	1,537,519	1,483,393	1,489,183

The financial position as at 31 December 2021 shows a cash and investment balance of \$69.53 million which is \$26.45 million ahead of budget. The variance is due mainly to timing differences in receipt of rates, payments to employees and suppliers, 2nd installment FSPL payment and a higher opening cash and investment position compared with budget. The cash and investment balance of \$69.53 million was sufficient to meet restricted cash and intended allocation obligations of \$36.03 million at the end of December. 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 \$117.27 million which is \$16.07 million more than budget. Due mainly to the prior year revaluation decrement of infrastructure assets, the net asset position of \$1.57 billion is \$30.63 million less than budget.

The forecast Financial Position as at 30 June 2022 shows a cash position of \$32.54 million and net current assets of \$5.51 million.

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES

Financial Management

The Financial Report for Quarter Two, typically in this report, will be provided when available.

Community Engagement

The preparation of the 2021-22 Quarter Two Council Plan Action Plan Progress Report was supported and involved detailed discussions with all senior leaders, project managers and responsible officers.

The community will be informed of the content of this report when it is published on the Darebin Council website and through Darebin's social media.

Other Principles for consideration

Overarching Governance Principles and Supporting Principles

- (i) the transparency of Council decisions, actions and information is to be ensured.

Public Transparency Principles

- (b) Council information must be publicly available unless (i) the information is confidential by virtue of this Act or any other Act; or (ii) public availability of the information would be contrary to the public interest;

Strategic Planning Principles

- (e) strategic planning must provide for ongoing monitoring of progress and regular reviews to identify and address changing circumstances;

Service Performance Principles

- (d) a Council should seek to continuously improve service delivery to the municipal community in response to performance monitoring;

COUNCIL POLICY CONSIDERATIONS

Environmental Sustainability Considerations (including Climate Emergency)

The Council Plan 2021-25 strategic direction three addresses Council's commitment to environmental sustainability and has specific year one actions allocated to environmental sustainability consideration. The progress of these actions is included in the 2021-22 Quarter Two Council Plan Action Plan Progress Report.

Equity, Inclusion, Wellbeing and Human Rights Considerations:

The Municipal Health & Wellbeing Plan is embedded into the Council Plan 2021-25 and the progress of these actions are included in the 2021-22 Quarter Two Council Plan Action Plan Progress Report.

Economic Development and Cultural Considerations

The Council Plan 2021-25 strategic direction one and two addresses economic development and cultural considerations and is detailed in specific year one actions. The progress of these actions is included in the 2021-22 Quarter Two Council Plan Action Plan Progress Report.

Legal and Risk Implications

Undertaking this second quarter progress report allows the identification of known and potential issues that may affect the delivery of the Council Plan Action Plan 2021-22 and allows those issues to be addressed to minimise the impact on the community and Council.

IMPLEMENTATION ACTIONS

Once formally noted by Council, the 2021-22 Quarter Two Council Plan Action Plan Progress Report will be accessible to the community via the Darebin website, and social media.

RELATED DOCUMENTS

Council Plan Action Plan 2021-22

Council Plan (incorporating Municipal Health and Wellbeing Plan) 2021-25

2041 Darebin Community Vision

Attachments

- 2021-22 Quarter Two Council Plan Action Plan Progress Report (**Appendix A**) [↓](#)
- Financial Report 6 months ended 31 December 2021 (**Appendix B**) [↓](#)

DISCLOSURE OF INTEREST

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

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



COUNCIL PLAN ACTION PLAN 2021-2022 PROGRESS REPORT Q2

the place
to live



INTRODUCTION

Welcome

Guiding the way Council delivers its services and plans for the future is the Council Plan 2021–25. This plan was developed following the most recent election and outlines the objectives and aims of Council over its four-year term. Development of the plan included significant community consultation at community forums and using social media.

Council has committed to four directions that will guide our actions and resources over the next four years:

1. Vibrant, Respectful and Connected – making sure our community is one where all our people are valued, and no one is left behind
2. Prosperous, Liveable and Flourishing – building on Darebin’s strengths in relation to business, services and industry, and creating a city where all services and facilities to support a balanced, healthy life are easily accessible to our residents
3. Climate, Green and Sustainable – ensuring Darebin is a leader in responding to the climate emergency, and our natural environment is protected and enhanced
4. Responsible, Transparent and Responsive – recognising we are here to serve our community, in all its diversity, and that we govern transparently and accountably.

For more detail on the Council Plan, go to www.darebin.vic.gov.au/About-Council/Council-structure-and-performance/Council-plan

Supporting the Council Plan is an annual Action Plan which sets out our work for the financial year to ensure that the objectives of the Council Plan are implemented.

We invite you to read on to see what we’ve done to implement the Council Plan in the second quarter of the 2021–22 financial year.

INTRODUCTION

How to Read This Report

This document outlines our progress in completing the Council Plan Action Plan 2021–22.

There are four sections to this report:

The first section provides an overview of the 10 Big Action themes, specific links to the individual actions and an aggregated percentage of the progress completed to achieve the big action theme.

Section two provides the quarter two action commentary and progress status for the 286 actions from the 2021–22 Council Plan Action Plan. The actions are arranged by Council Plan strategic direction/objective and have commentary that outlines the progress against that action as at 31 December 2021.

Section three is the Capital Works Summary dashboard that provides an update for each individual project.

Section four is the status of Council Resolutions report which provides a summary of the organisation's progress in implementing Council's decisions from the 2021–22 financial year.

Darebin at a Glance

The City of Darebin is located between five and fifteen kilometres north of Melbourne's central business district.

It has been home to the Wurundjeri people for many thousands of years.

Our city covers 53 square kilometres of land stretching from the inner northern suburbs of Northcote and Fairfield, to Reservoir and Bundoora.

We are growing: in 2020, our city's population was 166,430 people, and this is expected to increase to 230,118 by 2041.

We are home to one of Victoria's largest and most diverse communities in the realms of culture, language, religion, socioeconomic background, employment status, occupation and housing need. In 2016, 48,842 of our residents were born overseas; 25 per cent had arrived in Australia in the five years prior.

We have a diverse mix of properties – with 67,051 residential properties, 4,637 business properties and 530 mixed-use properties. Our largest industries are education and training, retail, manufacturing, health care and social assistance.

As a Council, we are responsible for a large part of our city's infrastructure and natural habitat. We own, manage or maintain 333 buildings, 930 hectares of open space (including parks and gardens), 509 km of roads, 30 km of shared paths, 1,035 km of footpaths, 13 road bridges, 52-foot bridges, 614 km of stormwater drains, 23,370 stormwater pits, and 30 gross pollutant traps (structures that trap solid waste such as litter).

While our city's social and economic prosperity is changing, with more of our residents earning higher incomes, we still have many of our residents experiencing disadvantage.

The Socio-Economic Index for Areas (SEIFA) score ranks areas based on indicators that contribute to disadvantage (including unemployment and income). In 2016, Darebin's SEIFA disadvantage score was 1,004, lower than Greater Melbourne at 1018, and Victoria at 1,010. This indicates Darebin is still relatively disadvantaged, compared to Greater Melbourne and Victoria.

In September 2021, our unemployment rate was 6.6 per cent. This is higher than Greater Melbourne (6.0 per cent), and significantly higher than Victoria overall (5.6 per cent).

10 BIG ACTIONS

Big Action Number	Council Plan Strategic Action Numbers	Big Action Description	Collective Action Progress Towards Year-One Goals:
BA1	2-9 2-11 2-26	Build Infrastructure for the future by developing Northcote Aquatic and Recreation Centre, redeveloping BT Connor Pavilion in Reservoir, and building Darebin Intercultural Centre in Preston.	In progress (73%) <i>across four year-one actions</i>
BA2	2-2 2-3 2-6 2-23	Plan infrastructure for decades to come by redeveloping Reservoir Leisure Centre, activating Edwardes Lake Boat House in Reservoir, building new kindergarten facilities, and undertaking a feasibility study for a Global Learning Hub in Preston.	In progress (41%) <i>across nine year-one actions</i>
BA3	2-16 3-1 3-2 3-19 3-24	Continue to lead with our response to the climate emergency by updating our Climate Emergency Plan to set out how to best achieve zero greenhouse gas emissions for Darebin by 2030, offering solar installations and energy retrofits to pensioners and vulnerable communities, delivering new business and community power purchase partnerships, supporting a shift to a circular economy and programs aimed to improve safety for people cycling, walking and wheeling, increasing active travel which will also reduce transport emissions.	In progress (26%) <i>across 14 year-one actions</i>
BA4	1-32	Deepen our commitment to truth and justice for First Nations communities in partnership with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and Aboriginal and Torres Strait islander peoples who live and work in Darebin.	In progress (50%) <i>across two year-one actions</i>
BA5	1-22 1-24 2-44 2-47	Support vulnerable members of our community by providing support with COVID-19 recovery, expanding our Homelessness Assertive Outreach program, and supporting community-led programs in East Reservoir and East Preston, to achieve greater physical and mental health, and wellbeing for all.	In progress (48%) <i>across five year-one actions</i>





10 BIG ACTIONS







Big Action Number	Council Plan Strategic Action Numbers	Big Action Description	Collective Action Progress Towards Year-One Goals:
BA6	2-15 2-41 2-59	Champion local business and creative industries by providing support with COVID-19 recovery, facilitating the establishment of a Darebin Chamber of Commerce, and improving the lighting and safety of our retail precincts and business activity centres.	In progress (40%) <i>across four year-one actions</i>
BA7	1-9 1-13 1-44	Build a more inclusive community for all by supporting Darebin's multicultural communities, reducing racism and discrimination, increasing access to our Council's services and sporting assets by groups who are under-represented, developing our Disability Action Plan, to improve access for all to our services and infrastructure, and achieving Rainbow Tick accreditation (best practice in LBTQIA+ inclusion) for our services and activities.	In progress (39%) <i>across seven year-one actions</i>
BA8	2-37 4-18 4-19	Improve the quality of development and work to protect all that we love about Darebin by pursuing protections for Preston Market, conducting a Planning Scheme review informed by in-depth community consultation, and reviewing to amend our Parking Permit Policy.	In progress (52%) <i>across five year-one actions</i>
BA9	3-7 3-8 3-13	Protect our natural environment and biodiversity by significantly improving water quality in Edwardes Lake, increasing tree canopy coverage in our parks, residential areas and retail precincts, and enhancing understorey planting.	In progress (48%) <i>across five year-one actions</i>
BA10	1-19 2-6	Expand our delivery of quality universal services across the lifespan by providing more three-year old kindergarten places, continuing to deliver our flagship Age Friendly Darebin Project, expanding aged care direct services, and registering to become a home care package provider.	In progress (42%) <i>across five year-one actions</i>

Council Plan Action Plan Progress Report

1.0: Vibrant, Respectful and Connected

1.1: We will develop partnerships with organisations from across our city, to value and include Aboriginal and Torres Strait Islander peoples and people from multicultural and diverse backgrounds





H&W	Strategic Action	Year 1 Action	Comments	Status
	[1-1] Develop a partnership with Multicultural Arts Victoria to deliver artistic opportunities for Darebin's communities	Review and update the partnership agreement with Multicultural Arts Victoria, to benefit Aboriginal and Torres Strait Islander peoples and people from multicultural and diverse backgrounds	Key work to deliver this action is in progress. Significant focus in the reporting period has involved improving connectivity and digital capabilities at the Northcote Town Hall. This will ensure the City of Darebin is able to meet its obligations within the licence agreement. A draft Strategic Partnership agreement between Multicultural Arts Victoria (MAV) and the City of Darebin has been developed and is with MAV for consideration at their board level. This has been delayed while MAV appoints a new CEO to finalise the four-year agreement.	
	[1-2] Support and promote a significant increase in participation in Darebin's sports clubs, in particular, for Aboriginal and Torres Strait Islander peoples, women, girls, people of all abilities, and multicultural and diverse communities	Gather baseline data of current diversity of participation rates in Darebin's sports clubs	New data collection fields have been included in the information collected from sports clubs via the pavilion and sports field allocation process for the summer season. This has collected participation information on people who are Aboriginal and Torres Strait Islander, culturally and linguistically diverse and for those who have a disability. Advocacy to State sporting bodies to include these fields in registration forms for all player registrations is also progressing.	
Support sports clubs to develop and deliver a Diversity Action Plan		Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.		
Apply an Equity Impact Assessment to all sporting infrastructure projects in 21/22 Capital Work Plan		Equity Impact Assessments have been undertaken for Northcote Aquatic & Recreation Centre, Bill Lawry Oval and the Narrandjeri Stadium.		







 Not Started
  Completed
  In Progress
  Deferred
  Off Track
  Discontinued

5









H&W	Strategic Action	Year 1 Action	Comments	Status
	[1-3] Encourage and reward sporting and leisure groups/sporting teams that use Council's recreation spaces, by reducing user fees to those that demonstrate inclusion for Aboriginal and Torres Strait Island peoples, women, girls, people of all abilities, and multicultural and diverse communities	Develop a Plan for implementation in 2022/2023 (Year 2), in consultation with sporting clubs, to reward sporting and leisure groups/sporting teams that demonstrate inclusion for Aboriginal and Torres Strait Island peoples, women, girls, people of all abilities, and multicultural and diverse communities	A draft of a new performance subsidy program for sports clubs is in development focusing on participation outcomes for Aboriginal and Torres Strait Islander peoples, women, girls, people of all abilities, and multicultural and diverse communities.	
	[1-4] Develop a memorandum of understanding with Aboriginal Housing Victoria (AHV)	Collaborate with Aboriginal Housing Victoria to establish a Memorandum of Understanding with Council	A Memorandum of Understanding (MOU) and action plan has been drafted in partnership with Aboriginal Housing Victoria (AHV). The final version of the MOU and action plan will be presented for Council endorsement in 2022. The draft MOU has been developed through a co-design process with AHV to identify priority areas that respond to the housing and well-being needs of Aboriginal and Torres Strait Islander peoples in the Darebin community.	
	[1-5] Work with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation to progress "decolonising" Bundoora Park, including the farm and homestead	Develop a Plan of initiatives to decolonise Bundoora Park, in partnership with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation for Bundoora Park	The work around decolonising Bundoora Park continues. The Wurundjeri Narrap Rangers continue working alongside Council staff in park management and a draft action plan has been developed in partnership with Wurundjeri Woi Wurrung Elders to guide future work.	
	[1-6] Develop partnerships with local Aboriginal community-controlled organisations to enhance our work towards mutual goals	Identify opportunities and establish partnerships with local Aboriginal community-controlled organisations with mutual goals	Council continues to build relationships with a number of local Aboriginal community-controlled organisation. This quarter Council worked with the Victorian Aboriginal Health Service to support their COVID-19 vaccination work. This is in addition to the formal partnerships Council is pursuing with Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation and Aboriginal Housing Victoria, and the existing partnership with 3KND Radio Station.	







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H&W	Strategic Action	Year 1 Action	Comments	Status
	[1-7] Work with the Darebin Aboriginal Advisory Committee (DAAC), the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation, and local Aboriginal organisations, to respond meaningfully and comprehensively to the six key requests of DAAC's Our Black Lives Matter statement to Council	Develop a Response Plan to the six key requests of Darebin Aboriginal Advisory Committee's Our Black Lives Matter statement to Council, in partnership with the Darebin Aboriginal Advisory Committee, Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation, and local Aboriginal organisations	Council has commenced drafting the Darebin Aboriginal Action Plan, which will respond to the six key requests of Darebin Aboriginal Advisory Committee's Our Black Lives Matter statement. Further consultation will occur throughout the development of the Plan in 2022.	
	[1-8] Partner with Bowel Cancer Screening, Cancer Council Victoria and local community organisations to increase awareness of bowel cancer and improve community understanding, including for Aboriginal and culturally and linguistically diverse communities, of the benefits of screening, with a particular focus on underrepresented groups undertaking bowel cancer screening	Identify local partners and support the delivery of two initiatives to increase awareness of bowel cancer and improve community understanding of the benefits of screening, with a particular focus on underrepresented groups undertaking bowel cancer screening	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.	






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1.2: We will help to build an inclusive and empowered community, where social cohesion and community harmony are fostered

H&W	Strategic Action	Year 1 Action	Comments	Status
	[1-9] Develop the Disability Action Plan to improve access to services and infrastructure for our residents and visitors	Establish the Disability Action Plan, to improve access to services and infrastructure for our residents and visitors	The Disability Access and Inclusion Plan 2021-2026 has been co-designed with community members with a lived experience of disability. This document outlines goals for improving access and inclusion in Darebin. An associated action plan has also been developed. These documents will be made available online in the coming quarter.	
		Commence actions towards Implementation of the Disability Action Plan	Actions are being implemented by teams across Council to improve access and inclusion for people with a disability in Darebin. Key actions this quarter included the Light Up Darebin event to celebrate International Day of People with Disability (IDPwD), where Council buildings were lit up with the colours of the IDPwD. The event was co-designed with the participants of the You Am I work experience program for people with a disability.	
	[1-10] Develop programs to support international students living in Darebin	Develop a Project Plan to implement programs to support international students living in Darebin	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.	
	[1-11] Develop a program to support middle years students (later primary school, and early secondary school-aged) from Darebin schools to connect with each other, and take action on systemic racism issues together, to support student voices	Develop a four-year Program to support middle years students from Darebin schools to connect with each other, and take action on systemic racism issues together	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action will commence in 2021-22 but will mostly be developed and delivered during 2022-23.	
	[1-12] Develop a Cultural Diversity Action Plan to significantly improve access to services and infrastructure for multicultural communities	Develop the Cultural Diversity Action Plan, including an implementation plan for 2022-25, to significantly improve access to services and infrastructure for multicultural communities	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.	









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

1.3: We will embrace diversity and ensure everyone is included in our society, and no one is left behind - by combating discrimination, and championing equity, inclusivity and diversity







H&W	Strategic Action	Year 1 Action	Comments	Status
	[1-13] Work towards the Rainbow Tick accreditation (best practice in LGBTQIA+ inclusion) for Council's services and activities	Develop a Project Plan to achieve Rainbow Tick accreditation for Council's services and activities	A project plan is being prepared. This has been informed by consultations held with neighbouring Councils who have Rainbow Tick accreditation achieved or underway. Council is considering the scope of Council services to be included in the first stage of the accreditation process.	
		Commence actions towards Rainbow Tick accreditation	Recruitment, selection & recommendation of new Sexuality, Sex and Gender Diversity Advisory Committee members has been completed and two meetings held. A project plan is being prepared for the Rainbow Tick Accreditation. Council is considering the scope of services to be included in the first stage of the accreditation process.	
	[1-14] Offer co-working spaces at our arts centres in Darebin	Identify and implement co-working spaces at our arts centres, through licenced spaces and artistic residences	Co-working spaces have already been delivered at Northcote Town Hall Arts Centre and Darebin Arts Centre (DAC) through licences with Multicultural Arts Victoria and Speak Percussion. New opportunities to support in-house artist residencies and hot desking for artists and producers engaged in the FUSE Festival program are in development. The COVID-19 lockdowns throughout the first and second quarters have meant that all arts venues have been closed and DAC has been used as a COVID-19 Testing Site by State Government for our community.	
	[1-15] Support social enterprises that wish to work in our city, and with our Council - one per year	Support at least one social enterprise to establish in, or re-locate to, Darebin	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan. The ability for a new social enterprise to establish itself during the pandemic is problematic. However, Council continues to connect existing and growing social enterprises and existing social enterprises continue to be invited to significant events.	

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1.4: We will increase social connection to reduce isolation and loneliness, and support positive mental health

H&W	Strategic Action	Year 1 Action	Comments	Status
	[1-19] Deliver Age Friendly Darebin, expand aged care direct services, and register Council to become a home care package provider	Undertake a Feasibility Study to inform the planning for Council becoming a home care package provider, including the model to be implemented.	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan. Council's ongoing response to COVID-19 and ensuring continuity of essential existing services in a COVID-safe manner has been a priority.	
	[1-20] Facilitate and support volunteer opportunities with Council across our diverse communities, to strengthen community connection and skills development	Develop a Four Year Volunteer Program to facilitate an increase in connectedness of our diverse communities and to provide opportunities for participants to develop new skills	A Volunteer Programs position was established in December 2021. A review of the current state of volunteer activities in Darebin was completed and a project plan is in development.	
		Deliver a pilot project to increase community volunteering in East Preston and East Reservoir and to inform future year activities	This pilot project has been delayed due to the impact of COVID-19 and priorities of the Equity and Wellbeing Department in responding to community needs during this period. The project will commence in the first part of 2022 as part of Council's place based work in East Reservoir and East Preston.	
	[1-21] Increase the access of culturally and linguistically diverse and diverse communities to Council venues, and encourage participation in Council services (where participation rates are low)	Collect demographic data to establish a baseline data set of the current user groups of Council venues	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.	
		Identify and implement initiatives to increase the number of culturally and linguistically diverse people using Council services and venues	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.	



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H&W	Strategic Action	Year 1 Action	Comments	Status
	[1-22] Work in partnership to address the digital divide for public housing and high-risk accommodation residents, culturally and linguistically diverse communities and other excluded groups, including those impacted by COVID-19	Conduct a pilot Digital Divide Program to increase inclusion, and address the digital divide, of public housing and high-risk accommodation residents, culturally and linguistically diverse communities and other excluded groups, including those impacted by COVID-19, in the East Preston area	Council has appointed Bridge Darebin to work with Council to deliver a pilot digital divide program in East Preston and East Reservoir. Bilingual facilitators will run programs, family co-learning and one-on-one sessions tailored to the needs of participants. Council has also formed a partnership with RMIT where Masters students will conduct an environment audit of the digital landscape in Darebin. The findings will inform planning for future program delivery and advocacy.	
	[1-23] Provide grants, and deliver and facilitate programs, services, and events that address loneliness, through supporting socialconnectedness and positive mental health	Design and deliver two projects, and two service partnerships, to provide programs and services that support mental wellbeing and address social isolation	This quarter, Council supported 12 Neighbourhood street parties through Council's Street Party Program. Council also funded and supported the delivery of Youth Mental Health First Aid for teachers in four Secondary Schools in Darebin. This initiative was delivered in partnership with the schools and Mental Health First Aid Australia. Further planning with partners is in progress to deliver Teen Mental Health First Aid training in 2022.	
	[1-24] Work with our sporting and recreation clubs to increase access and participation of people from culturally diverse and disadvantaged backgrounds	Gather baseline data of current participation rates in sporting and recreational clubs	New data collection fields have been included in the information collected from sports club via the pavilion and sports field allocation process for the summer season. This has collected participation information on people who are Aboriginal and Torres Strait Islander, culturally and linguistically diverse and for those who have a disability. Advocacy to State sporting bodies to include these fields in registration forms for all player registrations is also progressing.	

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H&W	Strategic Action	Year 1 Action	Comments	Status
		Support sporting and recreational clubs to implement initiatives to increase access and participation of people from culturally diverse and disadvantaged backgrounds	Actions undertaken to increase access and participation of people from culturally diverse and disadvantaged backgrounds include: delivery of the Community Sports Grants; implementation of the 50% discount on concession fees at the Reservoir Leisure Centre and the Bundoora Park Farm; delivery of free exercise and physical activity classes, focusing on areas that experience disadvantage through the Get Active in Darebin program; oversight of partnership agreements with the Darebin Falcons and the Northern Bullants; implementation of the performance subsidies that reduce pavilion and sports field access fees for clubs that can demonstrate delivery of access and equity outcomes.	
	[1-25] Increase the opening hours of Reservoir Library to include Sundays (to align with the opening hours of Northcote and Preston libraries)	Implement the Library and Learning Strategy to extend the opening hours at Reservoir Library to include Sundays	Sunday opening hours were implemented at Reservoir Library in July 2021. COVID-19 restrictions temporarily halted library opening hours, which resumed as soon as possible (6 November).	
	[1-26] Provide the Libraries After Dark program at Reservoir and Preston libraries	Deliver the Libraries After Dark program at Reservoir and Preston libraries	Libraries After Dark commenced at Reservoir Library and continued at Preston Library in July 2021. The program was suspended in August due to the impact of COVID-19 restrictions and resumed from 14 December 2021.	
	[1-27] Provide sports grants to encourage increased participation of women, girls, people of all abilities, multicultural and Aboriginal and Torres Strait Islander peoples, in community sports	Implement the new sports grants as part of Council's Annual Grants Program	Round one of the Community Sports Grants has been delivered resulting in \$44,000 in grant funds being awarded to 33 community sports clubs. Round two will open in January 2022.	
	[1-28] Advocate to state and federal governments to increase investment in early intervention and tertiary mental health services	Develop and deliver three advocacy initiatives, with partner organisations, to state and federal governments to increase investment in early intervention and tertiary mental health services with partner organisations	No advocacy actions were undertaken during the second quarter, however several advocacy activities will be undertaken in early 2022.	

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H&W	Strategic Action	Year 1 Action	Comments	Status
	[1-29] Work with other organisations to provide health information to communities on health and wellbeing issues including alcohol and other drugs, gambling, mental health support, and family violence	Identify partner organisations and support the delivery of two initiatives provide health information to communities	The focus this quarter continued to be COVID safety and vaccine uptake. New partners in this work included the Darusalam Society. This quarter Darebin Libraries also hosted an online information session with Dr Cally Berryman on problem gambling and how to seek help.	
	[1-30] Work in partnership to deliver initiatives that reduce the stigma associated with mental ill-health, through awareness and education	Identify partners and support the delivery of two initiatives that reduce the stigma associated with mental ill-health, through awareness and education	The social and emotional wellbeing project in collaboration with Victorian Transcultural Mental Health and Your Community Health has commenced in East Preston and East Reservoir. A co-design process has been completed with 13 community members, and 10 community volunteers will provide emotional and social support to the local community.	

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1.5: We will prioritise and respect the voices and aspirations of Traditional Owners and Aboriginal and Torres Strait Islander communities in Darebin

H&W	Strategic Action	Year 1 Action	Comments	Status
	[1-31] In consultation with the Darebin Aboriginal Advisory Committee, continue to implement and expand our Aboriginal Employment Strategy and Aboriginal Action Plan	Continue to implement the existing initiatives in our Aboriginal Employment Strategy and Aboriginal Action Plan	With the establishment of a renewed Darebin Aboriginal Advisory Committee (DAAC), work towards the development of an updated Aboriginal Action Plan has started and will seek to respond to requests of DAAC's our Black Lives Matter Statement. The Aboriginal Employment Strategy and Action Plan has been updated for 21-23 and is being implemented.	
		Consult with the Darebin Aboriginal Advisory Committee to identify new opportunities to support pathways to employment for Aboriginal and Torres Strait Islander peoples across the municipality	This continues to be an area of focus for the Darebin Aboriginal Advisory Committee (DAAC) and will continue as a standing agenda item.	
	[1-32] Develop a partnership with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation to support the delivery of mutual goals	Initiate, and jointly design, a respectful partnership engagement approach with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation	Council continues to engage with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation (Wurundjeri Corporation) across a range of significant projects as set out in Council's Action Plan. This activity will be progressed in the next quarter at a time and through a process agreed on by the Traditional Owners.	
		Work with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation to determine resources and support to enable its independent engagement with potential partners	Council continues to engage with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation (Wurundjeri Corporation) across a range of significant projects as set out in Council's Action Plan. This activity will be progressed in the next quarter at a time and through a process agreed on by the Traditional Owners.	
	[1-33] Through the establishment of our Darebin Nature Plan, begin discussions with Traditional Owners to understand the feasibility and resources required for Council to hand back land and responsibility for land management	Initiate, and jointly design, a respectful partnership engagement approach with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation, to understand the feasibility and resources required for Council to hand back land and responsibility for land management	Discussions with the Traditional Owners are underway.	

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H&W	Strategic Action	Year 1 Action	Comments	Status
	[1-34] Deliver initiatives that support truth telling, and provide opportunities for culturally diverse communities, and our broader Darebin community, to learn about Aboriginal and Torres Strait Islander culture and history	Deliver two events to support truth telling, and provides opportunities for our culturally-diverse, and broader, community to learn about Aboriginal and Torres Strait Islander culture and history, including the annual Ganbu Guilin One Mob project	The 2021 Darebin Schools' Yarning Conference on the NAIDOC theme of Heal Country! launched on 19 October 2021 in a digital format. More than 700 Year Five students from 16 schools participated. In the previous quarter Ganbu Gulin opened FUSE Digital's Spring program and Council held a flag raising event at Bundoora Park to celebrate NAIDOC Week, which included a Welcome to Country and guided walk by Wurundjeri Woi-wurrung Elder Uncle Bill Nicholson.	
		Deliver the Schools' Yarning Conference	The 2021 Darebin Schools' Yarning Conference on the NAIDOC theme of Heal Country! launched online on 19 October 2021 in a digital format. More than 700 Year 5 students from 16 local schools took part, watching a series of 10 videos from First Nations cultural educators, Elders, writers and artists. The 16 Darebin schools also did the Little Long Walk and Council distributed 2000 plants from the Rewilding Darebin program to the schools to create an indigenous garden as part of their learning from the Narrap team, the land management team of the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation. Council also produced a short film of the photos, voices, films of students and teachers taking action in their schools to Heal Country!.	










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1.6: We will ensure our festivals, events and functions are inclusive and respond equitably to, and value the diverse needs and aspirations of, our community






H&W	Strategic Action	Year 1 Action	Comments	Status
	[1-36] Initiate an annual cultural diversity and social cohesion oration as part of the FUSE festival	Deliver a Cultural Diversity and Social Cohesion Oration as part of the FUSE festival	The Molly Hadfield Social Justice Oration is in the final stages of design. It will be delivered by Yumi Stynes and moderated by Queen Acknowledgements. The oration will be featured as the opening night event of FUSE Autumn 2022 at the Darebin Arts Centre.	
	[1-37] In Partnership with Multicultural Arts Victoria (MAV), deliver a closing event for the Spring FUSE Festival at Edwardes Lake Park that showcases culturally diverse artists, music and performances	In Partnership with Multicultural Arts Victoria, deliver a closing event for the Spring FUSE Festival at Edwardes Lake Park	Due to COVID-19 lockdowns and restrictions, the Out of the Park Picnic presented by FUSE and Multicultural Arts Victoria was postponed. Instead, planning is underway for this event to become the FUSE Autumn closing party happening on 20 March 2022 at Edwardes Lake Park.	







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1.7: We will continue to be a local government leader in the prevention of violence against women, and gender equity






H&W	Strategic Action	Year 1 Action	Comments	Status
	[1-38] Continue to implement and evolve our Gender Equality and Preventing Violence Against Women Action Plan, using an intersectional approach	Implement and expand our Gender Equality and Preventing Violence Against Women Action Plan, using an intersectional approach	Key activities for this quarter period included the establishment of the new Darebin Women's Advisory Committee, and the delivery of the 16 Days of Activism Against Gender-Based Violence Campaign, which included an online Gender Equity and Respectful Relationships Storytime session and the delivery of a Gender Equity in Public Spaces Workshop for Council staff.	
	[1-39] Implement our responsibilities under the Gender Equality Act 2020	Develop a Gender Equality Action Plan to respond to our responsibilities under the Gender Equality Act 2020	The Workplace Gender Audit was submitted to the Commission in December 2021. Council's Workforce Plan has been completed with reference to the Gender Equality Act 2020, and the Gender Equality Action Plan (GEAP). Deadline for GEAP delivery is now 31 March 2022 due to the impacts of COVID-19. This project is on track and internal consultation will occur from late February to mid-March 2022.	
		Establish a method to develop capability for completing the Gender Impact Assessment	The Gender Impact Assessment process has been embedded into Council's Equity Impact Assessment (EIA). This action is now complete.	
		Identify key policies, programs and services to undertake a Gender Impact Assessment	The Gender Impact Assessment process has been embedded into Council's Equity Impact Assessment (EIA). Consideration of policies, programs and services to undertake Gender Impact Assessments forms part of the updated three-tier model for EIA. This action is now complete.	
		Implement the Preventing Violence Against Women Action Plan	Key activities for this quarter included the establishment of the new Darebin Women's Advisory Committee, and the delivery of the 16 Days of Activism Against Gender-Based Violence Campaign, which included an online Gender Equity and Respectful Relationships Storytime session and the delivery of a Gender Equity in Public Spaces Workshop for Council staff.	
	[1-40] Apply a Gender Impact Assessment to our Council policies and programs, as part of the Towards Equality	Continue to gather data about gendered experience in public spaces and use this to inform community safety initiatives	Council has applied data on gendered experiences of safety in the implementation of the public drinking outreach program in Reservoir. A	

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H&W	Strategic Action	Year 1 Action	Comments	Status
	Framework, and continue to gather data about gendered experience in public spaces, and use this to inform community safety initiatives		workshop was also delivered to build the skills and knowledge of Council staff to better apply data of gendered experiences of safety in their projects.	
		Incorporate the Gender Impact Assessment into the Equity Impact Assessment	The Gender Impact Assessment has been incorporated into the Equity Impact Assessment and a new model created to capture the requirements of both the Gender Equality Act and Towards Equality Framework. A number of resources for staff have been developed and will be implemented in early 2022.	
	[1-41] Identify opportunities to support the economic participation of women, as part of Council's COVID-19 recovery initiatives	Deliver two initiatives that focus on empowering and celebrating the economic participation of women, as part of Council's COVID-19 recovery initiatives	Council is coordinating two programs to be delivered by organisations supporting women to access employment opportunities and become financially resilient.	
	[1-42] Continue to support regional work to promote women's sexual and reproductive health, and advocate for a dedicated sexual and reproductive health service in the Northern region	Deliver three advocacy initiatives and support one regional project in line with Women's Health In the North's (WHIN) regional strategy, to promote women's sexual and reproductive health	Council met with Women's Health in the North (WHIN) to further discuss potential advocacy initiatives and partnerships to be delivered as part of the 2021-2025 Sexual and Reproductive Health Plan for the Northern Metropolitan Region. These will be further developed in 2022, when WHIN's regional strategy is ready for consultation.	







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1.8: We will work towards a discrimination-free, and systemic racism-free Darebin, and reduce the impact of poverty and disadvantage







H&W	Strategic Action	Year 1 Action	Comments	Status
	[1-43] Continue to implement our Towards Equality Framework and Equity Impact Assessment to address inequities in the distribution of resources, and ensure the needs of our most vulnerable people are prioritised	Review and update the Equity Impact Assessment into a three-tiered approach	The review of the Equity Impact assessment (EIA), incorporating legislated Gender Impact Assessments (GIA) has been completed. Work this quarter has focused on developing resources to accompany and support the roll-out of the new model which continues to be piloted and will formally launch with the new resources in early 2022.	
		Continue to implement Equity Impact Assessments for applicable projects and policies, to address inequities in the distribution of resources, and ensure the needs of our most vulnerable people are prioritised	This quarter, eleven Equity Impact Assessments, including Gender Impact Assessments, were undertaken on a broad range of topics. These included the Workforce Plan, new strategies such as the Leisure Strategy, the Transport Strategy refresh, the Digital Inclusion Pilot program, the homelessness outreach program and the draft flag policy.	
	[1-44] Work with the Darebin Ethnic Communities Council, our community, and local organisations, to create projects twice a year that foster respect and address systemic racism	Develop a baseline data set regarding the experience of racism in Darebin	This quarter an Anti-Racism Program Officer commenced and work has begun drafting a survey to establish a baseline data set regarding the experience of racism in Darebin. This has included mapping and identifying questions and methods which have been used in other surveys. The survey is planned to commence in the third quarter of 2021-22.	
		Design a four-year program to address systemic racism and discrimination	This quarter an Anti-Racism Program Officer was appointed. This role commenced the development of a four-year program which will be informed by the data gathered during the survey to establish a baseline data set. The program will be delivered in partnership with local community organisations.	



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H&W	Strategic Action	Year 1 Action	Comments	Status
		Design and implement four Council-led events to directly target the building of respect, and addressing systemic racism	This quarter Council hosted an online information session to help community members understand their rights and how to take action if they experienced racism or witnessed it happen in the community. This was delivered in partnership with the Victorian Equal Opportunity and Human Rights Commission and Victoria Police.	
	[1-45] Continue to implement the Welcoming Cities Standard, with the aim of becoming a 'Mentoring' level Council	Take actions towards achieving the Welcoming Cities Standard 'mentoring' level by June 2022	Council has continued the process of drafting the accreditation submission for "Excelling Level". This quarter the process included identifying policies and internal and external practices across Council that respond to the Welcoming Cities Standards and indicators.	
Establish design principles to: a) ensure Council buildings and facilities meet the needs of culturally diverse communities by June 2022, and b) implement for all future and where possible current Council buildings		Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.		
Deliver two new projects that respond to the Welcoming Cities Standard		Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.		
	[1-46] Work with our local organisations to create an active Community Leader network comprising community leaders from our culturally diverse communities	Work with our local organisations to create an active Community Leader network comprising community leaders from our culturally diverse communities	Council continued to work with community leaders from culturally diverse communities to promote COVID-19 vaccine uptake and COVID-safe behaviours. Further work will be undertaken in the next quarter to expand on and formalise the Community Leader network in 2022.	

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H&W	Strategic Action	Year 1 Action	Comments	Status
	[1-47] Through our Youth Strategy, develop and implement programs to support the participation and leadership of young people from disadvantaged, and culturally diverse backgrounds	Support 20 young people to develop their leadership skills through Darebin Speak	Council delivered two Darebin Speak programs in local schools (The Pavilion and Charles Latrobe) which supported 45 young people from disadvantaged, culturally diverse and/or marginalised communities to build their leadership skills and community connections. A final session at Charles Latrobe will be delivered in Term One of 2022.	
		Deliver two, formal leadership programs during school holidays, targeted at disadvantaged and culturally diverse young people, as part of our Youth Training and Development Program	Council delivered six skills-based leaderships programs (Big Sister Experience and Podcast Program) in the July and September 2021 school holidays. These programs extended into Term Four at the request of the schools and are now complete, with 49 young people attending from disadvantaged, culturally diverse and/or marginalised communities.	
	[1-48] Mitigate the impacts of climate change on the health and wellbeing of our disadvantaged communities	Identify and deliver initiatives to raise awareness of the health impact of heatwaves in the community, with a focus on vulnerable population groups	The Keep Cool in Darebin project has been developed to assist residents who are vulnerable to heat stress. A summer campaign has been run to engage targeted communities with information and support to stay safe during a heatwave event.	
		Deliver two initiatives to reduce heat vulnerability and build resilience in communities and areas identified as 'high risk'	Council is delivering the Fuel Poverty Project which aims to identify the needs of vulnerable community members to mitigate the impacts of climate change. Council is partnering with Jesuit Social Services to deliver this project. One key initiative currently being delivered is to upskill community service organisations to better understand climate risks and support the community.	









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H&W	Strategic Action	Year 1 Action	Comments	Status
	[1-49] Partner with our community organisations to support Welcoming Community meals	Deliver monthly Welcoming Community meals in East Preston and East Reservoir, in partnership with local emergency relief and social support services	Due to the COVID-19 pandemic, delivery of monthly community meals has been decreased to deliver six community meals for the 2021-22 year. The first community lunch was held in December at East Preston Community Centre. Community attending included local public housing tenants and service organisations including Your Community Health, Darebin Information, Volunteer & Resource Service (DIVRS), and Jobs Advocate staff. Promotion and invitations were sent out via letter box drop to East Preston public housing areas and via Newton Street Gardening volunteer group. A BBQ lunch and fresh produce were provided to the community. Social connections were made with the centre and referrals were provided to local service organisations. Planning is underway for further community meals in 2022.	

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2.0: Prosperous, Liveable and Flourishing





2.1: We will deliver equitable and accessible infrastructure to provide opportunities for our community to live well






H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-1] Complete construction, and commence operation of the Multi Sport Stadium in Thornbury	Conduct a public tender for the operational management of the Narrandjeri Stadium (Multi Sports Stadium) and set performance targets in line with Council's performance principles.	The public tender process was completed, resulting in the awarding of a contract for the management of Narrandjeri Stadium and Darebin Community Sports Stadium to Clublinks Management Pty Ltd at the November Council meeting.	
		Complete construction of Narrandjeri Stadium (Multi Sports Stadium)	Narrandjeri Stadium is expected to be completed in March 2022 with operations to commence shortly after handover. Finishing works, including landscaping, painting & carpet installation are currently taking place. Clublinks Management Pty Ltd was appointed operator by Council for four years commencing from the stadium's opening in March 2022.	
	[2-2] Redevelop Reservoir Leisure Centre, incorporating opportunities to enhance health, wellbeing and socioeconomic outcomes	Undertake planning and the first year of implementation of the Reservoir Leisure Centre redevelopment, incorporating changes to the infrastructure and operations to support health, wellbeing and socioeconomic outcomes for our community	Planning the future redevelopment of the Reservoir Leisure Centre through feasibility studies and health and wellbeing reports has further progressed. Maintenance and upkeep of the facility is progressing well.	
	[2-3] Invest in the Edwardes Lake Boathouse in Reservoir to support a long-term lease arrangement	Invest in the renewal of the Edwardes Lake Boathouse to attract a long-term tenant	Project scoping has commenced to support the change of use and re-leasing of the boathouse.	
		Establish an Edwardes Lake Precinct Task Force	The Edwardes Lake Taskforce has been established. Membership was confirmed at the December 2021 Council Meeting with the first meeting of the taskforce planned for early February 2022.	
		Undertake works to improve water quality and increase biodiversity across the Edwardes Lake precinct	Edwardes Lake Taskforce membership was confirmed at the December 2021 Council Meeting. A preliminary collaboration session has been held with all stakeholders with a second session planned for February 2022. Key projects and activities will be developed by the Taskforce.	







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H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-4] Undertake community consultation about the future shared use of the Northcote Golf Course land	Undertake community consultation about the future shared use of the Northcote Golf Course land and present a future options report to Council	A community survey concluded in December 2021 and results are currently undergoing analysis. A hearing of community feedback is currently being planned to be held in mid February as per Council resolution.	
	[2-5] Establish the new Ruthven Playspace in Reservoir	Construct a nature-based Ruthven Playspace in line with the design developed (in 2020-2021) through community consultation	Construction of the playspace has commenced with completion scheduled for March 2022.	
	[2-6] Expand funded 3-year-old kindergarten	Develop an Early Years Infrastructure Plan	Following an initial period of public consultation on the draft Early Years Infrastructure Plan from September to November 2021, Council has extended the consultation period until February 2022 to allow more time for targeted engagement activities with key groups. The Plan is expected to be presented to Council for adoption in March 2022.	
		Work with the State Government to determine a pipeline of projects to expand our city's kindergarten capacity	Council continues to work with the State Government to agree on a pipeline of projects that the State Government and Council will jointly fund to increase kindergarten capacity in Darebin. Council was successful in receiving a State Government grant to support our planning work in this area. Council and the State Government are also continuing to work on plans for a new kindergarten at Reservoir East Primary School which will open in 2023.	
		Complete investigation, feasibility assessment, consultation and concept designs for potential extensions of kindergarten/child care sites in our city	Council has appointed architects to complete investigations and develop concept designs for the potential expansion of three kindergarten/child care sites to increase the number of kindergarten places they provide. The architects are expected to provide concept designs for Council's consideration in March 2022.	

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H&W	Strategic Action	Year 1 Action	Comments	Status
		Provide change management support to early years services in Darebin, to support the expansion of 3-year-old kindergarten programs	Council's support to early years services in the expansion of three-year-old kindergarten programs encompasses work across a range of areas, including communications to promote participation in kindergarten, convening and facilitating networks and providing advice and support to individual services as required. Council undertook significant planning for communications activities that will be launched in the next quarter to promote kindergarten participation, including footpath stickers that will be placed in key locations around Darebin and Twilight Kindergarten Open Evenings in March.	
	[2-7] Improve physical access for our residents and visitors to Council-owned community buildings - at least five buildings per year	Deliver approximately five building renewal projects (as part of our Capital Works programs) to improve physical access for our residents and visitors	<p>The following works are currently completed: non-slip flooring has been installed in the Reservoir Leisure Centre accessible, family and aquatic change areas to improve safety.</p> <p>The following works are in pre-construction phase: Mayer Park Pavilion refurbishment works will improve accessibility; Intercultural Centre construction which includes a range of accessible elements such as ramps, tactiles, signage and amenities; TW Blake Pavilion refurbishment includes accessibility measures such as stair nosings at external doors and steps to improve visibility, and handrails alongside pathways and steps.</p> <p>The following works are currently in construction phase: BT Connor pavilion will provide improved access and accessible bathrooms; installation of new handrail at Fairfield Civic Centre arcade Station St entry/ exit; works to public toilets to improve accessibility; new accessible ramp at Alfred Nuttal Kindergarten.</p>	
	[2-8] Commence design work for the construction of Darebin Creek Bridge at Bundoora Park	Deliver a detailed design for a new bridge over Darebin Creek at Bundoora Park	Quotations have been received and a contract to design the bridge will be made in January 2022.	


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H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-9] Redevelop BT Connor Pavilion in Reservoir	Construct a new senior soccer pavilion at BT Connor Reserve	The construction of the new senior pavilion at BT Connor Reserve is 90% complete, with works expected to be completed by February 2022, due to the impact of COVID-19 restrictions on the construction schedule.	
	[2-11] Redevelop the Northcote Aquatic and Recreation Centre	Appoint a contractor to begin the construction of the new aquatic and recreation centre	Kane Constructions was awarded the contract to construct the new Northcote Aquatic and Recreation Centre on 6 October 2021. Construction has commenced and the project is on track to be delivered by mid-2023.	
	[2-12] Develop an Integrated Families, Youth and Children Strategy	Develop an Integrated Families, Youth and Children Strategy (to supersede the current Youth Services Strategy and Early Years Strategy), including an implementation plan	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.	
	[2-13] Rejuvenate and beautify Cheddar Road in Reservoir, in collaboration with stakeholders	In collaboration with Melbourne Water, begin the re-wilding of Cheddar Road to improve biodiversity and amenity outcomes	Council is awaiting final Melbourne Water sign-off prior to undertaking rewilding activities along Cheddar Rd in the planting season in 2022 - beginning April 2022.	
	[2-14] Plan for the redevelopment of John Hall pavilion and public toilet in Kingsbury	Develop a Plan for the renewal of the John Hall pavilion	This action is due to begin in Year Four of the Council Plan. It has been deferred to the 24-25 Action Plan.	









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2.2: We will design and create public spaces where our people feel safe, welcome, and respected, including improving lighting and safety for people walking, wheeling, cycling and driving

H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-15] Improve road safety, and the cycling, walking and wheeling network, by constructing high priority improvements	Construct projects in the Safe Travel, Walking and Cycling Improvements programs, to improve the safety of the road environment.	There are 30 projects under the Safe Travel, Walking and Cycling programs currently underway, which are at various stages of design & construction.	
		Undertake a minimum of four community safety audits, and use recommendations to inform upgrades and improvements	Two community safety audits were completed this quarter. An online audit was completed to gather data on experiences of safety around the Reservoir Activity Centre. This data will support the development of crime prevention activities and improvements. A safety audit was also completed at the Preston City Oval to inform security and crime prevention upgrades.	
	[2-16] Investigate and prioritise road safety, accessibility, cycling, walking and wheeling improvements across Darebin by using a Local Area Placemaking approach - where one third of the city is reviewed, with community involvement, each year	Conduct a review of transport improvement priorities (road, safety, accessibility, cycling, walking and wheeling) across one third of the municipality, in consultation with the community	Council has endorsed the 'Your Street, Your Say' program. The first round of consultation with the north-west Darebin community closed on 6 December 2021. Community information about issues and opportunities will be used with technical analysis to develop proposals. A further round of community consultation is planned to commence in April using a similar easy-to-use interactive map. Reaching our diverse community remains a priority.	
		Provide a report to Council for consideration of implementation of the priorities identified in the 2022/23 financial year	Community engagement with the north-west of the City through the 'Your Street, Your Say' program will continue with round two in April 2022. The feedback from the community will be reported to Council with recommendations for improvements in this area.	
	[2-17] Conduct a community advocacy campaign on key transport priorities, including new bus routes, walking, wheeling and cycling improvements, extension to Tram 11, accessible stops, and the suburban rail loop	Develop an Advocacy Plan for transport priorities, including new bus routes, walking, wheeling and cycling improvements, extension to Tram 11, accessible stops, and the suburban rail loop	A new Advocacy Strategy is in the process of being developed, which will incorporate and make provision for this advocacy priority.	
		Implement Year 1 actions of the Advocacy Plan	A new Advocacy Strategy is in the process of being developed, which will incorporate and make provision for year 1 advocacy action priorities.	





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H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-18] Develop and implement a Community Safety Framework	Develop a Community Safety Framework in consultation with the community	Development of the framework is underway and a draft has been prepared based on existing data and information. However, community and stakeholder consultation has been delayed due to the impact of COVID-19 and will commence in early 2022.	
		Develop an Implementation Plan for Community Safety Framework (for Council Plan years 2-4 actions)	The Community Safety Framework is still in development and has been delayed due to the impacts of COVID-19. An implementation plan for the framework will be developed as part of the 22-23 Action Plan.	
	[2-19] Improve disability access at Bundoora Park Farm	Construct a shared path at the Bundoora Park Farm	Following the completion of designs for a network of accessible paths within the Bundoora Farm last financial year, budget has been allocated to start building priority sections this financial year. Discussions have occurred to confirm the priority sections of the paths and a contractor has been engaged to complete construction by March 2022.	
	[2-20] With State Government approval, reduce the speed limit in more local streets across our city	Develop an Advocacy Plan for speed reduction in more local streets across Darebin	Council has two requests for speed reductions currently with the State Government for approval. Officers are advocating for these to the Department of Transport. Council is investigating what further speed reductions are needed in the North West of the City at the moment through the 'Your Street, Your Say' program and will advocate for priorities identified.	
		Implement Year 1 actions of the Advocacy Plan	Council has two requests for speed reductions currently with the State Government for approval. Officers are advocating for these to the Department of Transport.	
		Implement speed reductions in areas that achieve State Government approval	Council has submitted two applications to the Department of Transport to reduce speeds. These are in the local streets near the Mernda rail-line through Northcote and Thornbury, and in Northcote between Clarke Street and Separation Street. It is expected that changes to the speed limit in these areas will take place in early 2022.	

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H&W	Strategic Action	Year 1 Action	Comments	Status
		Apply for further speed reductions arising from investigations of traffic safety in a third of the city, as part of our Local Area Placemaking Program	The 'Your Street, Your Say' program currently underway in the north-west of Darebin will identify new priority areas for reducing speed limits. The first round of community consultation closed on 6 December with community input review and technical assessment in progress. Community consultation on proposed changes through this project is planned for April 2022.	
	[2-21] Continue to implement our Graffiti Management Strategy to prevent, remove and reduce the reoccurrence of illegal graffiti, and support the launch of a graffiti tag app	Investigate graffiti removal partnerships for State assets in Darebin, such as rail corridors	Discussions are underway with State agencies including Vic Track and Metro Trains. Until an agreement is reached officers continue to report graffiti to these agencies for urgent removal.	
		Continue to implement crime prevention measures - through Environmental Design Principles Safer Design Guidelines - into the design of the public realm, Council projects and planning schemes	'Crime Prevention Through Environmental Design' will be incorporated into all public space design work in the current year. This year, the design for the Retail Activity Centres improvements program will incorporate this as a key approach.	
		Undertake actions to prevent, remove and reduce the recurrence of illegal graffiti	Officers have divided the city into four and currently have four contractors removing graffiti at a steady rate, resulting in the removal of approximately 8,000m ² of graffiti so far. Each contractor has been allocated a section of the city to ensure prompt removal of graffiti.	
		Support the launch and implementation of a graffiti tag app	The graffiti app launch has been booked in for 8 Feb 2022 with the provider coming to meet with officers and Council's contractors on site to assist with the launch.	
	[2-22] Identify creative opportunities to reflect Darebin's different cultures in the built environment across our city	Deliver two creative projects that reflect Darebin's different cultures	Five FUSE-funded events are in development which respond directly to this action and will be delivered as part of the FUSE Autumn 2022 season. These include works by award winning Wiradjuri choreographer, Joel Bray, Yorta Yorta activist and musician, Neil Morris, Sarah Austin and Co, and Pony Cam. FUSE's Made in Rezza program also awarded 15 commissions to Reservoir-based artists and makers to develop new work.	







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H&W	Strategic Action	Year 1 Action	Comments	Status
		Support community organisations funded to deliver public events that celebrate culture	The Festivals and Events team continues to work with community-based organisations to develop and deliver the FUSE Festival. Creative collaborations and partnerships are confirmed with Multicultural Arts Victoria for the Out of the Park Picnic Closing Party, East Reservoir Neighbourhood House to deliver a podcast project with children, and the Flow Festival Australia to deliver a Deaf Arts Festival. Our Songs featured 15 community choirs to perform during December 2022.	
		Deliver two public cultural events, including a Cultural Diversity and Social Cohesion Oration as part of the FUSE festival	The Social Justice Oration is in the final stages of preparation for delivery on 11 March 2022. Made in Rezza is supporting Reservoir-based artists, makers and creatives to develop new works to be presented as part of FUSE Autumn 2022. Works will be displayed in 15 local shopfronts, promoting the practice of each participating artist and activating local business in the centre of Reservoir. Fifteen short films profiling each participating artist and their creative process will also be produced and shared on the FUSE website and social media	
	[2-23] Consider the development of a Global Learning Hub in the Preston Civic Precinct that incorporates library and community spaces, and looks at options to include social housing	Develop options for Council to consider how to best progress the development of a Global Learning Hub in the Preston Civic Precinct - a significant, multi-year project	Internal scoping continues to inform the potential for a Global Learning Hub in Darebin, specifically Preston. In the reporting period, site visits to like venues in Metropolitan Melbourne occurred: Sunbury Global Learning Hub, Ivanhoe Community Learning and Library Centre and the North Fitzroy Library. Preliminary site analysis has commenced after investigations and advice deemed the only viable site for a new Global Learning Hub to be the existing Preston Library site. The next stage of the scoping project is to consider the feasibility of the redevelopment of the site to be a multi-storey complex housing an expanded library service, co-working spaces, event and meeting spaces, rooftop open-air reading and meeting spaces, two-room kinder and maternal child health services.	

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H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-24] Significantly increase funding to our Roundabout Renewal program across our city	Implement the renewing roundabouts program to provide better amenity, including planting	Roundabout renewal has begun with priority sites identified and works commenced. These include planting and civil renewal works	
	[2-25] Develop a Community Infrastructure Plan to inform Council's decision making on the future of our assets, based on service needs across our city for the next 10 years	Establish a Community Infrastructure Plan, including implementation plan	The project scope is being finalised. Work on demand projection, service standards and commencement of gap analysis will progress in the first half of 2022.	
	[2-26] Build new Intercultural Centre at Preston Civic Precinct	Commence construction of the new Intercultural Centre	The construction contract for the new Intercultural Center project was awarded in November 2021. Pre-construction planning is underway including preparations to manage the impacts of the construction works on Council operations. Construction is planned to start in the final quarter of 2021-22 and be completed in the first quarter of financial year 2022-23.	
		Collaborate with user groups and key stakeholders to co-create the Intercultural Centre's programming	The Intercultural Centre Programming Think Tank has met three times to provide advice on the future direction of the Centre's programming and partnerships. Two more sessions are scheduled for 2022.	
	[2-27] Update flood risk assessments across Darebin, and incorporate them into our Darebin Planning Scheme	Undertake flood modelling across Darebin, in partnership with Melbourne Water	A communication plan has been developed by Council and a Melbourne Water flood model study & analysis is due to be submitted for Council review in February.	
		Undertake specialist technical analysis to update flood modelling and mapping related to private land in our city, to account for updated future rainfall forecasts	A communication plan has been developed by Council and a Melbourne Water flood model study & analysis is due to be submitted for Council review in February.	
	[2-28] Continue our Traffic Blackspot Design and Construction Program	Design and construct any successful project applications for several sites across Darebin, based on safety priority	Projects include the construction of the Murray Road/Chifley Road intersection, completed in December 2021. The designs for Victoria Rd (near Mitchell St) as well as the Wood Street/Laurel Street intersection improvement are currently in progress with construction anticipated in the fourth quarter.	

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 Off Track
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H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-29] Install new lighting at GH Mott Reserve in Preston	Deliver the lighting improvement project at GH Mott Reserve	A contract has been awarded for the construction of sports field lighting at GH Mott Reserve. The works include civil and electrical services to install four new lighting poles, fittings and LED luminaries. Pre-construction work has commenced with onsite works to be completed by April 2022.	
	[2-30] Review our Transport Strategy and refresh our Bicycle Strategy	Review our Darebin Transport Strategy to refresh it in context of the pandemic and emerging technologies, and to integrate cycling.	The refresh of the Darebin Transport Strategy is in progress. Council has been assessing the impact of COVID-19 on commuting patterns and also working to understand community needs from rapid update of electric vehicles. Community engagement is on track for the first half of 2022.	
		Update our Darebin Bicycle Strategy Network Plan	Preparation of an update to the transport Network Framework Plan is being done as part of the Transport Strategy Refresh. This update will be incorporated into the overall transport Network Plan to ensure that all modes of transport planning are considered in an integrated and holistic way.	
	[2-31] Implement the Reservoir Revitalisation Project	Implement actions as per the Reservoir Revitalisation Project	Planning has been completed for streetscape and footpath improvements on the corner of Broadway and High Street which will be delivered in early 2022. Businesses have been invited to apply for grants to improve the visual appeal of their shopfronts through paint, signage refresh, window displays, purchase of display stalls or outdoor furniture, and cafe screens. Applications are being assessed and successful businesses will be notified in early 2022.	
	[2-32] Establish an Asset Management Plan for shopping precincts' infrastructure and cleaning	Review and finalise service levels for shopping precincts' infrastructure and cleaning	A consultant has been engaged to support Council with the review and development of required Asset Management Plans. Consideration will include whether a dedicated Asset Management Plan or alternative mechanism for shopping precincts is the most effective mechanism for achieving the intended outcome for shopping precincts. Through this work the service levels for infrastructure in shopping precincts will be determined. The approach will be guided by the 10 year Asset Plan.	

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H&W	Strategic Action	Year 1 Action	Comments	Status
		Develop an Asset Management Plan for shopping precincts' infrastructure and cleaning	A consultant has been engaged to support Council with the review and development of required Asset Management Plans. Consideration will include whether a dedicated Asset Management Plan or alternative mechanism for shopping precincts is the most effective mechanism for achieving the intended outcome for shopping precincts. The approach will be guided by the 10 year Asset Plan.	
	[2-33] Advocate to the State Government to increase annual funding for road safety infrastructure, driver behaviour campaigns, and law enforcement, and work collaboratively with other local governments to implement the Victorian Road Safety Strategy 2021-2030	Delivery of advocacy actions relating to road safety	Discussions are being held with other Councils about collective advocacy on road safety through the Metropolitan Transport Forum. The State Government has been contacted about increasing road safety education campaigns.	
		Work with State Government to advocate to provide a safe pedestrian crossing with traffic lights, at the corner of Wingrove Street and Station Street in Fairfield.	The State Government has received Council feedback on its plans for this intersection and Council engineers have provided comments and support for improvements. Officers are continuing to advocate for funding and construction of a safer crossing point at this site. The recent installation of the pop-up bicycle lanes on Station Street has improved the safety of the street.	
	[2-34] Work in partnership to deliver initiatives that improve perceptions of safety and reduce the opportunity for crime	Identify partners, and support the delivery of two initiatives that improve perceptions of safety and reduce the opportunity for crime	The two initiatives to improve perceptions of safety are underway. The street lighting improvement projects in East Preston and East Reservoir have been adjusted to design only in 2021-22. New park lighting in TW Andrews Reserve will be installed in early 2022. New park lighting will also be installed in Oulton Reserve.	






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2.3: We will facilitate more affordable, social and public housing in Darebin, to meet our community’s needs




H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-35] Enable and facilitate more affordable and social housing across our city	Commence preliminary assessment to identify one or more Council-owned sites suitable for social housing, including progressing actions through the formal Council process for use of land and seeking partners	Work is underway to select a site to be used for social housing and Council is exploring opportunities to work with Aboriginal Housing Victoria. The majority of this project is scheduled to take place between January and June 2022.	
		Progress Town Hall Ave social housing development via lease and commence Pre-construction phase.	Negotiations regarding the lease are almost complete and are anticipated to be concluded in February 2022. Preliminary works have commenced on the site and construction is anticipated to commence between February and April 2022.	
		Establish a 'fast track' stream that prioritises social housing planning permits and development proposals in Darebin	A priority development team has been established and is leading on this stream of work.	
		Progress opportunities for more social housing on Council-owned and managed land, in partnership with Aboriginal Housing Victoria	Council continues to work with Aboriginal Housing Victoria to explore development opportunities, including on Council land.	
	[2-36] Partner with the State Government to ensure its social and public housing investment meets our community's needs, and creates liveable, connected communities through appropriate design and construction	Develop a Plan for how Council and the State Government will work in partnership to achieve shared social and public housing goals over the next four years	Council is strengthening its relationship with Homes Victoria and regularly meets to discuss current projects. Development of this plan will commence in the next quarter.	

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 Off Track
 Discontinued

2.4: We will foster local urban streetscapes and activity centres that connect our community, support economic recovery, and encourage people to live, work and play locally

H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-37] Review to amend the Parking Permit Policy to:(i) to improve access for people with special needs(ii) to allow owners of single lot dwellings that exist on their own Torrens title, the option to have an additional residential parking permit at the same price as current parking permits(iii) to allow single lot dwellings built after December 2004 that are greater than 300sqm property with three or more bedrooms and that exist on their own Torrens title (even if the property was previously subdivided), to have the same entitlements to parking permits as dwellings built before December 2004(iv) to ensure that renovations of a property that is still a single lot on its own Torrens title and is greater than 300sqm with three or more bedrooms are still entitled to parking permits	Undertake community engagement to inform a review and amendment to the Parking Permit Policy	Research and analysis of parking needs and parking permit policy options is in progress in order to provide a report to Council to consider next steps and the community engagement approach.	
	[2-38] Through the establishment of our Darebin Nature Plan, increase shade in our business activity centres to support footpath trading	Update footpath trading communications and guidelines, to encourage shade in our business activity centres to support footpath trading	Planting opportunities for the 2022 tree planting season are currently being investigated. Opportunities will be discussed with the Darebin Nature Trust.	
Identify opportunities for additional trees to provide shade in our business activity centres		Future planting locations are currently being considered in preparation for the 2022 Tree Planting Season		
Develop a Shade Policy		A draft shade policy is currently in development and on track to be completed by 30 June 2022.		

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 In Progress
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 Off Track
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H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-39] Keep our business activity centres clean and well maintained, with a focus on reducing cigarette litter	Provide an ongoing Council cleaning and maintenance program for our business activity centres, including responding to community reports	Council has moved from a six week cycle to a five week cycle of cleaning the streets of Darebin. Council is also undertaking high pressure cleaning of shopping strips across the city.	
		Assist businesses to educate customers, and provide bins and signage, to increase the correct disposal of cigarette butts litter in activity centres	Council has moved from a six week cycle to a five week cycle of cleaning the streets of Darebin. Council is also undertaking high pressure cleaning of shopping strips across the city.	
	[2-40] Develop a policy setting the basis for how Council may permit commercial or private Electronic Vehicle charging infrastructure on our public streets	Develop a policy for how Council may permit commercial or private Electric Vehicle charging infrastructure on our public streets	Work has commenced to develop a draft electric vehicle charging policy. Council will consider whether to proceed to community consultation during the first half of 2022.	
	[2-41] Through the establishment of our Darebin Nature Plan, improve streetscapes to support COVID-19 recovery	Implement street tree planting, planter boxes, and renewed and replanted garden beds	In addition to the retail activity centre renewal works (which include renewal of garden beds and tree planting) other planting opportunities are currently being considered for business activity areas for the 2022 tree planting season.	
	[2-42] Continue to implement our Street Furniture and Equipment Renewal Program	Deliver street furniture improvements across our city, including bins, seats, bike hoops, and other street asset improvements	Council has undertaken footpath replacement works, replacement of street furniture, and is currently working on the next stage of these projects to include line marking, replacement of outdated signs, removal of graffiti and additional high pressure cleaning.	

2.5: We will invest in services and the built environment to improve access for our residents and visitors

H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-43] Create two additional accessible car parking spaces in our city each year	Create two additional accessible car parking spaces	Accessible car parking spaces at St Gabriel's Primary School and Penders Grove Primary School will be completed by February 2022.	









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2.6: We will support the human rights, housing and wellbeing needs of our people experiencing homelessness

H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-44] Expand our Assertive Outreach Program to support people sleeping rough and experiencing homelessness	Expand our Assertive Outreach Program to support people sleeping rough and experiencing homelessness	The Darebin Assertive Community Outreach (DACO) program delivered by Merri Outreach Support Service has been expanded to include funding for additional staff and brokerage funding to provide practical and essential support to rough sleepers. This quarter the DACO team received 458 contacts with consumers. Of these contacts, case management was provided to 25 people and additional brief intervention support to 18 people.	
	[2-45] Expand our Shower Access Program and support access to Council services and programs for people sleeping rough and experiencing homelessness	Expand our Shower Access Program and support access to Council services and programs for people sleeping rough and experiencing homelessness	The Community Shower Access Program (CSAP) continues to be delivered at Reservoir Leisure Centre and is now delivered at full capacity due to the removal of COVID-19 restrictions. Preliminary discussions have taken place regarding possible locations for shower access in the Southern part of Darebin and further work will be done with Merri Outreach Support Service to determine whether they have capacity to support a trial CSAP expansion. Council has increased its promotion of the CSAP, with a program flyer produced and distributed across networks and local organisations.	
	[2-46] Continue to support the High Risk Accommodation Response (HRAR), focusing on the coordination, support and funding of high risk accommodation settings and the emergency relief sector	Continue to support the High Risk Accommodation Response (HRAR) through coordination, support and funding, focusing on high risk accommodation settings and the emergency relief sector	Council continues to support the High Risk Accommodation Program at a local level. This quarter continued to focus on COVID-19 vaccine uptake and more than 100 residents in high risk housing were supported with emergency relief support. Work is also being undertaken with Your Community Health to determine how Council can continue to support the program, including exploring opportunities for advocacy, collaboration, and addressing current support gaps which have been exacerbated by COVID-19.	

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 Off Track
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2.7: We will work in partnership to address place-based socio-economic disadvantage and health inequity in East Preston and East Reservoir

H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-47] In partnership with the community, deliver four place-based projects each year that respond to local community issues and need	Implement four place-based projects, co-created with the community, to: <ul style="list-style-type: none"> • Address low perceptions of safety, and improve amenity • Encourage active living and physical activity • Encourage community participation (social connection and volunteering) • Lift the health and wellbeing of residents 	Following a procurement process, Darebin Information, Volunteer & Resource Service (DIVRS) and Your Community Health have been appointed to deliver community development programs in East Preston and East Reservoir. The summer African drumming and dancing program commenced, with four sessions in each of the two neighbourhoods planned. This activates local parks and provides an opportunity for social connection and the celebration of different cultures.	
	[2-48] Transition the East Preston Community Centre to a community organisation-led model, to support the needs of the surrounding community	Undertake an Expression of Interest process to transition the East Preston Community Centre to a community organisation-led model, to support the needs of the surrounding community	Preparations have commenced to open the Expression of Interest (EOI) in February 2022. The EOI process has been delayed slightly due to continuing COVID-19 response and vaccine uptake work which has affected the capacity of local community organisations.	
	[2-49] Identify opportunities to increase access to low cost and free physical activity in East Preston and East Reservoir	Collect baseline data on access to low cost and free physical activity in East Preston and East Reservoir	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan. The Reservoir Leisure Centre and the Bundoora Park Farm have reopened, and are offering 50% discounts on concession fees. Usage data recorded this year will be baseline data.	
		Set targets for increased access to low cost and free physical activity in East Preston and East Reservoir	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. The Reservoir Leisure Centre and the Bundoora Park Farm have reopened, and are offering 50% discounts on concession fees. Usage data recorded this year will be the benchmark data from which increased access targets can be set for future years.	
		Identify partnerships and implement two initiatives to increase access to low cost and free physical activity in East Preston and East Reservoir	This quarter, in line with free exercise programs recommencing at East Preston Community Centre in East Reservoir, a new role has commenced at Reservoir Leisure Centre to foster and encourage greater participation from local community groups.	






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

2.8: We will advocate to reduce the harm associated with electronic machine gambling, alcohol and tobacco

H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-50] Implement public health approaches to address problematic public drinking, including advocating to the State Government to prioritise health and wellbeing impacts in planning applications, to reduce the saturation of packaged liquor outlets in our city	Undertake three advocacy actions to the State Government, to prioritise health and wellbeing impacts in planning applications, to reduce the saturation of packaged liquor outlets in our city	Council continues to participate in regional and state-wide networks to reduce alcohol-related harm, which includes advocacy activities. Over this period, four Health and Wellbeing Social Impact Assessments were undertaken.	
		Conduct a Health and Social Impact Assessment for all applications for packaged liquor outlets in Darebin	Over this quarter, four Health and Wellbeing Social Impact Assessments were completed. These social impact assessments assessed health and safety considerations, localised disadvantage and community benefit of packaged liquor license applications. Council continues to participate in regional and state-wide networks seeking to reduce alcohol harm and participate in collective advocacy activities.	
	[2-51] Support partner and local community organisations, groups, and clubs, to deliver initiatives that encourage smoking cessation	Identify partners and support the delivery of two initiatives that encourage smoking cessation	Initial scoping was undertaken to identify partners for smoking cessation initiatives. Council met with Darebin's community health service, Your Community Health, to discuss current gaps and initiatives to address smoking cessation in Darebin, and future partnership opportunities. Further work is being undertaken to explore opportunities to work with community partners to address smoking cessation initiatives.	

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2.9: We will focus on our economic assets and recovery to ensure Darebin is a great place to do business



H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-52] Develop an Economic Development Strategy, based on the principles of a circular economy, food, health, renewables, creative and digital industries, jobs of the future, and leveraging partnerships	Develop an Economic Development Strategy in consultation with Traditional Owners, businesses, industry, industry leaders, government and partners, that incorporates the identification of new opportunities, with a focus on food, health, renewables, creative, circular economy and digital industries	Preliminary work has commenced on the scope of this strategy. This will be further progressed in the second half of the financial year.	
		Deliver an economic summit to understand the diversity, strengths and needs of our business and to inform the development of an Economic Development Strategy	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.	
	[2-53] Increase our investment in economic reactivation and recovery initiatives to support existing and new industries, to ensure Darebin's economy is robust and resilient	Provide \$1 million of business support and grants to assist with COVID recovery, focusing on sectors most in need	In October 2022, Council was successful in obtaining almost \$1M from the Victorian Government to support local businesses affected by the pandemic. Projects linked to this funding must be delivered by 30 June 2022 and have been treated as a priority. Delivery of further Council grants will be assessed in early 2022.	
		Continue to provide COVID business information and support in key community languages	Council continued to promote and support businesses across a range of languages as businesses adapted to the changing of lockdown restrictions. In addition to translated printed material, multi-lingual Council staff are contacting businesses directly and are working with the support of the State Government to ensure our business community has access to the best possible information.	

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2.10: We will leverage investment, partnerships and advocacy to drive Darebin’s growth and sustainability

H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-54] Develop and implement an advocacy strategy to:• Increase the minimum wage, and increase Job Seeker payments• Partner with other levels of government to lift their commitment to the sustainable economy, particularly in sustainable transport and sustainable skill development• Encourage federal and state governments to invest in the sustainable economy, as major generator of jobs• Secure manufacturing investment in Darebin through the North and West Melbourne City Deal Plan 2020-2040	Develop and implement an Advocacy Plan for increasing the minimum wage and increasing Job Seeker payments,	A new Advocacy Strategy is in the process of being developed, which will incorporate and make provision for this advocacy priority.	
		Develop an Advocacy Plan to lobby other levels of government to lift their commitment to the green economy, particularly in the areas of green transport, green skill development, and investment in the green economy as major creator of jobs, and implement Year 1 actions	A new Advocacy Strategy is in the process of being developed, which will incorporate and make provision for this advocacy priority.	
		Develop an Advocacy Plan for manufacturing investment within Darebin, and implement Year 1 actions	A new Advocacy Strategy is in the process of being developed, which will incorporate and make provision for this advocacy priority.	
	[2-55] Establish a regional alliance of government, business and community organisations, to drive economic outcomes, including local, social, sustainable procurement	Form a regional alliance to increase procurement spend in Darebin through a compact, involving partners signing onto Council's Social and Sustainable Procurement Policy	Progress with other northern region Council procurement leads (Hume, Moreland, Banyule, Nillumbik, Mitchell Shire and Whittlesea) has addressed how regional efforts will benefit businesses and organisations based in Darebin and the wider northern region. Work is currently underway to identify categories of expenditure and prioritise regional alliances and strategies.	
	[2-56] Continue to implement our Social and Sustainable Procurement Policy to increase the engagement of Aboriginal-led businesses, and focus on job creation for culturally and linguistically diverse peoples, and young people	Promote and support Aboriginal-led businesses in the Darebin community as part of the Social and Sustainable Procurement Policy	The Social and Sustainable Procurement Policy continues to mandate 25% of evaluation criteria to social and sustainable objectives, with flexibility to determine how outcomes will best be realised, depending on the procurement.	

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H&W	Strategic Action	Year 1 Action	Comments	Status
		Drive procurement outcomes that increase local employment opportunities for culturally and linguistically diverse peoples, and young people	The Social and Sustainable Procurement Policy continues to maintain and embed social and sustainable outcomes into procurement activities across Council, with flexibility to achieve outcomes that are best realised depending on the nature of the procurement. Project Managers continue to be supported with upcoming activities by engaging with key staff and raising awareness of opportunities for Aboriginal and Torres Strait Islander people, CALD and young people.	
	[2-57] Promote to Darebin businesses the benefits of voluntary adoption of our Social and Sustainable Procurement Policy	Promote to, and educate Darebin businesses about the benefits of Council's Social and Sustainable Procurement Policy	Work on this action has commenced and through the strategic community procurement partner, Council will engage with businesses across Darebin to promote and educate on the benefits of Council's social and sustainable procurement policy objectives.	
	[2-58] Build partnerships across all levels of government and the private sector, to attract new industries and investment into Darebin, to support its future growth	Develop partnerships with other governments and business, to advocate for investment in Darebin's priority industries	Council has received almost \$1M in additional funding through the State Government to help expand outdoor activation across Darebin and support and develop an industry attraction plan for Reservoir that will set out the benefits of businesses moving to, and/or enhancing their presence in Reservoir. Council continues to strengthen its relationship with LaTrobe University and has ensured that Industry and Economic Development is a core feature of Council's strategic advocacy campaign.	
		Identify key industries to attract, to inform the Economic Development Strategy's future actions	Council has completed preliminary research and analysis of employment trends across key sectors within the municipality that will inform key directions in the Economic Development Strategy. The extended impact of the pandemic has meant that this analysis will occur early in 2022 as the impacts become more clear. An economic analysis of Reservoir will be undertaken in the first half of 2022 and will include an Industry Attraction Plan that will set a vision for the suburb.	

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H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-59] Establish a Darebin Chamber of Commerce (or an equivalent body) to strengthen and support our business community	Establish a Darebin Chamber of Commerce and Industry	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.	
	[2-60] Catalyse new jobs at scale in Darebin with businesses, new industry attraction and our partners - including Jobs Victoria Advocates - focusing on jobseekers facing multiple employment barriers including culturally and linguistically diverse peoples, young people, women, and Aboriginal and Torres Strait Islander peoples	Hold a minimum of two employment forums focusing on opportunities for job seekers	Two employment forums have now been delivered and a third forum is being planned for early 2022.	
		Map support services offered to employers and job seekers in Darebin	Current support services have been mapped and are available on Council website.	
		Deliver, with partners, a minimum of one industry-based employment and training pilot program	Council has worked with Bridge Darebin and a local jobs co-ordinator to deliver pilot programs in hospitality training. A plan to expand this into other areas is currently underway.	
		Develop a jobs target to inform the Economic Development Strategy's future actions (using external evidence)	Priority areas for employment support have been identified and are informing the 2022 work being undertaken by Council's jobs advocates and regional employment partners.	







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H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-61] Implement measures to increase digital capability for our businesses, including local, regional and global connectivity	Develop a Smart City Strategy for Darebin.	The development of a plan for digital services within the community to improve digital capability and connectivity has led to various discussions around providing technology and internet access into libraries where access can be provided to different socio-economic groups within the community.	
		Commence the establishment of the Internet of Things (IOT) network across Darebin.	Research and planning into the establishment of a digital network for Internet of Things (IOT) devices has begun. There have been discussions with the neighboring councils on how Darebin can leverage off the existing IOT network. This would entail joining an existing LoRaWAN network. a LoRaWAN is a low-power, wide area networking protocol built on top of the existing radio modulation technique. It wirelessly connects devices to the internet and manages communication between end-node devices and network gateways. An investigation into the required hardware and supporting services in underway.	
		Survey businesses to identify digital capability issues and opportunities, to inform the development the Economic Development Strategy's future actions	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.	
		Undertake a demonstration project, in partnership with Education and Industry, to showcase the benefits of new technology	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.	







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2.11: We will support, promote, and attract diverse local businesses and industries







H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-62] Deliver programs and services to build skills and resilience across a range of industries	Provide a business concierge service to assist businesses with minor permits	Council continues to support businesses with minor permit requests and improve the experience of working with Council.	
		Develop a welcome kit provided to businesses, that includes information about Council support in key community languages	The welcome kit is in final draft form and will be designed and published in 2022.	
	[2-63] Promote, support, and market Darebin's diverse business community and precincts, including our multicultural businesses and Aboriginal and Torres Strait Islander Businesses	Develop a Promotion Plan and support Darebin's diverse business community and precincts, including culturally diverse, and Aboriginal and Torres Strait Islander, businesses	As part of its support for the business community, Council regularly engages with almost 3,000 businesses via its electronic direct mail, its Facebook page and the YourSay Darebin web page. As part of the Love Local Card program, Council has also made direct contact with more than 1,000 eligible businesses, promoting the benefits of the program and encouraging their participation. Council also has multi-lingual staff supporting businesses through the impacts of the pandemic. Through its Jobs for the Future program, Council has an established relationship with the Kinaway Chamber of Commerce, whose purpose is to provide business support and advice to Victorian Aboriginal business people and help improve the visibility and networks of Aboriginal businesses.	
		Identify the unique characteristics and experiences of individual shopping centres across our city	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.	
	[2-64] Attract and support innovation businesses, entrepreneurship, creative industries, and the tech start up ecosystem	Undertake research to understand, attract and support Darebin's entrepreneurial ecosystem, to inform the Economic Development Strategy's future actions	A Youth Entrepreneur's program in Reservoir is being developed as part of the Reservoir Revitalisation project, with the program expected to be launched in March 2022 and delivered by June 2022.	

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H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-65] Implement a Destination Marketing campaign to position Darebin as a natural, cultural and event destination, and including an annual city-wide calendar of events	Develop a four-year Destination Marketing Plan to inform the Economic Development Strategy's future actions	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.	
		Deliver one city-wide marketing campaign and support two precinct marketing campaigns	Council has widely promoted the Love Local Card program which will inject significant money into the local economy through \$30 and \$50 cards issued to eligible residents and spent across more than 400 registered businesses. Council has supported the Fairfield Traders Association to develop the Fairfield Village app, and supported activity centres through a program of Festive Season performances within the COVID-19 restrictions. In addition, Council is delivering the FUSE festival as part of the Reservoir Revitalisation Board program which, due to the impacts of the pandemic, will now take place in Autumn 2022.	
		Develop a calendar to showcase events and festivals held in Darebin	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.	
	[2-66] Deliver an expanded Activity Centres-focused program that leverages State Government funding to shape our city of the future, including revitalisation, outdoor dining and parklets, shade, cleanliness, pride, place activations and programs, and thriving retail centres	Develop and commence implementation of a Plan for an expanded Activity Centres-focused program, identifying the priority areas for roll-out based on evidence such as percentage of shop vacancies and socio-economic need	A program of Retail Activity Centre improvements has commenced this quarter, with more than 20 sites benefiting from works in 2021-22. In addition to these retail activity centre improvements, civil and landscape improvements are being developed for Reservoir following the Level Crossing Removal Project and will commence in the third quarter.	
		Continue support for outdoor dining and expand the active spaces program	Council extended the existing parklets outside 20 businesses until the middle of 2022 to support outdoor dining. Council also obtained State Government funding to support outdoor activation in activity centres until June 2022. The first group of projects tied to this funding were delivered in December 2021.	

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H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-67] Finalise Service Level Agreements with Darebin's four main traders associations to partner in the management of graffiti, maintenance and weeding	Finalise Service Level Agreements with Darebin's four main traders associations to partner in the management of graffiti, maintenance and weeding	Preliminary research and benchmarking has been completed. It is proposed to undertake consultation with traders associations in 2022.	
	[2-68] Create a portal for our business community to use to connect with each other, collaborate and promote their offerings	Undertake research, including business engagement, to develop an online portal for our business community to use to connect with each other, collaborate and promote their offerings	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.	
	[2-69] Support our businesses to leverage the sustainable economy, including providing education for businesses and customers, and assisting businesses to set and achieve sustainability targets	Support and promote businesses to take advantage of, and leverage, the sustainable and circular economy	Council is actively supporting Bridge Darebin's Paper Loop. This project is taking waste cardboard from local businesses, re-purposing it into a perforated cardboard packaging material which will be purchased and used by other local businesses. This project has set specific targets for waste diversion from landfill, number of businesses engaged as resource providers and customers, and amount of sustainable packaging sold.	
		Educate businesses and consumers to allow them to leverage the sustainable economy	This quarter local businesses have been supported to leverage the sustainable economy with five more LightSmart business upgrades (15 in total this year), 146 new businesses engaged in the Small Business Energy Saver program (172 in total this year) with eight upgrades completed. Two business events were held with three sustainable business leaders speaking at one these events.	

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H&W	Strategic Action	Year 1 Action	Comments	Status
		Deliver events and education to encourage businesses and community to support the circular economy	This year's Green Business Networking event featured three businesses currently working in and supporting the circular economy. Planning has also commenced for Sustainability Matters 2022, which will be on the themes of innovation and the circular economy. Work has continued on moving our green business assessment, accreditation and coaching tool on-line to enable more businesses to access it. This tool will have a circular economy waste exchange platform. Darebin is the lead council on this project which is being developed for councils within the Northern Alliance for Greenhouse Action (NAGA) group to offer to their local businesses.	
	[2-70] Provide financial relief initiatives for our community by extending deferral of rate payments for our residents for 12 months (until June 2022)	Extend deferral of rate payments for our residents for 12 months (until June 2022)	The option to defer rates payments for 12 months until June 2022, with no interest applied in the current financial year, has been communicated to all residents through the 2021- 22 Rates Notices. The Customer Service team and Revenue team have been briefed to ensure a full understanding to enable their response to enquiries, requests or hardship concerns.	
		Provide Shop Local vouchers - \$30 vouchers for residential property owners and \$50 vouchers for pensioner property owners	Financial relief through the Shop Local vouchers is significantly progressed in terms of establishing the governance and model of delivery for this innovative relief measure. A contract with a values-aligned vendor has been established and more than 370 businesses have applied to be part of the program. This initiative has been delayed due to the number of businesses closed due to State Government restrictions. This has impacted the ability of businesses to apply to participate and the ability to launch the program. The distribution of Shop Local cards to eligible ratepayers has commenced and slated to run till 31 May 2022.	
		Waive food and health business registration renewals for three months	Financial relief was implemented for food and health businesses with registration renewal fees waived and not charged for the July to September 2021 period.	

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H&W	Strategic Action	Year 1 Action	Comments	Status
		Provide a Job Seeking Voucher Reimbursement Scheme	Financial relief through the Shop Local vouchers for job seekers is significantly progressed in terms of establishing the governance and model of delivery for this innovative relief measure. A contract with a values-aligned vendor has been established and more than 370 businesses have applied to be part of the program. This initiative has been delayed due to the number of businesses closed due to State Government restrictions. This has impacted the ability of businesses to apply to participate and the ability to launch the program. The distribution of Shop Local cards to eligible ratepayers has commenced and slated to run till 31 May 2022..	
		Waive footpath trading permits for 12 months	Footpath trading fees have been waived until 30 June 2022.	
		Provide a discount on pet registration fees	As part of confirming fees and charges in its Annual Budget, Council has established free first pet registration for pensioners, and discounts for pensioners for subsequent animals. Council also reduced most of its pet registration fees for 2021-22 compared to 2020-21. Pet registration renewals are sent each year in April.	
		Provide vouchers and discounts to our leisure and recreation facilities	50% discounts were applied to casual concession entry fees for the Reservoir Leisure Centre and the Bundoora Park Farm from 1 July 2021. Services were halted and then resumed, in line with COVID-19 restrictions.	







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3.0: Climate, Green and Sustainable






3.1: We will adapt to climate change and build the resilience of our community, infrastructure and the built environment, with a focus on our vulnerable communities at risk of fuel poverty, and flooding



H&W	Strategic Action	Year 1 Action	Comments	Status
	[3-1] Through our Solar Saver 4-year program, support solar installation and energy efficiency retrofits for our vulnerable households, including public and social housing, and renters	Establish supply contract for Solar Saver program	A supply contract will be established by the end of January 2022. Further work to establish supplier panels for other elements of the Solar Saver program will continue through to the end of June.	
		Install solar panels or other energy efficiency installs (through Special Charge) for 100 households	As this is the first year of a new supply contract, work has been needed to tender for a supplier. The supply contract will be finalised at the end of January. At this stage, installations are expected to commence in August 2022, which is a short term delay that is expected to be 'caught up' in the next financial year.	
		Achieve 100 bulk buy customers	Work has progressed to set up the Solar Saver team and a supplier for the bulk buy program. A list of customers continues to grow with installations expected to start in June. A workshop will be delivered over the next few months in partnership with the Darebin sustainable business team to promote the Bulk Buy Scheme among Darebin businesses.	
		10 social housing upgrades completed	Council continues to build partnerships that ensure the most vulnerable community members are being identified for this program. Next stages of delivering upgrades are currently being planned.	
	[3-2] Review our Climate Emergency Plan, including in-depth engagement with our community	Undertake community engagement to inform the review of our Climate Emergency Plan	Review of the current Climate Emergency Plan is underway. COVID-19 has impacted this project, and community engagement will now occur in 2022-23. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.	
		Review our Climate Emergency Plan	The review of the Climate Emergency Plan continues. Work commenced included analysing climate risks based on the latest datasets.	

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H&W	Strategic Action	Year 1 Action	Comments	Status
		Develop and implement a communications and consultation strategy on the review of the Climate Emergency Plan	Work will be progressed to develop a consultation and engagement plan. This planning work is expected to be ready by the end of June in preparation for the Climate Emergency Plan review that has been deferred to the 2022-23 financial year.	
		Climate Action Plan that has clear pathway to zero emissions developed	Background work continued, including developing Darebin's latest emissions profile. Work has extended to include more datasets including transport emissions.	
	[3-3] Support our community members experiencing fuel poverty, to prevent heating and freezing	Identify priority needs of community members experiencing energy poverty, to support the development of initiatives to prevent heating and freezing	Darebin's Climate Resilience and Fuel Poverty program is progressing well. Work with community service providers is ongoing, which will build capacity to help support their clients. A project group has been established with Aboriginal community members to co-design a climate change communications and education campaign.	
	[3-4] Assess the current and future climate risks facing our community, and identify actions Council and other levels of government can take to provide maximum protection for people, property and the natural environment, in response to the assessed climate risks	Undertake an assessment of current and future climate risks facing the Darebin community	Work is in progress to assess the climate risk facing the Darebin community.	
	[3-5] Develop a program to support middle-years students (later primary school and early secondary school-aged) from Darebin schools to connect with each other, and take action on climate and waste issues together, to support student voices	Co-design Education Program aimed at middle-years students (later primary school and early secondary school-aged) from Darebin schools to connect with each other, and take action on climate and waste issues together	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.	
		Implement pilot program activities	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.	

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H&W	Strategic Action	Year 1 Action	Comments	Status
	[3-6] Undertake a whole of Council review of existing policies and practices to identify where climate emergency outcomes could be achieved in the areas of mitigation, resilience, education and advocacy	Undertake an initial Council-wide assessment, and complete detailed review for at least one service area	Council has developed a catalogue of risks to determine its priority areas for review. Council will prioritise policies for review that could have most impact in relation to community resilience and emissions reduction.	
		A whole of Council review of existing policies and practices to identify where climate emergency outcomes could be achieved in the areas of mitigation, resilience, education and advocacy	Council has developed a catalogue of risks to determine its priority areas for review. Council will prioritise policies for review that could have most impact in relation to community resilience and adaptation.	







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3.2: Aim to achieve 12% canopy cover on Council owned and managed land by 2025, prioritising catchment biodiversity and shopping areas



H&W	Strategic Action	Year 1 Action	Comments	Status
	[3-7] Through the establishment of our Darebin Nature Plan, continue to deliver the Street Tree Planting Program, prioritising areas without coverage, areas with people experiencing disadvantage, and business activity centres	Continue to deliver the Street Tree Planting Program, prioritising areas without coverage, areas with people experiencing disadvantage, and business activity centres	More complex street tree planting locations are being considered for the upcoming planting program.	
	[3-8] Through the establishment of our Darebin Nature Plan, create a roadmap to reach 40 per cent canopy cover of the city by 2050 (prioritising areas with poor coverage), and develop a Community Planting Guide in partnership with the Darebin Nature Trust	Create a roadmap to reach 40 per cent canopy cover of the city by 2050 (prioritising areas with poor coverage)	Preliminary discussions are underway in regards to the creation of the roadmap. In the meantime, tree planting in parks and open spaces continues as planned.	
		Develop a Community Planting Guide in partnership with the Darebin Nature Trust	Development of new planting guidelines will be undertaken in partnership with recently appointed Darebin Nature Trust (DNT) members. The first meeting of the DNT was in late 2021.	
	[3-9] Through the establishment of our Darebin Nature Plan, prioritise rehabilitating existing grasslands with cool burns	Continue Council's cool burn practice with partners including Merri Creek Management Committee	Initial discussions have been held with the Wurundjeri Narrap team and preparation is underway to identify priority locations for season 2022.	
	[3-12] Acquire land to create new parks	Undertake a strategic review of our city to confirm areas where land is required for new parks	Work is progressing to evaluate appropriate acquisition approaches, with delays due to COVID-19 impacts and associated resourcing challenges.	
		Commence acquisition of any appropriate land parcels	Work is taking place to evaluate appropriate acquisition approaches. Progress has been delayed due to COVID-19 impacts and resourcing challenges.	







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3.3: We will drive significant improvements in water quality and biodiversity across Darebin, designating Edwardes Lake as a flagship project to demonstrate water recreation (in the long term)




H&W	Strategic Action	Year 1 Action	Comments	Status
	[3-13] Through the establishment of our Darebin Nature Plan, establish partnerships to improve the Edwardes Lake Park precinct in Reservoir, including water quality, and the quality of water across our city	Establish the Edwardes Lake Taskforce, to begin improving the water quality of the lake	The Edwardes Lake Taskforce has been established and membership was confirmed at the December 2021 Council Meeting. A preliminary collaboration session has been held with all stakeholders with a second session planned for February 2022.	
		Develop Advocacy Strategy to Environment Protection Authority (EPA)	Early discussions with the Environment Protection Authority have been fruitful with a focus on improved water quality of waterways and discussions on remediation of contaminated sites.	
	[3-14] Through the establishment of our Darebin Nature Plan, rehabilitate Edwardes Lake and re-forest Edgars Creek in Reservoir, to achieve significant and measurable improvements in biodiversity by 2025	Successfully partner with Melbourne Water to: <ul style="list-style-type: none"> Carry out weed management and revegetation works in Edgars Creek Extend public access through the Melbourne Water-owned reaches of Edgars Creek 	Melbourne Water is a key stakeholder on the Edwardes Lake Taskforce. Discussions are ongoing to strengthen this relationship further and deliver key weed management activities throughout the catchment	
		Plant 10,000 indigenous, aquatic and riparian plants in Edgars Creek on Council-owned land, by December 2022.	In Excess of 12,000 indigenous trees, grasses and aquatic species were planted along the Edgars Creek corridor from 1 July to November 2021. Additional vegetation will continue to be planted as part of the 2022 planting season.	
	[3-15] Establish and adequately resource the Edwardes Lake Taskforce to significantly improve the water quality and amenity of Edwardes Lake in Reservoir	Establish and adequately resource the Edwardes Lake Taskforce to advise Council on how the water quality of Edwardes Lake can be improved	Edwardes Lake Taskforce membership was confirmed at the December 2021 Council Meeting. A preliminary collaboration session has been held with all stakeholders with a second session planned for February 2022.	
		Support the Taskforce to meet four times a year	Membership for the Edwardes Lake Taskforce was formally adopted by Council in December 2021. A number of collaboration sessions have been programmed with the next one to occur in February 2022	







 Not Started
  Completed
  In Progress
  Deferred
  Off Track
  Discontinued

H&W	Strategic Action	Year 1 Action	Comments	Status
	[3-16] Advocate with Melbourne Water to secure funding to improve the water quality of Edwardes Lake in Reservoir	Continue Council's successful relationship with Melbourne Water on mutual goals, including improvements to the water quality at Edwardes Lake	Melbourne Water has joined the Edwardes Lake Taskforce helping to solidify future relationships around water quality improvements in the catchment generally and Edwardes Lake in particular.	
		Council submits grant applications as they arise, to improve water quality outcomes at Edwardes Lake	A grant application has been submitted to improve the water quality of Edgars Creek, north of Edwardes Lake. An announcement is expected in March 2022.	
	[3-17] Partner with our community and stakeholders to advocate to ensure the protection of Strathallan as public land for the long term, and to enable better management of the kangaroo population	Develop an Advocacy Plan for the protection of Strathallan as public land for the long term, and to enable better management of the kangaroos population	A new Advocacy Strategy is in the process of being developed, which will incorporate and make provision for this advocacy priority.	
		Implement Year 1 actions of the Advocacy Plan	A new Advocacy Strategy is in the process of being developed, which will incorporate and make provision for year 1 advocacy action priorities.	

 Not Started
  Completed
  In Progress
  Deferred
  Off Track
  Discontinued

3.4: We will reduce carbon emissions by switching to renewable energy on a large scale for Council buildings and through community focused initiatives

H&W	Strategic Action	Year 1 Action	Comments	Status
	[3-18] Progressively install solar panels and batteries, and introduce other energy efficiency initiatives, into our Council buildings	Commence new electricity contract for 100% renewables	On 1 Jan 2022, Council's small market accounts joined its large and street lighting accounts under the Victorian Energy Collaboration. This has resulted in all of Council's buildings and streetlights now being supplied with 100% renewable energy.	
		Increase solar power installed on Council facilities	Projects currently under construction, including Northcote Aquatic and Recreation Centre, BT Connor Pavilion and Narrandjeri Stadium all have solar panel systems being installed. Installation of solar systems was recently completed at Darebin Community Sport Stadium and Thornbury Family Services. The designs currently being developed for the Bill Lawry Pavilion redevelopment include a solar panel system.	
		Improve energy efficiency of Council buildings	Projects currently under construction, including Northcote Aquatic and Recreation Centre, BT Connor Pavilion and Narrandjeri Stadium all have solar panel systems being installed. Installation of solar systems was recently completed at Darebin Community Sport Stadium and Thornbury Family Services. The designs currently being developed for the Bill Lawry Pavilion redevelopment include a solar panel system.	
	[3-19] Develop and offer to our businesses a Group Power Purchase Agreement	Commence the establishment of a buyers group of Darebin businesses for a Group Power Purchase Agreement	Darebin continued its collaborative approach working with City of Yarra, Moreland, Port Phillip, Eastern Alliance for Greenhouse Action and City of Melbourne to develop a pathway for businesses to purchase 100% renewable via a cross-council Power Purchase Agreement. This included drafting an agreement between the participating Councils on how they will work together.	
		Conduct a market sounding process to identify potential suppliers for a Group Power Purchase Agreement	Partnerships with neighbouring councils are being established to progress this work. No market sounding process has commenced as yet.	







 Not Started
  Completed
  In Progress
  Deferred
  Off Track
  Discontinued

H&W	Strategic Action	Year 1 Action	Comments	Status
	[3-20] Develop an advocacy strategy to drive community and business use of solar panels and batteries, and other energy efficiency initiatives	Develop an Advocacy Plan to drive community and business use of solar panels and batteries, and other energy efficiency initiatives	A new Advocacy Strategy is in the process of being developed, which will incorporate and make provision for this advocacy priority.	
		Advocacy Strategy Year 1 actions implemented	A new Advocacy Strategy is in the process of being developed, which will incorporate and make provision for year 1 advocacy action priorities.	
	[3-21] Investigate and establish programs to achieve an increase in the uptake of renewable energy sources by our community and businesses	Investigate programs to achieve an increase in the uptake of renewable energy sources by our community and businesses - including the establishment of community batteries, a virtual power plant, facilitation of solar on large roofs, and opportunities for 'off-grid' renewable power networks	Council and Village Power commenced technical feasibility work for a community battery within Darebin. The project has received funding through the State Government's Neighborhood Battery Initiative program. Village Power also progressed work on establishing the appropriate legal structures within their organisation to deliver a community battery.	





Not Started
 Completed
 In Progress
 Deferred
 Off Track
 Discontinued

3.5: We will reduce waste and stimulate a local circular economy, where waste resources are re-used rather than discarded


H&W	Strategic Action	Year 1 Action	Comments	Status
	[3-22] Develop a plan to respond to new State Government requirements for contaminated land	Develop a Management Plan to respond to new State Government requirements for contaminated land	Work has commenced to develop a contaminated land management framework.	
	[3-23] Increase food waste recycling through Council's food and garden waste service	Develop actions to increase food waste recycling through Council's food and garden waste service	In late 2021 Council decided to provide a Food Organics and Garden Organics (FOGO) service to all residents from 22-23. Council is currently planning and preparing promotions and education to increase food and garden waste recycling from existing users and to help new users utilise the service effectively.	
	[3-24] Undertake waste reform and take action towards establishing a circular economy	Develop a new Education and Communications campaign about our Food Organic and Garden Organics (FOGO) service, including how to use it	In late 2021 Council decided to provide a Food Organics and Garden Organics (FOGO) service to all residents from 22-23. Council is currently planning and preparing promotions and education to increase food and garden waste recycling from existing users and to help new users utilise the service effectively.	
		Develop Food Organic and Garden Organics (FOGO) options for MUDs	Council has received funding from the State Government to deliver a project in partnership with other Councils to identify the most efficient ways to reduce food waste going to landfill. The project will deliver improved waste infrastructure and education at 60 multi-unit developments (MUDs) across the 10 participating councils. A draft Memorandum Of Understanding between the Councils has been developed and recruitment for participating MUDs has commenced.	
	[3-25] Undertake waste charge reform in response to changing legislation and future operational requirements	Develop a program and consultation plan for undertaking Waste Charge Reform	A consultation plan has been established for the implementation of waste reform in accordance with Council's decision on 22 November 2021 to introduce a universal Food Organics and Garden Organics (FOGO) service and separate waste from general rates.	

 Not Started
  Completed
  In Progress
  Deferred
  Off Track
  Discontinued

H&W	Strategic Action	Year 1 Action	Comments	Status
		Consult with community on the approach to Waste Charge Reform	Council has already undertaken community consultation through the development of the Waste and Recycling Strategy and the 10 year Financial Plan and Council Plan. Further consultation is in early stages informing the community of Council's decision to separate waste from general rates and the preparation for a universal Food Organics and Garden Organics (FOGO) service. Education is commencing in quarter three and engagement on the decision to separate waste from general rates is continuing. Further consultation will be undertaken alongside the draft 2022-23 budget to inform Council's decision in setting the waste fee and rate.	
		Provide a Waste Charge Reform proposal to Council for consideration	A Waste Reform Proposal was recommended to Council at its meeting on 22 November 2021 and Council resolved to separate waste from general rates to introduce a service rate for public waste services and a kerbside collection service charge effective from 1 July 2022. This was accompanied with the decision to introduce a universal Food Organics and Garden Organics (FOGO) service from 1 July 2022.	
		Implement Waste Charge Reform outcomes as determined by Council	Council resolved the direction for the separation of waste from general rates at its meeting on 22 November 2021, to introduce a service rate for public waste fees and a waste fee for kerbside services. This was accompanied by a decision to introduce a universal Food Organics and Garden Organics (FOGO) service from 1 July 2022 to align with State recycling reforms. Action has commenced to review the Revenue and Rating Plan, Rates Hardship Policy and the system changes required to support implementation. Action to purchase the additional bins and waste collection vehicles has commenced as has the planning for education required to support universal FOGO. The rate and fee will be determined and declared following community engagement on the draft 2022-23 Budget which commences in March 2022.	

 Not Started
  Completed
  In Progress
  Deferred
  Off Track
  Discontinued






60







H&W	Strategic Action	Year 1 Action	Comments	Status
	[3-26] Reduce the impact of illegal dumping in our city	Review Council's illegal dumping service to identify opportunities to improve effectiveness	Council has installed illegal dumping signs at several dumping hotspots and continues to monitor their effectiveness to reduce illegal dumping. Results to date show the signs have reduced the amount of rubbish being dumped at these hotspots. Council is also working on large decals for the side of its waste trucks to promote the cost impact of illegal dumping.	

Not Started
 Completed
 In Progress
 Deferred
 Off Track
 Discontinued









4.0: Responsible, Transparent and Responsive

4.1: We will ensure balanced and responsible financial decision making that meets the needs of our community now and into the future











H&W	Strategic Action	Year 1 Action	Comments	Status
	[4-1] Plan for adjustments in waste services due to the landfill levy and landfill gate fee increases (from 1 July 2021)	Plan for adjustments in waste services due to the landfill levy and landfill gate fee increases	Discussions regarding adjustments to waste services are continuing as part of the waste charge implementation plan.	
	[4-2] Develop and implement an Advocacy Framework and four year Advocacy Plan, informed by our Council Plan priorities, aimed at influencing public policy change and attracting support and funding for our priorities	Develop an Advocacy Framework	A new Advocacy Strategy is in the process of being developed, which will incorporate and make provision for Council's various advocacy priorities.	
		Map Council's stakeholders and relationship leads, and identify gaps in stakeholder management and relationship	A new Advocacy Strategy is in the process of being developed, which will incorporate and strategically make provision for engagement with stakeholders across government, non-government, strategic, and community organisations.	
		Develop a four year Advocacy Plan for each Advocacy Priority included in Council Plan	A new Advocacy Strategy is in the process of being developed, which will incorporate and strategically make provision for Council's various advocacy priorities as identified in the Council Plan.	
		Identify events and opportunities that align to the Advocacy Plan	A new Advocacy Strategy is in the process of being developed, which will identify, incorporate and strategically make provision for events and opportunities that align and seek to build momentum around Council's advocacy priorities.	







 Not Started
  Completed
  In Progress
  Deferred
  Off Track
  Discontinued





4.2: We will ensure our assets are optimised for the benefit of our community

H&W	Strategic Action	Year 1 Action	Comments	Status
	[4-5] Review our Asset Portfolio, to ensure maximum benefit for our community is being realised, including the occupancy of unused and under-utilised Council buildings	Develop a Property Strategy that sets a roadmap of action for our property portfolio	The draft Property Strategy is continuing review and will progress to consultation prior to Council endorsement.	
		Secure tenant occupancy and use of the Edwardes Lake Boathouse	The current climate for hospitality business trade, combined with COVID-19 impacts, has delayed progress and an approach to market to seek EOIs will be timed to coincide with hospitality sector recovery.	
		Establish the future direction of the former Reservoir Police Station at 25 Edwardes Street, Reservoir	A Strategic Property Project Manager position has been established to lead projects that optimise Council's unoccupied properties and strategic property related projects. Progress has been slow due to delays in resolving end of lease matters with Victoria Police. Work is continuing to establish the future direction of this important property to meet community needs.	
		Establish the future direction of the former Reservoir Library site	A Strategic Property Project Manager position has been established to lead projects that optimise Council's unoccupied properties and strategic property related projects. Work has progressed to explore strategic opportunities with this site to prepare the future recommendation to Council to determine its future.	
		Undertake an Equity Impact Assessment process in line with our Council's policy and commitments to equity, human rights and diversity	This has been incorporated into the development of the draft Property Strategy and is on track for delivery by June 2022.	
		Collect baseline data on the usage of Council spaces and services, with a focus on improving access to, and participation of, under-represented and disadvantaged communities	Work has been delayed due to resourcing challenges. It is expected that this will get back on track in quarter three with required inputs of baseline data from services and spaces	
		Identify options for buildings to be offered to community groups that promote the diversity of our community, and undertake an Expression of Interest process	Work has commenced, focusing on unoccupied and recently vacated properties.	

Not Started
 Completed
 In Progress
 Deferred
 Off Track
 Discontinued








H&W	Strategic Action	Year 1 Action	Comments	Status
	[4-6] Explore opportunities for Council owned and managed land (including airspace) to be used as temporary housing for people at risk or who are experiencing homelessness	Conduct an audit of the users of Council spaces and services	Progress has been delayed due to COVID-19 impacts and resourcing challenges. External resources will be engaged to commence this work in quarter three to inform action in quarter four.	
	[4-7] Conduct an audit of the users of Council spaces and services, and develop strategies to increase the participation of underrepresented groups in our community	Conduct an audit of the users of Council spaces and services	Progress has been delayed due to COVID-19 impacts and resourcing challenges. External resources will be engaged to commence this work in quarter three to inform action in quarter four.	
		Develop a Strategic Plan to increase the participation of underrepresented groups in our community	Work on this action has been delayed until the third or fourth quarter.	
	[4-8] Develop specific strategies to increase the participation of under-represented groups and develop responses to support greater inclusion where audit data collected indicates low participation rates	Design and implement an audit of services	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.	
		Establish a baseline data set of participation	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.	
		Identify gaps in representation, to design strategies to increase participation of under-represented groups	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.	
		Develop an Action Plan to increase participation of under-represented groups	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.	
	[4-9] Explore the opportunities to offer a Council building space each year to one community group or organisation, to promote cultural diversity	Identify and offer spaces to community group or organisation	Work is continuing to identify opportunities.	

 Not Started
  Completed
  In Progress
  Deferred
  Off Track
  Discontinued





H&W	Strategic Action	Year 1 Action	Comments	Status
	[4-10] Improve delivery of our services to our community by developing an Asset Management Plan for Open Space, establishing a level of service for each class of our assets, and collecting data on our drainage assets	Establish service levels for each class of asset	A consultant has been engaged to support Council with the review and development of required Asset Management Plans, including the Open Space Asset Management Plan. Work is continuing to establish asset data collection for drainage assets. The approach will be guided by the 10 year Asset Plan.	
		Develop an Asset Management Plan for Open Space, informed by consultation	A consultant has been engaged to support Council with the review and development of required Asset Management Plans, including the Open Space Asset Management Plan. This will be informed through consultation on the Asset Plan.	
		Collect and analyse drainage data for Council's drainage assets	Work is continuing to establish further data on Council's drainage assets within the scope expected for 2021-22.	
	[4-11] Develop a 10 year Asset Plan in compliance with Local Government Act 2020 requirements	Develop a 10-year Asset Plan	A consultant has been engaged to support Council with the development of the 10 year Asset Plan. Council has appointed ST Management to undertake this work and support the deliberative engagement process.	

Not Started
 Completed
 In Progress
 Deferred
 Off Track
 Discontinued

4.3: We will transform our services and service delivery models to ensure they meet the current, emerging and future needs of our community

H&W	Strategic Action	Year 1 Action	Comments	Status
	[4-12] Transform our models of service delivery through service reviews, to improve and ensure accessibility and consistency of our customer experience	Develop a Plan for a three year program of service reviews, to be undertaken in Years 2-4 of this Council Plan	This action is in progress and on track.	
	[4-13] Develop a Communications Strategy that ensures our printed and digital publications feature images of people that reflect the diversity of our community, and that our Darebin Community News includes a diverse mix of language and cultural content	Develop a four year Communications Strategy that ensures strategic planning of effective and reflective communications across our diverse community	The Communications Strategy is in development and on track for delivery.	
		Commence implementation of the Communications Strategy	The Communications Strategy is in development and on track for delivery by March 2022. The Communications Strategy will be implemented upon endorsement.	
	[4-14] Review and develop a new Domestic Animal Management Plan	Review, consult and develop a new Domestic Animal Management Plan, in accordance with State Government timeline requirements	Public exhibition of the draft Animal Management Plan has been completed with in excess of 450 responses received demonstrating a strong community interest. The feedback is being considered and a Plan will be considered by Council for adoption before submission to the State Government by 4 March 2022.	
	[4-15] Develop a Leisure Strategy for our city	Develop a Leisure Strategy for our city, informed by community consultation and engagement with key community stakeholders	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. The outcomes of the 2015-2020 Leisure Strategy will be reported to Council in February 2022 .	
	[4-16] Undertake a review of the General Local Law	Develop proposal for improvements to the General Local Law including consultation with community.	This project has been delayed as a result of COVID-19 disruptions. Community consultation was deferred to the second half of 2022 to enable COVID-related community messaging to be prioritized and to allow some key staff working on this project to be deployed to help manage COVID-19 disruptions. Technical and preparatory work is being progressed in the current financial year.	







4.4: We will ensure major changes in our city achieve significant improvements in our City



H&W	Strategic Action	Year 1 Action	Comments	Status
	[4-17] Support our community and businesses during the construction phase of the Preston Level Crossing project	Support our community and businesses during the construction phase of the Preston Level Crossing project, including support for businesses to attract customers during disruption, helping continue to make the area accessible, and facilitating increased support from the State Government	The Bell-Preston Level Crossing Removal Project (LXRP) continues. A semi-permanent kiosk has been placed at the southern end of the Preston Market by LXRP, for the remainder of the project, where QR codes for brochure and video downloads are available. An SMS campaign drive has been part of the process to keep traders and the community up to date on the latest changes to road closures. Council has advocated for any major road closures to be done outside of high traffic trading days (i.e: weekends). Council has provided social media posts on Facebook and LinkedIn to alert the community of any major works. Promotions and activities during works have kept community and traders engaged.	
	[4-18] Protect Preston Market, including advocating Council's position to the State Government during its planning consultation process, and working with our community to advocate for the strongest possible planning controls and Protections	Represent Council through the formal planning process for Preston Market, including at the State Government's standing advisory committee	A detailed submission on the Preston Market Precinct draft plans was made to the Victorian Planning Authority in July 2021, along with continued advocacy and meetings with Members of Parliament to strongly represent Council's position. Council is currently awaiting the Minister's decision on whether to refer the project to the Standing Advisory Committee, which is expected to occur early-mid 2022. Council has engaged a range of experts and legal counsel to strongly prosecute its submission.	
		Undertaking communications with our community on what Council is advocating for, and how they can participate in any State Government consultation	Council has undertaken extensive communications and advocacy in relation to the Preston Market. Communications include: sending thousands of letters to businesses and residents near the market to encourage submissions; a Mayor's information session held in July 2021 with market traders; a social media campaign; translation of project updates into 12 languages; a summary of 380 submissions to VPA outlining community concerns and submitting Council's change.org petition to the Minister with over 11,000 community signatures.	

● Not Started ● Completed ● In Progress ● Deferred ● Off Track ● Discontinued



4.5: We will improve the sustainability, accessibility, and design of development on private land in our city

H&W	Strategic Action	Year 1 Action	Comments	Status
	[4-19] Progressively improve our Darebin Planning Scheme, establishing a new Municipal Planning Strategy and undertake two new major planning reform projects	Draft a new Municipal Planning Strategy update	A draft Municipal Planning Strategy is currently being prepared and reviewed by Council and the Department of Environment, Land Water and Planning as part of the translation of the current Darebin planning policy into the new mandated State Planning Policy Framework format. This mandatory process is not expected to achieve all of Council's goals and Council will consider its further options in the first half of 2022.	
		Long term program of planning scheme reform priorities developed.	Development of a draft long term program is well advanced and on track for completion by the end of this financial year. Council will review and set priorities annually as part of its budget process.	
	[4-20] Review our Housing Strategy and planning zones including engaging with our community on where housing and development should be, and strengthening neighbourhood character provisions	Undertake Neighbourhood Character Study across our city	Council is preparing to consult with the community about the draft Neighbourhood Character Study in the first half of 2022. This consultation will inform the development of the housing strategy.	
		Undertake community engagement on housing growth and development	Council is preparing to engage with the community about housing and development. Consultation will occur in the first half of 2022.	
	[4-21] Advocate for higher and mandatory Environmentally Sensitive Design (ESD) standards in building and planning controls	Review proposed changes to the State Government's ESD policy (expected to be released in late 2021) and advocate for stronger controls, if needed	The State Government has not yet released its reformed Environmentally Sensitive Design (ESD) policy, although it has announced that it will require 7-star minimum energy efficiency standards, which will be an important step when it is implemented. Darebin, as part of the Council Alliance for a Sustainable Built Environment, is moving forward with policy development of improved local ESD controls. If needed, local governments may commence a planning scheme amendment to cover matters not addressed by the State Government.	

 Not Started
  Completed
  In Progress
  Deferred
  Off Track
  Discontinued

H&W	Strategic Action	Year 1 Action	Comments	Status
		Advocate for stronger building controls to increase the requirements from 6 star energy efficiency to 7 or higher	Council continues to advocate for stronger building controls for new and existing housing. Council made a submission to the recent review of the National Construction Code calling for higher energy efficiency standards. The State Government has announced that it will require 7-star minimum standards for new buildings, however this change has not occurred as yet.	
		Advocate for minimum energy efficiency standards for all rental properties	Council has continued to advocate for minimum standards for Environmentally Sensitive Design including submitting to the National Construction Code 2022 review.	
	[4-22] Complete major planning reform work to: <ul style="list-style-type: none"> • Introduce an open space levy to fund open spaces in our city • Introduce a Developer Contributions Scheme to help fund infrastructure for our growing population • Establish Heidelberg Road Corridor controls • Establish Thornbury Park Heritage Estate controls 	Progress major planning reform work to: <ul style="list-style-type: none"> • Introduce an open space levy to fund open spaces in our city • Introduce a Developer Contributions Scheme to help fund infrastructure for our growing population • Establish Heidelberg Road Corridor controls • Establish Thornbury Park Heritage Estate controls 	All four planning reform projects are in progress. A second round of community consultation has closed for the Open Space Levy. Council is currently considering community feedback regarding the Heidelberg Road Corridor built form, land use and heritage controls. Consultation is continuing for the Thornbury Park Estate heritage controls. Council will soon consider a report from the Planning Panel that considers the Developer Contributions Scheme.	
		Represent Council at planning panels for the four reforms	A planning panel was successful for the Development Contributions Overlay and Council will soon consider its recommendations. Public consultation is still in progress for Thornbury Park Estate heritage overlay. Council is considering community feedback on the Heidelberg Road Corridor and Open Space Levy projects, and will soon deliberate on next steps, including whether to refer submissions to a planning panel.	

● Not Started
 ● Completed
 ● In Progress
 ● Deferred
 ● Off Track
 ● Discontinued

H&W	Strategic Action	Year 1 Action	Comments	Status
	[4-23] Complete our Central Preston Structure Plan	Complete drafting of a built form layout for our Central Preston Structure Plan	Substantial technical work has been carried out to date on this project. Council is finalising a draft Future Preston Central Built Form Framework. The draft framework, along with background documents and a draft vision is expected to be ready for consultation in mid-2022.	
		Consult with the planning, growth and development community to inform our Central Preston Structure Plan	Planning and preparation are underway to seek feedback from the community on the drafts of the vision, built form framework and strategic directions for the future Preston Central Structure Plan in the second quarter of 2022.	

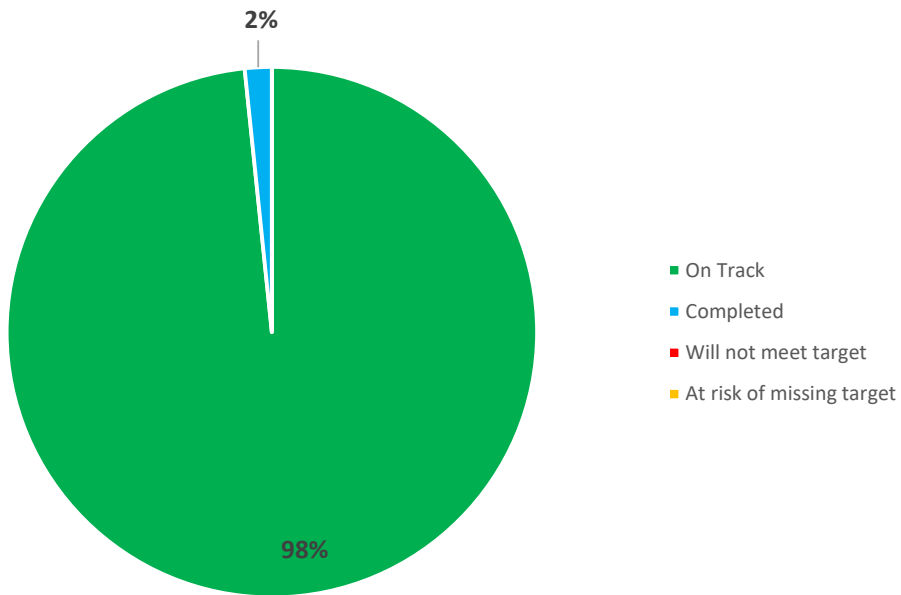
Not Started
 Completed
 In Progress
 Deferred
 Off Track
 Discontinued

CAPITAL WORKS

This is the first year of the Council Plan 2021–25. Darebin’s capital works program continues Council’s strong investment in new and renewed infrastructure. In the Annual Adjusted Budget 2021–22, Council committed approximately \$62 million to its 2021–22 capital works program of 62 projects and programs of work.

As at 31 December 2021, one project has been completed and all others are on track. Council is working to ensure a successful delivery of these projects within the 2021-22 Financial Year. Some of these projects are being delivered over several financial years.

Figure One: Progress Status of 62 projects



CAPITAL WORKS

Project by Asset Class	Total Budget	Progress	Comment
Buildings			
Narrandjeri Stadium 2021-22	\$14,923,000	●	On track
Northcote Aquatic and Recreation Centre Redevelopment 2021-22	\$14,000,000	●	On track
Building Renewal Program 2021-22	\$5,000,000	●	On track
BT Connor Pavilion Redevelopment 2021-22	\$2,200,000	●	On track
Reservoir Leisure Centre 2021-22	\$1,000,000	●	On track
Darebin Resource Recovery Centre Retaining Wall 2021-22	\$800,000	●	On track
Bill Lawry Oval Pavilion 2021-22	\$721,000	●	On track
Funded Three-Year-Old Kindergarten 2021-22	\$200,000	●	On track
Northcote Senior Citizens Roof Renewal 2021-22	\$150,000	●	On track
Merri Community Child Care and Kindergarten 2021-22	\$100,000	●	On track
Building Essential Safety Measures Program 2021-22	\$50,000	●	On track
Carbon Management- Solar Installation 2021-22	\$50,000	●	On track
Alfred Nuttall Memorial Kindergarten 2021-22	\$30,000	●	On track
Drainage			
Kerb and Channel Renewal Program 2021-22	\$400,000	●	On track
Drainage Renewal Program 2021-22	\$250,000	●	On track
Stormwater Pipe Relining Program 2021-22	\$177,000	●	On track
Footpaths and Cycleways			
Cycling Program 2021-22	\$675,000	●	On track
Walking Program 2021-22	\$823,000	●	On track
Shared Path - Parks Renewal Program 2021-22	\$200,000	●	On track
Pit lid replacement Program 2021-22	\$80,000	●	On track
Information Technology			
IT Strategy Implementation Program 2021-22	\$980,000	●	On track
IT Infrastructure Program 2021-22	\$960,000	●	On track
Darebin Libraries Technology Action Plan 2021-22	\$164,000	●	On track
Land			
Land Acquisition to Create New Parks	\$1,000,000	●	On track
Library Books			
Library Collections 2021-22	\$800,000	●	On track

CAPITAL WORKS

Project by Asset Class	Total Budget	Progress	Comment
Parks, Open Space & Streetscapes			
Streetscape improvements COVID recovery 2021-22	\$2,000,000	●	On track
Dole Reserve Wetland	\$1,923,000	●	On track
Catalyst Project - Preston Civic Precinct 2021-22	\$1,200,000	●	On track
High on Broadway 2021-22	\$715,000	●	On track
Playspace Renewal Program 2021-22	\$500,000	●	On track
Sportsfield Lighting - WH Mott 2021-22	\$300,000	●	On track
Sportsground Sub-surface Drainage Program 2021-22	\$293,000	●	On track
Oval and Sportground Renewal and Upgrade Program 2021-22	\$268,000	●	On track
Park Asset Renewal Program 2021-22	\$200,000	●	On track
Community Safety Upgrade Improvements 2021-22	\$200,000	●	On track
Bike it Rezza 2021-22	\$135,000	●	On track
Plenty Tyler Lighting Improvements 2021-22	\$135,000	●	On track
Irrigation Upgrades and Renewals Program 2021-22	\$114,000	●	On track
Greening Reservoir 2021-22	\$103,000	●	On track
Oakover Road, Preston - Solar Lights Installation 2021-22	\$80,000	●	On track
John Hall Oval Lighting Upgrade 2021-22	\$68,000	●	On track
Reservoir Blitz 2021-22	\$70,000	●	On track
Street Furniture and Equipment Renewal Program 2021-22	\$50,000	●	On track
Synthetic Cricket Wicket Installation 2021-22	\$50,000	●	On track
Plant, Machinery and Equipment			
Vehicular Plant Replacement - Heavy Vehicles 2021-22	\$2,000,000	●	On track
Replacement of Mobile Garbage, Green Waste and Recycling Bins 2021-22	\$300,000	●	On track
Vehicular Plant Replacement - Light Vehicles 2021-22	\$250,000	●	On track
Arts Venues & Hubs Plant & Equipment Program 2021-22	\$200,000	●	On track
Food Waste Into Green Bin Introduction 2021-22	\$200,000	●	On track
Youth Services Asset Renewal Program 2021-22	\$68,000	●	On track
Reservoir Leisure Centre Gym Equipment and Group Exercise Equipment 2021-22	\$40,000	●	Completed
Art Collection Acquisitions - Bundoora Homestead Art Centre 2021-22	\$36,000	●	On track

CAPITAL WORKS

Project by Asset Class	Total Budget	Progress	Comment
Recreation, Leisure and Community Facilities			
Open Space Program 2021-22	\$1,455,000	●	On track
Sportsfield Lighting Program 2021-22	\$800,000	●	On track
Bundoora Park Farm Pathway Safety & DDA 2021-22	\$100,000	●	On track
Roads			
Road Rehabilitation Design & Construction Program 2021-22	\$1,750,000	●	On track
Road Resurfacing Program 2021-22	\$900,000	●	On track
Blackspot Design and Construction 2021-22	\$762,000	●	On track
Safe Travel Program 2021-22	\$435,000	●	On track
Right of Way Rehabilitation Program 2021-22	\$167,000	●	On track
Roundabout Renewal Program - 2021-22	\$100,000	●	On track
Accessible Parking Bays 2021-22	\$50,000	●	On track

STATUS OF COUNCIL RESOLUTIONS

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

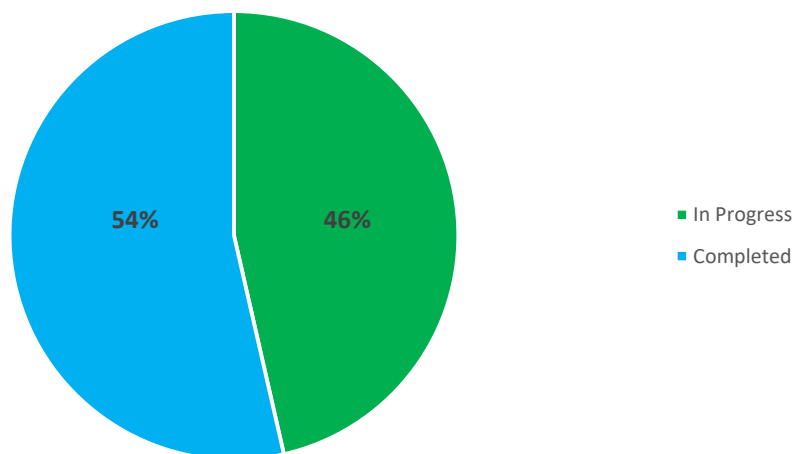
Resolutions, once recorded, take effect immediately. They can vary greatly in scale from writing a letter to communicate Council’s position on a matter, to delivery of a complex capital project. Darebin City Council records and monitors the progress made on the implementation of Council resolutions.

In the second quarter of the Financial Year to date, 15 resolutions have been completed and 13 resolutions are in progress. Due to the complexity of some of the resolutions, they may span multiple years and can be superseded or updated as the initiatives progress.

The status of the 28 resolutions made by Council and its Delegated Committees since 1 October 2021 is:

- 54% completed
- 46% in progress

Figure One: Progress Status of 28 Council resolutions





CITY OF DAREBIN

274 Gower Street, Preston
PO Box 91, Preston, Vic 3072
T 8470 8888 F 8470 8877
E mailbox@darebin.vic.gov.au
darebin.vic.gov.au



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हिंदी	ਪੰਜਾਬੀ	Tiếng Việt

FINANCIAL REPORT

Six months ended
31 December 2021



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1 EXECUTIVE SUMMARY

1.2 Operating performance

	YTD Budget \$'000	YTD Actual \$'000	YTD Var \$'000	Adopted Budget \$'000	Annual Forecast \$'000
Operating					
Revenue	163,952	163,388	(564)	187,477	174,364
Expenditure	(94,294)	(81,506)	12,788	(181,990)	(180,154)
Surplus (deficit)	69,658	81,882	12,224	5,487	(5,790)
Capital & other					
Revenue / grants	(4,736)	(3,572)	1,164	(5,315)	(6,480)
Adjusted underlying surplus/(deficit)	64,922	78,310	13,388	172	(12,270)

For the six months ended 31 December 2021, Council has recorded an operating surplus of \$81.88 million, which is \$12.22 million ahead of the year to date budget. After eliminating capital and other items, the adjusted underlying surplus is \$78.31 million, which is \$13.39 million ahead of budget.

Total revenue year to date is unfavourable by \$0.56 million and forecast to be \$14.81 million less than budget for end of the year. Total expenditure year to date is favourable by \$12.79 million and forecast to be \$4.02 million less than budget for end of year. The forecast operating result for the year ending 30 June 2022 is an operating deficit of \$5.79 million, which is \$11.28 million less than budget. The forecast adjusted underlying deficit is \$12.27 million, which is \$12.44 million less than the budget surplus of \$0.17 million.

There are significant variances in the annual forecast compared to the adopted budget. Notably, as a result of the construction of the new Northcote Aquatic and Recreation Centre, a write-off of the demolished existing building and infrastructure will be booked (\$8.4M).

Revenue in Statutory fees and fines have been forecast down due to traffic enforcement income tracking slower than budget with the expectation revenue will reduce by \$1.63 million.

Revenue from User fees and charges have been forecast down due to the temporary closure of many Council facilities due to COVID-19 with the expectation revenue will reduce by \$1.47 million.

Contributions from developers for public open space are forecast to be \$0.51 million less than budget.

The total expense variance of \$12.79 million includes \$2.92 million of employee costs, mainly associated with temporary community facility closures and program deferrals due to COVID-19. Materials and services costs associated with Parks and open space and many of the closed community facilities are also tracking behind the budget due to temporary lockdown from COVID-19.

1.2 Capital performance

	YTD Budget \$'000	YTD Actual \$'000	YTD Var \$'000	Adopted Budget \$'000	Budget & CFWD's \$'000	Annual Forecast \$'000
Property	12,822	8,869	3,953	39,023	39,794	44,042
Plant & equipment	2,369	1,577	792	6,258	6,538	7,473
Infrastructure	5,775	2,307	3,468	16,372	17,891	17,581
Total capital works	20,966	12,753	8,213	61,653	64,223	69,096

For the six months ended 31 December 2021, Council has expended \$12.75 million on the capital works program, which is \$8.2 million behind the year to date budget. The variance is due mainly to delays in buildings works, plant, machinery & equipment, roads, land improvements and parks, opens space and streetscapes.

To support the \$12.75 million expended as at 31 December 2021 a further \$69.59 million has been committed by way of issued purchase orders. Total contract commitments for the multi-year Northcote Aquatic & Recreation Centre (\$59.6 million) and Narrandjeri Stadium (\$6.3 million) projects are included. Commitments are not reflected in the reported capital expenditure and indicates that many projects are well progressed.

The adopted budget has increased from \$61.65 million to an annual forecast of \$69.09 million. This is due to advance works undertaken at Northcote Aquatic & Recreation Centre \$7.5 million, offset by savings at Narrandjeri Stadium \$2.4 million.

1.3 Financial position

	YTD Budget \$'000	YTD Actual \$'000	YTD Var \$'000	Adopted Budget \$'000	Annual Forecast \$'000	Audited 2021 \$'000
Cash and investments	43,084	69,529	26,445	34,544	32,536	64,579
Net current assets	101,207	117,272	16,065	15,544	5,505	36,315
Net assets and total equity	1,601,689	1,571,060	(30,629)	1,537,519	1,483,393	1,489,183

The financial position as at 31 December 2021 shows a cash and investment balance of \$69.53 million which is \$26.45 million ahead of budget. The variance is due mainly to timing differences in receipt of rates, payments to employees and suppliers, 2nd installment FSPL payment and a higher opening cash and investment position compared with budget. The cash and investment balance of \$69.53 million was sufficient to meet restricted cash and intended allocation obligations of \$36.03 million at the end of December. 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 \$117.27 million which is \$16.07 million more than budget. Due mainly to the prior year revaluation decrement of infrastructure assets, the net asset position of \$1.57 billion is \$30.63 million less than budget.

The forecast Financial Position as at 30 June 2022 shows a cash position of \$32.54 million and net current assets of \$5.51 million.

2. FINANCIAL ANALYSIS

2.1 Operating performance

The information in the table below shows income and operating expenditure for the period ended 31 December 2021. The six columns of data provide information on the following:

- YTD budget to 31 December 2021 (i.e. estimated timing of income and expenditure)
- YTD actual results to 31 December 2021
- YTD variance of actuals compared to budget
- Original budget as adopted by Council
- Mid-year (annual) forecast of the year end position
- Variance of original budget adopted by Council and mid-year (annual) forecast of the year end position.

The report provides 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.

The majority of YTD timing and permanent differences against budget are due to the on-going COVID impact on Council operations and services.

DAREBIN CITY COUNCIL
Comprehensive Income Statement
For the 6 months ended 31 December 2021

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Annual Budget \$'000	Annual Forecast \$'000	Forecast Variance \$'000
Income						
Rates and charges	137,083	135,822	(1,261)	139,759	138,132	(1,627)
Statutory fees and fines	4,268	3,299	(969)	8,753	7,122	(1,631)
User fees	3,940	2,416	(1,524)	7,931	6,466	(1,465)
Grants - operating	9,071	13,594	4,523	17,075	15,096	(1,979)
Grants - capital	5,315	3,635	(1,680)	5,315	7,370	2,055
Contributions - monetary	3,077	2,602	(475)	5,456	4,992	(464)
Net gain (loss) on disposal of property, infrastructure, plant and equipment	161	594	433	631	(7,036)	(7,667)
Other income	1,037	1,425	388	2,557	2,222	(335)
Total income	163,952	163,387	(565)	187,477	174,364	(13,113)
Expenses						
Employee costs	48,751	45,829	2,922	93,897	93,887	10
Materials and services	27,180	21,091	6,089	52,632	51,586	1,046
Depreciation	12,173	11,410	763	24,767	24,691	76
Amortisation - intangible assets	221	254	(33)	29	452	(423)
Amortisation - right of use assets	0	0	0	66	51	15
Bad and doubtful debts	724	87	637	1,706	605	1,101
Borrowing costs	0	0		18	22	(4)
Finance Costs - leases	0	0	0	0	0	0
Other expenses	5,245	2,835	2,410	8,875	8,860	15
Total expenses	94,294	81,506	12,788	181,990	180,154	1,836
Surplus for the year	69,658	81,881	12,223	5,487	(5,790)	(11,277)
Less						
Grants - capital (non-recurrent)	(4,736)	(3,572)	1,164	(5,315)	(6,480)	(1,165)
Adjusted underlying surplus/ (deficit)	64,922	78,309	13,387	172	(12,270)	(12,442)

Operating Revenue – notes

1. **Rates and charges:** Major variances include:
 - Supplementary rates are \$106K less than budget. This is due to a reduced number of supplementary valuations occurring after the 2021 general re-valuation undertaken by the Valuer-General. (T)
 - State Government pensioner rate rebate is \$615K less than budget. Second quarter claim is yet to be lodged with DHS. (T)
 - Special rates and charges related to Solar Saver are \$555K less than budget and it is forecast that this variance will be \$1,205K less than budget at the end of the financial year. There have been delays in the roll-out of the next Solar Saver scheme. (P)
2. **Statutory fees and fines:** Major variances include:
 - Traffic enforcement fees are \$1,465K less than budget YTD and it is forecast that this variance will be \$1,671K less than budget at the end of the financial year. (P)
 - Building and Planning fees are \$365K greater than budget and it is forecast that this variance will be \$450K more than budget at the end of the financial year. (P)
 - Revenue land information fees are \$102K greater than budget. (T)
3. **Grants operating:** Major variances include:
 - Working for Victoria \$409K. Final installment of the State Government funding received. (P)
 - Aged and disability service delivery funding is \$1,562K greater than budget and it is forecast that this variance will be \$425K less than budget at the end of the financial year. Funding received in advance. (P)
 - State Government COVID-19 funding received for Outdoor activation and business support was not budgeted to be received \$1,446K. (P)
 - State Government funding received for Place Making is \$1,367K greater than budget. (T)
 - Victorian Grants Commission (Financial Assistance Grants) for 2021-22 were 50% prepaid in 2020/21 and accordingly the grants received are \$1,042K less than budget. (P)
4. **Grants capital:** Major variances include:
 - Blackspot and road safety funding is \$351K less than budget and it is forecast that this variance will be \$465K greater than budget at the end of the financial year. Additional funding anticipated as projects are completed. (P)
 - Roads to Recovery programs funding is \$536K less than budget and it is forecast that this variance will be \$290K greater than budget at the end of the financial year. Additional funding anticipated as projects are completed. (P)
 - State Government funding for Reservoir activation is \$1,023K less than budget. (T)
 - Funding for Dole Reserve wetland is \$400K less than budget. Balance of funding to be received on completion of project. (T)
 - State Government funding received for Narrandjeri Stadium is \$232K greater than budget and it is forecast that this variance will be \$665K greater than budget at the end of the financial year. Project is in advance of schedule. (P)
 - State Government funding received for Edwardes Lake dog off lead project is \$136K greater than budget. (P)

Note: (T) Timing, (P) Permanent

Operating Revenue – notes

- State Government funding received for Penders Park masterplan is \$225K greater than budget. (P)
5. **Contributions - monetary:** Major variances include:
- Public open space contributions are \$167K less than budget and it is forecast that this variance will be \$511K less than budget at the end of the financial year. (P)
 - Due to delays in the rollout of the Solar Saver program, small scale technology certificates have not been received \$340K. It is forecast that this variance will be \$174K less than budget at the end of the financial year. (P)
6. **Net gain / (loss) on sale of property, plant and equipment:**
- Proceeds from the sale of plant items at Northcote Aquatic & Recreation Centre is \$166K greater than budget. The auction proceeds of this equipment was not budgeted. (P)
 - Proceeds on sale of motor vehicles is \$313K greater than budget. (T)
 - Proceeds from the sale of discontinued roads is \$197K less than budget. (T)
 - Write-off of the demolished buildings and infrastructure at the Northcote Aquatic & Recreation Centre was not budgeted. It is forecast that \$8.4 million of asset value will be written-off this year. (P)
7. **Other income:** Major variances include:
- Lower deposit interest rates have resulted in the Interest received to be \$136K less than budget and it is forecast that this variance will be \$290K less than budget at the end of the financial year. (P)
 - Property income from rental and leases is \$196K greater than budget it is forecast that this variance will be \$87K greater than budget at the end of the financial year. (P)

Operating Expenses – notes

8. **Employee costs:** Major variances are:
- City development is \$240K less than budget at the end of December. (T)
 - City safety and compliance is \$317K less than budget at the end of December. COVID-19 has impacted on traffic enforcement and temporary closure of school crossings. It is forecast that this variance will be \$581K less than budget at the end of the financial year. (P)
 - City works is \$129K less than budget at the end of December. Fleet management, Operations, Contracts and compliance are all lower than expected. It is forecast that this variance will be \$490K more than budget at the end of the financial year. (P)
 - Creative culture and events is \$186K less than budget at the end of December. The State Government Covid-19 restrictions has forced the temporary closure of many Council facilities and the postponement of programs. (T)
 - Economic recovery & resilience is \$110K less than budget at the end of December. (T)
 - Environment & sustainable transport is \$185K less than budget at the end of December. Delays in rollout of the Solar Saver program. It is forecast that this variance will be \$300K less than budget at the end of the financial year. (P)

Note: (T) Timing, (P) Permanent

Operating Expenses – notes

- Equity & wellbeing is \$186K less than budget at the end of December. (T)
 - Families, Youth & Children is \$296K less than budget at the end of December. (T)
 - Parks and open space is \$305K less than budget at the end of December. It is forecast that this variance will be \$1,658K less than budget at the end of the financial year. (P)
 - Property & business improvement is \$165K less than budget at the end of December. Lower than expected property management costs. It is forecast that this variance will be \$176K less than budget at the end of the financial year. (P)
 - Recreation & libraries is \$465K less than budget at the end of December. The State Government Covid-19 restrictions has forced the temporary closure of many Council facilities and the postponement of programs. It is forecast that this variance will be \$633K less than budget at the end of the financial year. (P)
 - Supported and connected living is \$840K less than budget at the end of December. (T)
 - People and culture is \$162K greater than budget at the end of December. It is forecast that this variance will be \$718K more than budget at the end of the financial year. Greater than expected group learning costs and accrued leave paid to Working for Victoria participants. (P)
 - Due to Covid-19, accrued leave provisions for both annual and long service leave are forecast to increase. It is forecast that this variance will be \$1,485K more than budget at the end of the financial year. (P)
9. **Materials and services:** Major variances are:
- City safety and compliance is \$241K less than budget at the end of December. COVID-19 has impacted on traffic enforcement and animal welfare facility costs. It is forecast that this variance will be \$195K less than budget at the end of the financial year. (P)
 - City works is \$475K less than budget at the end of December. Lower than expected waste management and greater Infrastructure maintenance costs. It is forecast that this variance will be \$193K more than budget at the end of the financial year. (P)
 - Creative culture and events is \$503K less than budget at the end of December. The State Government Covid-19 restrictions has forced the temporary closure of many Council facilities and the postponement of programs. (T)
 - Environment & sustainable transport is \$937K less than budget at the end of December. Delays in rollout of the Solar Saver program. It is forecast that this variance will be \$1,829K less than budget at the end of the financial year. (P)
 - Equity and wellbeing is \$231K less than budget at the end of December. Due to Covid-19 restrictions there have been delays in delivering various programs. (T)
 - Parks and open space is \$1,229K less than budget at the end of December. Lower than expected tree management and park maintenance costs associated with the State Government Covid-19 restrictions forcing the closure of many Council facilities and sports grounds. It is forecast that this variance will be \$1,651K less than budget at the end of the financial year. (P)

Note: (T) Timing, (P) Permanent

Operating Expenses – notes

- Recreation & libraries is \$809K less than budget at the end of December. The State Government Covid-19 restrictions has forced the temporary closure of many Council facilities and the postponement of programs. It is forecast that this variance will be \$1,699K less than budget at the end of the financial year. (P)
- Assets and capital delivery is \$436K more than budget at the end of December. Project management costs for Q1 are yet to be allocated to specific capital works projects. It is forecast that this variance will be \$1,373K more than budget at the end of the financial year. Greater than expected building maintenance undertaken on Council facilities. (P)
- Economic recovery & resilience is \$632K more than budget at the end of December. Costs associated with Shop local voucher scheme are in advance of forecast. (T)

10. Bad and doubtful debts: Major variance is:

- Traffic enforcement in bad and doubtful debts is \$596K less than budget and it is forecast that this variance will be \$850K less than budget at the end of the financial year. The variance arises mainly as a consequence of less infringements being sent to Fines Victoria for processing. (P)

11. Other expenses: Major variances are:

- 1.5% rebate attributable to general rates and property valuations are \$1,107K less than budget. (T)
- Economic recovery & resilience is \$110K less than budget at the end of December. Lower than expected costs associated with Local business task force and Shop local voucher scheme. (T)
- Parks and open space is \$121K less than budget at the end of December. Timing of contributions to Darebin & Merri Creek management committees. (T)
- Sports development program contributions are \$118K less than budget at the end of December. (T)

Note: (T) Timing, (P) Permanent

2.2 Capital performance

The information in the table below shows capital expenditure for the period ended 31 December 2021. The seven columns of data provide information on the following:

- YTD budget to 31 December 2021
- YTD actual results to 31 December 2021
- 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 (annual) forecast of the year end position
- Variance of original budget adopted by Council and mid-year forecast of the year end position.

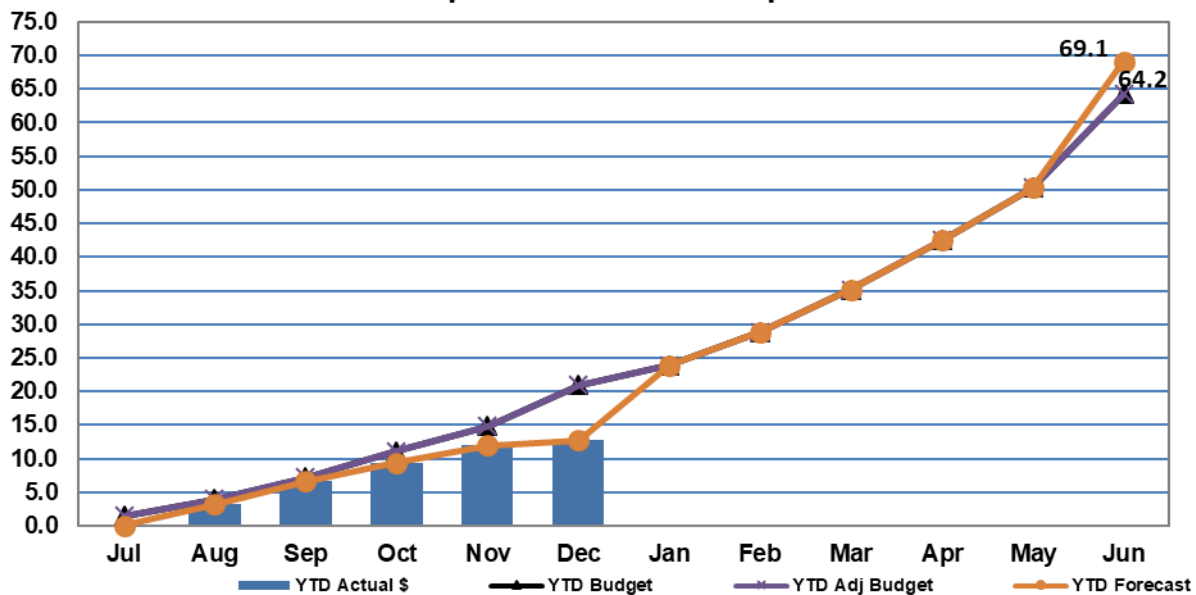
DAREBIN CITY COUNCIL

Statement of Capital Works

For the 6 months ended 31 December 2021

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Annual Budget \$'000	Budget & CFWDs \$'000	Annual Forecast \$'000	Forecast Variance \$'000
Capital works							
Property							
Land	321	0	321	1,000	1,000	0	1,000
Buildings	12,501	8,868	3,633	38,023	38,794	44,042	(6,019)
Total property	12,822	8,868	3,954	39,023	39,794	44,042	(5,019)
Plant & equipment							
Plant, machinery & equipment	993	229	764	3,094	3,094	3,014	80
Computers & telecommunications	849	1,093	(244)	2,364	2,644	3,659	(1,295)
Library books	527	255	272	800	800	800	0
Total plant & equipment	2,369	1,577	792	6,258	6,538	7,473	(1,215)
Infrastructure							
Roads	1,560	545	1,015	4,556	4,859	3,914	642
Bridges	13	1	12	40	40	150	(110)
Footpaths & cycleways	584	432	152	1,732	1,820	1,815	(83)
Drainage	281	296	(15)	800	800	800	0
Land Improvements	1,019	61	958	2,673	3,173	3,930	(1,257)
Recreation, leisure & community facilities	525	48	477	1,568	1,636	1,439	129
Parks, open space & streetscapes	1,793	925	868	5,003	5,563	5,533	(530)
Total infrastructure	5,775	2,308	3,467	16,372	17,891	17,581	(1,209)
Total capital works	20,966	12,753	8,213	61,653	64,223	69,096	(7,443)
Represented by:							
Asset renewal	8,543	5,198	3,345	25,123	27,495	28,157	(3,034)
New assets	6,720	4,088	2,632	19,762	19,762	22,148	(2,386)
Asset expansion	3,094	1,882	1,212	9,099	9,099	10,197	(1,098)
Asset upgrade	2,608	1,586	1,022	7,669	7,867	8,595	(926)
Total capital works	20,966	12,753	8,213	61,653	64,223	69,096	(7,443)

Cumulative capital works actual expenditure



Capital Expenditure – notes

1. **Land:** Major variances include:

- Land acquisition project is \$321K less than budget at the end of December. Proposed land acquisitions for 2021/22 will not be proceed. (P)

2. **Buildings:** Major variances include:

- BT Connor Reserve pavilion upgrade is \$675K less than budget. Progress on works is behind of the project plan. It is forecast that this variance will be \$300K less than budget at the end of the financial year. (P)
- Building renewal program is \$863K less than budget at the end of December. Progress on works is behind of the project plan. (T)
- Catalyst project – Preston Civic Centre is \$278K less than budget at the end of December. Progress on works is behind of the project plan. (T)
- Northcote Aquatic and Recreation Centre redevelopment is \$3,753K less than budget at the end of December. Progress on the works is forecast to be in advance of the project plan at year end. It is forecast that this variance will be \$7,500K greater than budget at the end of the financial year. (P)
- Reservoir Leisure Centre is \$256K less than budget. Progress on works is behind of the project plan. It is forecast that this variance will be \$100K less than budget at the end of the financial year. (P)
- Narrandjeri Stadium is \$2.50 million greater than budget at the end of December. The Narrandjeri Stadium project is a multi-year project. Progress on the stadium is in advance of the project plan. It is forecast that this variance will be \$2,423K less than budget at the end of the financial year. (P)
- Northcote library and customer service centre facade upgrade is \$217K greater than budget at the end of December. Progress on the works is in advance of the project plan. It is forecast that this variance will be \$164K greater than budget at the end of the financial year. (P)

3. **Plant, machinery & equipment:** Major variances include:
 - Vehicular plant replacement program is \$717K less than budget at the end of December. Progress on works is behind of the project plan. (T)
 - Youth services equipment renewal program is \$136K more than budget at the end of December. Progress on works is in advance of the project plan. (T)
4. **Computer & telecommunications:** Major variances include:
 - It improvement – Darebin website program is \$214K greater than budget at the end of December. Progress on works is in advance of the project plan. It is forecast that this variance will be \$675K less than budget at the end of the financial year. (P)
 - It infrastructure program is \$154K greater than budget at the end of December. Progress on works is in advance of the project plan. (T)
 - It project – EDRMS replacement is \$168K less than budget at the end of December. Progress on works is behind of the project plan. It is forecast that this variance will be \$400K more than budget at the end of the financial year. (P)
5. **Library books:** Major variances include:
 - Library product purchase is \$271K less than budget at the end of December. Lower than expected digital product purchases. (T)
6. **Roads:** Major variances include:
 - Blackspot design and construction is \$148K less than budget at the end of December. Progress on works is behind of the project plan. It is forecast that this variance will be \$310K more than budget at the end of the financial year. (P)
 - Road Rehabilitation – future design works is \$533K less than budget at the end of December. Progress on works is behind of the project plan. It is forecast that this variance will be \$550K more than budget at the end of the financial year. (P)
 - Road resurfacing works is \$248K less than budget at the end of December. Progress on works is behind of the project plan. (T)
 - Kerbs and channel renewal program is \$146K greater than budget at the end of December. Progress on works is in advance of the project plan. (T)
7. **Footpaths & cycleways:** Major variances include:
 - No individual significant item
8. **Land improvements:** Major variances include:
 - Dole Reserve wetland project is \$610K less than budget at the end of December. Progress on works is behind of the project plan. (T)
 - Darebin Operations Centre retaining wall is \$227K less than budget at the end of December. Progress on works is behind of the project plan. It is forecast that this variance will be \$757K less than budget at the end of the financial year. (P)

Note: (T) Timing, (P) Permanent

Capital Expenditure – notes**9. Recreation, leisure & community facilities:** Major variances include:

- Sportsfield lighting – JE Moore Park is \$119K less than budget at the end of December. Progress on works is behind of the project plan. (T)
- Sportsfield lighting – IW Dole Reserve is \$114K less than budget at the end of December. Progress on works is behind of the project plan. (T)
- Sportsfield lighting – JC Donath Reserve is \$119K less than budget at the end of December. Progress on works is behind of the project plan. (T)

10. Parks, opens space & streetscapes: Major variances include:

- Streetscape improvement is \$607K less than budget at the end of December. Progress on works is behind of the project plan. (T)
- High on Broadway project is \$190K less than budget at the end of December. Progress on works is behind of the project plan. (T)
- Open space works at Penders Park is \$100K less than budget at the end of December. Project is behind of the project plan. (T)
- Open space rapid works for 2021-22 is \$313K greater than budget at the end of December. Project is in advance of proposed project plan. (T)

Note: (T) Timing, (P) Permanent

2.3 Financial position

	YTD Budget \$'000	YTD Actual \$'000	YTD Var \$'000	Adopted Budget \$'000	Annual Forecast \$'000	Audited 2021 \$'000
Cash and investments	43,084	69,529	26,445	34,544	32,536	64,579
Net current assets	101,207	117,272	16,065	15,544	5,505	36,315
Net assets and total equity	1,601,689	1,571,060	(30,629)	1,537,519	1,483,393	1,489,183

Cash balance

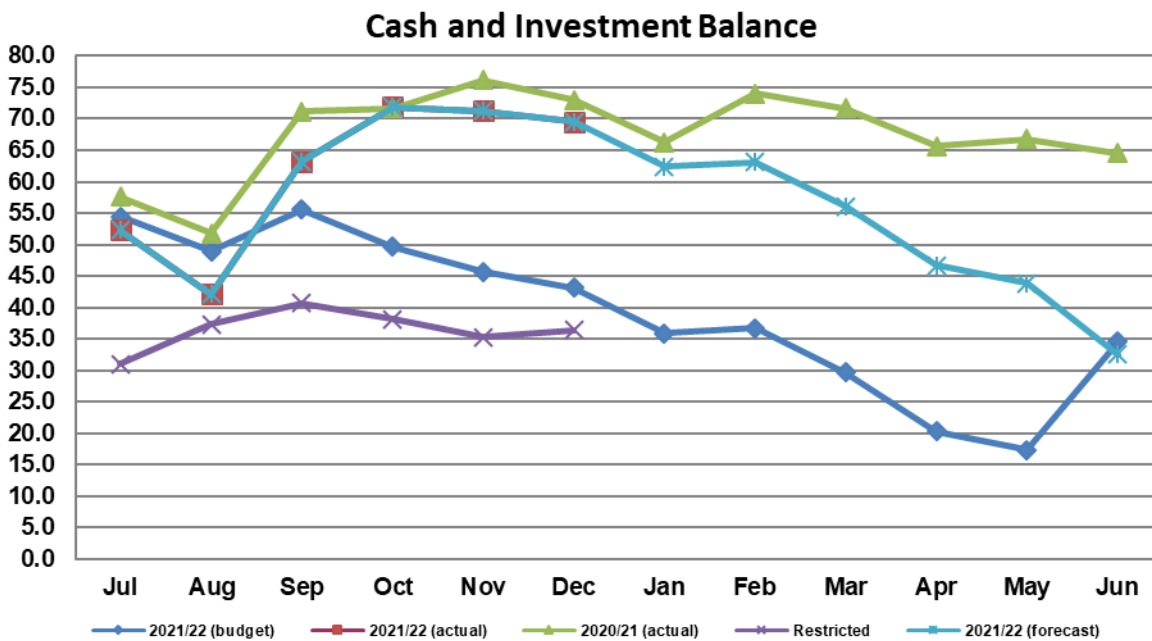
The chart below shows projections of how Council’s cash balance is expected to perform over the course of the 2021/22 financial year. The chart portrays:

- Budgeted 2021/22 cash balance
- Actual 2021/22 cash balance
- Actual 2020/21 cash balance
- Restricted Cash
- Mid-year (annual) 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.

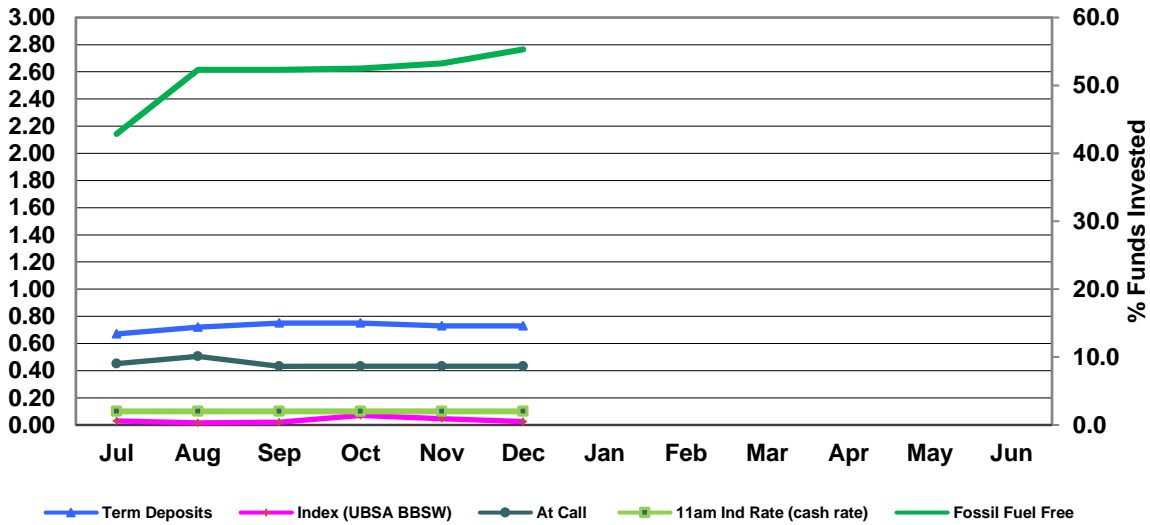
The graph below shows Council’s cash balance is within expectations and every opportunity is taken to invest surplus cash to maximise investment returns.



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 (\$19.51M).

The graph below shows Council’s interest performance against the market as well as showing the percentage of investments that were placed with financial institutions and authorised deposit-taking institutions which do not have a record of funding fossil fuels. As at 31 December 2021, 55% of all invested funds were placed with financial institutions and ADIs which do not have a record of funding fossil fuels (30 June 2021 45%).

Weighted average interest rate v benchmark

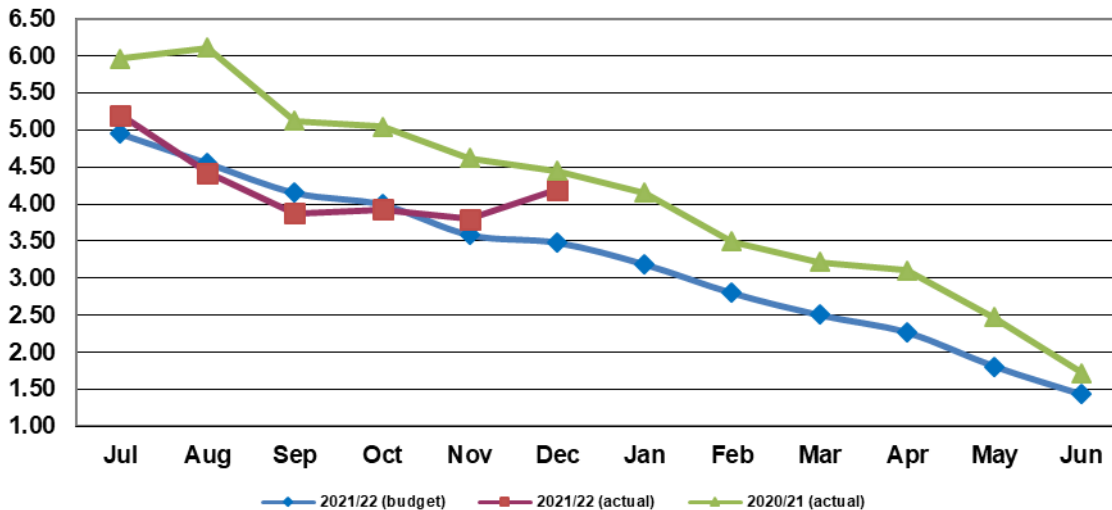


Working capital

The chart below shows projections of the movement in Council’s working capital over the course of the 2021/21 financial year. The chart portrays:

- Budgeted 2021/22 working capital
- Actual 2021/22 working capital
- Actual 2020/21 working capital

Working capital (current assets/current liabilities)

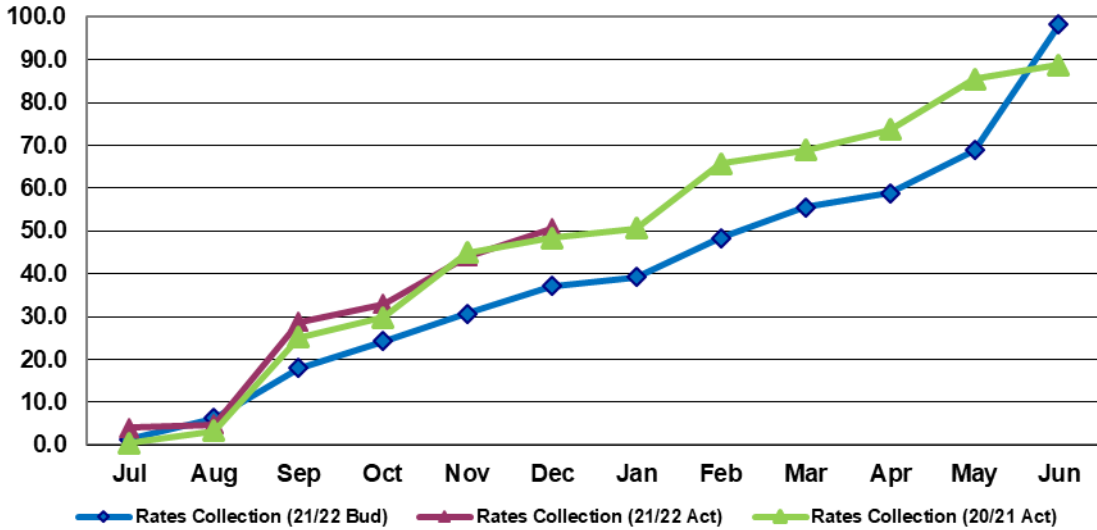


As at 31 December 2021, \$135.82 million was raised in general rates and charges including supplementary valuations generated by changes to council’s property base. At 31 December 2021, 50.6% of the rates raised have been collected compared to the same period of the 2020-21 financial year of 48.4%.

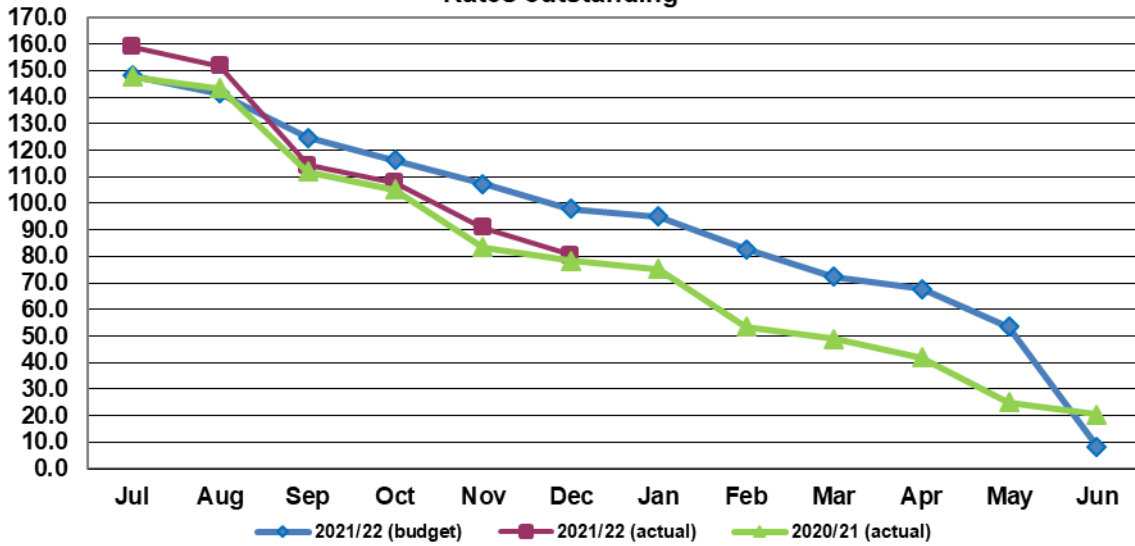
Rates debtors

The following graphs show that current collection trends are closely following the 2020-21 collection trend and the budgeted collection trend:

% of rates received



Rates outstanding



APPENDIX A

Comprehensive Income Statement
Balance Sheet
Statement of Cash Flows
Statement of Capital Works

DAREBIN CITY COUNCIL

Comprehensive Income Statement

For the 6 months ended 31 December 2021

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Annual Budget \$'000	Annual Forecast \$'000
Income					
Rates and charges	137,083	135,822	(1,261)	139,759	138,132
Statutory fees and fines	4,268	3,299	(969)	8,753	7,122
User fees	3,940	2,416	(1,524)	7,931	6,466
Grants - operating	9,071	13,594	4,523	17,075	15,096
Grants - capital	5,315	3,635	(1,680)	5,315	7,370
Contributions - monetary	3,077	2,602	(475)	5,456	4,992
Net gain (loss) on disposal of property, infrastructure, plant and equipment	161	594	433	631	(7,036)
Other income	1,037	1,425	388	2,557	2,222
Total income	163,952	163,387	(565)	187,477	174,364
Expenses					
Employee costs	48,751	45,829	2,922	93,897	93,887
Materials and services	27,180	21,091	6,089	52,632	51,586
Depreciation	12,173	11,410	763	24,767	24,691
Amortisation - intangible assets	221	254	(33)	29	452
Amortisation - right of use assets	0	0	0	66	51
Bad and doubtful debts	724	87	637	1,706	605
Borrowing costs	0	0		18	22
Finance Costs - leases	0	0	0	0	0
Other expenses	5,245	2,835	2,410	8,875	8,860
Total expenses	94,294	81,506	12,788	181,990	180,154
Surplus for the year	69,658	81,881	12,223	5,487	(5,790)
Less					
Grants - capital (non-recurrent)	(4,736)	(3,572)	1,164	(5,315)	(6,480)
Adjusted underlying surplus/ (deficit)	64,922	78,309	13,387	172	(12,270)

DAREBIN CITY COUNCIL

Balance Sheet

As at 31 December 2021

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Annual Budget \$'000	Annual Forecast \$'000	Audited 2021 \$'000
Current assets						
Cash and cash equivalents	43,084	50,021	6,937	34,544	15,683	47,727
Trade and other receivables	95,590	81,598	(13,992)	14,425	17,628	19,938
Other financial assets	0	19,508	19,508	0	16,853	16,852
Inventories	60	58	(2)	60	58	58
Other assets	3,038	1,446	(1,592)	2,525	2,026	2,212
Total current assets	141,772	152,631	10,859	51,554	52,248	86,787
Non-current assets						
Trade and other receivables	8,757	3,782	(4,975)	9,095	2,909	3,995
Other financial assets	0	6	6	0	6	6
Property, infrastructure, plant & equipment	1,490,347	1,448,438	(41,909)	1,518,590	1,482,763	1,447,095
Right-of-use assets	263	154	(109)	197	103	154
Investment property	2,790	2,714	(76)	2,790	2,714	2,714
Intangible assets	357	714	357	549	517	969
Total non-current assets	1,502,514	1,455,808	(46,706)	1,531,221	1,489,012	1,454,933
Total assets	1,644,286	1,608,439	(35,847)	1,582,775	1,541,260	1,541,720
Current liabilities						
Trade and other payables	13,364	2,445	10,919	8,792	14,704	15,004
Trust funds and deposits	4,571	8,851	(4,280)	4,527	5,123	5,123
Unearned Income	0	2,403	(2,403)	0	2,385	8,044
Provisions	22,518	21,646	872	21,918	23,589	22,227
Interest bearing loans and borrowings	0	0	0	706	942	0
Lease liability	112	14	98	67	0	74
Total current liabilities	40,565	35,359	5,206	36,010	46,743	50,472
Provisions	1,876	1,876	0	1,876	1,981	1,981
Interest bearing loans and borrowings	0	0	0	7,236	9,058	0
Lease liability	156	144	12	134	84	84
Total non-current liabilities	2,032	2,020	12	9,246	11,123	2,065
Total liabilities	42,597	37,379	5,218	45,256	57,866	52,537
Net assets	1,601,689	1,571,060	(30,629)	1,537,519	1,483,393	1,489,183
Equity						
Accumulated surplus	637,511	646,514	9,003	573,791	555,162	564,636
Asset revaluation reserve	936,646	898,504	(38,142)	936,646	898,505	898,505
Other reserves	27,532	26,042	(1,490)	27,082	29,726	26,042
Total equity	1,601,689	1,571,060	(30,629)	1,537,519	1,483,393	1,489,183

DAREBIN CITY COUNCIL

Statement of Cash Flow

For the 6 months ended 31 December 2021

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Annual Budget \$'000	Annual Forecast \$'000
Cash flows from operating activities					
Rates	51,946	75,479	23,533	138,425	141,220
Statutory fees and fines	4,268	2,920	(1,348)	9,577	7,122
User fees & charges (inclusive of GST)	5,521	1,805	(3,716)	8,677	6,878
Government receipts	14,386	12,370	(2,016)	22,174	17,607
Contributions - Monetary	2,730	2,602	(128)	5,456	4,992
Other income	1,537	1,461	(76)	2,627	2,222
Employee costs	(47,608)	(46,936)	672	(96,009)	(92,825)
Materials and services (inclusive of GST)	(37,670)	(32,774)	4,896	(70,702)	(70,136)
Net FSPL refund / payment	10	3,329	3,319	0	0
	(4,880)	20,256	25,136	20,225	17,081
Interest	(153)	(65)	88	593	201
Trust funds and deposits	0	(397)	(397)	0	(800)
Net GST refund / payment	4,806	3,832	(974)	8,915	8,958
Net cash provided by operating activities	(227)	23,626	23,853	29,733	25,439
Cash flows from investing activities					
Proceeds from sale of property, plant & equipment	301	1,017	715	694	1,703
Payment for property, infrastr, plant & equipment	(20,968)	(19,694)	1,274	(67,718)	(69,098)
Repayment of loans and advances	0	0	0	0	9
Net cash used in investing activities	(20,666)	(18,677)	1,989	(67,024)	(67,386)
Cash flows from financing activities					
Finance costs	0	0	0	(18)	(40)
Proceeds of interest bearing loans and borrowings	0	0	0	8,000	10,000
Repayment of borrowings	0	0	0	(58)	0
Repayment of lease liabilities	0	0	0	(67)	(56)
Net cash used in financing activities	0	(0)	(0)	7,857	9,904
Net increase / (decrease) in cash & cash equivalents	(20,894)	4,949	25,843	(29,434)	(32,043)
Cash & cash equivalents at the beginning of the year	63,978	64,579	601	63,978	64,579
Cash & cash equivalents at the end of the period	43,084	69,528	26,444	34,544	32,536

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 (\$16.85M).

DAREBIN CITY COUNCIL

Statement of Cash Flow

For the 6 months ended 31 December 2021

Reconciliation of cash flows from operating activities to surplus

	YTD	YTD	YTD	Annual	Annual
	Budget	Actual	Variance	Budget	Forecast
	\$'000	\$'000	\$'000	\$'000	\$'000
Surplus for the year	69,658	81,881	12,223	5,487	(5,790)
Items not involving cash or non operating in nature					
Depreciation and amortisation	12,394	11,664	(730)	24,767	25,194
Interest expense	0	0	0	0	22
Bad & doubtful debts	724	87	(637)	1,706	605
Net (gain) / loss on sale of assets	(161)	(594)	(433)	(631)	7,036
	<u>82,615</u>	<u>93,038</u>	<u>10,423</u>	<u>31,329</u>	<u>27,067</u>
Change in operating assets and liabilities					
Decrease / (Increase) in rate debtors	(82,137)	(60,410)	21,727	(3,986)	3,289
Decrease / (Increase) in other operating assets	272	(778)	(1,050)	7,546	(6,721)
(Decrease) / Increase in Trade creditors	(584)	5,434	6,018	(3,968)	0
(Decrease) / Increase in other operating liabilities	(993)	(12,972)	(11,979)	(1,188)	442
(Decrease) / Increase in provisions	600	(686)	(1,286)	0	1,362
	<u>(82,842)</u>	<u>(69,411)</u>	<u>13,431</u>	<u>(1,596)</u>	<u>(1,627)</u>
Net cash provided by operating activities	<u>(227)</u>	<u>23,626</u>	<u>23,853</u>	<u>29,733</u>	<u>25,439</u>

DAREBIN CITY COUNCIL

Statement of Capital Works

For the 6 months ended 31 December 2021

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Annual Budget \$'000	Budget & CFWDs \$'000	Annual Forecast \$'000
Capital works						
Property						
Land	321	0	321	1,000	1,000	0
Buildings	12,501	8,868	3,633	38,023	38,794	44,042
Total property	12,822	8,868	3,954	39,023	39,794	44,042
Plant & equipment						
Plant, machinery & equipment	993	229	764	3,094	3,094	3,014
Computers & telecommunications	849	1,093	(244)	2,364	2,644	3,659
Library books	527	255	272	800	800	800
Total plant & equipment	2,369	1,577	792	6,258	6,538	7,473
Infrastructure						
Roads	1,560	545	1,015	4,556	4,859	3,914
Bridges	13	1	12	40	40	150
Footpaths & cycleways	584	432	152	1,732	1,820	1,815
Drainage	281	296	(15)	800	800	800
Land Improvements	1,019	61	958	2,673	3,173	3,930
Recreation, leisure & community facilities	525	48	477	1,568	1,636	1,439
Parks, open space & streetscapes	1,793	925	868	5,003	5,563	5,533
Total infrastructure	5,775	2,308	3,467	16,372	17,891	17,581
Total capital works	20,966	12,753	8,213	61,653	64,223	69,096
Represented by:						
Asset renewal	8,543	5,198	3,345	25,123	27,495	28,157
New assets	6,720	4,088	2,632	19,762	19,762	22,148
Asset expansion	3,094	1,882	1,212	9,099	9,099	10,197
Asset upgrade	2,608	1,586	1,022	7,669	7,867	8,595
Total capital works	20,966	12,753	8,213	61,653	64,223	69,096

8.3 GOVERNANCE REPORT - FEBRUARY 2022**Author:** Senior Council Business Officer**Reviewed By:** General Manager, Governance and Engagement

EXECUTIVE SUMMARY

The matters covered under the Governance Report for the month of February 2022 are:

- An update on work towards a Memorandum of Understanding (MOU) with Aboriginal Housing Victoria (AHV) and Council;
- Summary of Advisory Committees, Councillor Briefing and other informal meetings of Councillors;
- Reports by Mayor and Councillors;
- Notes no questions were taken on notice during Public Question Time at the Council Meeting held on 31 January 2022;
- Councillor Expenses Report for the quarter from 1 October to 31 December 2021;
- Proposal to hold a Hearing of Submissions Committee, if required, on Monday 11 April 2022 at 5.30 pm at the Preston Town Hall, 284 Gower Street, Preston or Virtually.
- Endorsement of Councils' feedback on the Municipal Association of Victoria's 2021-22 Rules Review – Discussion Paper
- An update on the request from the Multicultural Group, Papaflessas to name an unnamed laneway between 2 Gooch Street and 1 Raleigh Street, Thornbury as 'Kalamata Place '

Officer Recommendation

That Council:

- (1) Notes the Governance Report – February 2022.
- (2) Notes the work being undertaken with Aboriginal Housing Victoria to explore a concession for General Rates through the review of the Revenue and Rating Plan that will be presented to Council on 28 March 2022 for endorsement to proceed to consultation.
- (3) Notes the Summary of Advisory Committees, Councillor Briefings and other Informal Meetings of Councillors at **Appendix A** to this report, for incorporation in the minutes of this meeting.
- (4) Notes that reports by Mayors and Councillors submitted prior to the meeting and circulated to Councillors, will be incorporated in the minutes of this meeting.
- (5) Notes the Councillor Expenses Report for the quarter from 1 October 2021 to 31 December 2021, at **Appendix B** to this Report.
- (6) Resolves to hold a Hearing of Submissions Committee, if required, on Monday 11 April 2022 at 5.30pm at the Preston Town Hall, 284 Gower Street, Preston or virtually.
- (7) Endorses the submission provided as **Appendix D** to this report in response to the Phase 1 'Request for Feedback' on the Discussion Paper on the MAV Rules Review 2021/22.

- (8) Note the update on the request from the Multicultural Group, Papaflessas to name an unnamed laneway between 2 Gooch Street and 1 Raleigh Street, Thornbury as 'Kalamata Place'
-

BACKGROUND / KEY INFORMATION

In accordance with Council's Governance Rules 2020, the agenda for each Ordinary Meeting is required to list certain governance / administrative matters in addition to other specified items. These include the Reports of Standing Committees (for example the Hearing of Submissions Committee), Summary of Meetings (for example Briefings, Advisory Committee), responses to Public Questions taken on notice and reports by Mayor and Councillors.

Instead of having multiple reports for these governance / administrative matters on each agenda, it is considered appropriate to consolidate these matters in one single standing report to provide a single reporting mechanism for a range of statutory compliance, transparency and governance matters.

This is in accordance with best practice, good governance principles, transparent and accountable reporting of governance activities and to ensure compliance with the requirements of the Act, Council's Governance Rules and related regulations. This report additionally incorporates matters including but not limited to reporting of advisory committees, items relating to the delegation of Council powers, policy and strategy reporting, and the reporting on Councillors expenses.

DISCUSSION

Aboriginal Housing Victoria

In 2019 Darebin reviewed its Statement of Commitment to renew, strengthen and formalise Council's long-standing commitment and relationship with the diverse Aboriginal and Torres Strait Islander communities of Darebin.

Toward this commitment, and as identified in the 2021-25 Council Plan Action 1-4, officers are working with Aboriginal Housing Victoria (AHV) to establish a Memorandum of Understanding (MOU) with Council. This work is significantly progressed and will be reported to Council for formal endorsement following stakeholder engagement with the Darebin Aboriginal Advisory Committee and Aboriginal Housing Victoria. It is also noted that an engagement session with Councillors and representatives from Aboriginal Housing Victoria will be held in April 2022.

Aboriginal Housing Victoria is a registered housing agency under the *Housing Act 1983 (Vic)*. Alongside the work to establish an MOU, officers are exploring the establishment of a concession for General Rates for all properties owned or managed by Aboriginal Housing Victoria as a registered agency, relating to the provision of affordable housing and provisions of s169 of the *Local Government Act 1989*. This will be reported to Council through the review of the Revenue and Rating Plan that will be presented to Council on 28 March 2022 for endorsement to proceed to consultation.

Summary of Advisory Committees, Councillor Briefing and other informal meetings of Councillors

In accordance with Council's Governance Rules 2020 for any meeting of an Advisory Committee established by Council attended by at least one Councillor or a scheduled or planned meeting to discuss the business of Council or to brief Councillors, and which is

attended by at least half of the Councillors and one member of Council staff and which is not a Council meeting, Delegated Committee meeting or Community Asset Committee meeting the Chief Executive Officer must ensure that a summary of the meeting is:-

- a) Tabled at the next convenient Council meeting; and
- b) Recorded in the minutes of that Council meeting.

(1)

(2) The summary of the meeting should include a) the time, date and location of the meeting, b) the Councillors in attendance, c) the topics discussed, d) the positions of Council officers in attendance, e) the organisation that any attendees external to council are representing and f) any conflicts of interest declared, including the reason. A Summary of the following Advisory Committees, Councillor Briefings or other Informal Meetings of Councillors are attached at **Appendix A** to this Report:

- Councillor Briefing Session – 24 January 2022
- Darebin Community Awards Selection Committee – 27 January 2022
- Darebin Interfaith Advisory Committee – 3 February 2022
- Councillor Briefing Session – 7 February 2022
- Councillor Workshop – 8 February 2022
- Strategic Planning Workshop – 13 February 2022
- Councillor Workshop – 15 February 2022

Reports by Mayor and Councillors

The Mayor and Councillors submit their monthly report by 4.00pm on the day of each Ordinary Council Meeting, detailing their attendance at various functions and activities since the last Council Meeting. Reports submitted by Mayor and Councillors will be recorded in the minutes of this meeting.

Councillor Expenses (1 October 2021 – 31 December 2021)

Councillor Expenses Report for the period from 1 October 2021 to 31 December 2021, are included at **Appendix B** to this report. The Councillor Expenses report will also be made available on Council's website.

Setting a Hearing of Submissions Committee Meeting on Monday 11 April 2022 at 5.30 pm

The Hearing of Submissions Committee is a Delegated Committee established by Council to exercise the Council's powers, functions and duties relating to the hearing of submissions received in accordance with Section 223 of the Local Government Act 1989 (the Act)

The Committee comprises all Councillors with the Mayor as Chairperson and meets as and when required by resolution of Council.

Two property matters that have afforded the right of persons to submit submissions pursuant to Section 223 of the Act are currently underway and have reached the stage where the convening of the Hearing of Submissions Committee is required. The matters are:

- Proposed sale of land from the discontinued road adjoining 16 Furzer Street and 17 Hosken Street, Reservoir; and

- Proposed discontinuance and sale of right of way/road at the rear of 116 Leamington Street and Units 3 and 4/105 Barton Street, Reservoir.

A formal agenda with a detailed report on the matters will be prepared and distributed in accordance with normal timeframes.

It is important to note that the Hearing of Submissions Committee functions only as a forum for submitters to these matters to formally address the Committee and speak in support of their submission. No decision other than to receive the verbal presentations is made by the Committee and a separate report on each matter heard by the Committee will be submitted to Council for determination.

It is proposed to seek a Council resolution to hold a Hearing of Submissions Committee Meeting on Monday 11 April 2022 at 5.30 pm, if required.

Endorsement of Councils' feedback on the Municipal Association of Victoria's (MAV) 2021-22 Rules Review – Discussion Paper

The Municipal Association of Victoria (MAV) is a membership association and the legislated peak body for Victoria's 79 local councils.

The MAV was formed in 1879, with the Municipal Association Act 1907 officially recognising it as the voice of local government in Victoria.

The Association positions itself as the driving and influential force behind a strong and strategically positioned local government sector, and defines its roles to:

- Represent and advocate Local Government interests
- Promote the role of Local Government
- Facilitate effective networks
- Provide policy and strategic advice
- Support Councillors
- Provide insurance and procurement services

The MAV are undertaking a review of their Rules of Association and in November 2021 released a Discussion Paper to provoke discussion and consideration on the issues including draft principles on which the new Rules could be based.

What are the MAV Rules?

The MAV Rules of Association are in simple terms the rules that govern the management of the Association. Change to the rules requires a resolution of the State Council, carried by both by a majority of votes and have 60% of the representatives of member Councils in support, and additionally requires approval of the Governor in Council.

Why review the Rules?

The four key reasons for the current review are:

1. the current rules need to be modernised and support good corporate governance for 2021/22 and beyond;

2. the rules should provide more clarity be less prescriptive, be easily and widely understood and support better organisational governance;
3. the rules should address oversights in the current rules; and
4. the rules should enable the State Council, the MAV Board and the Office of the MAV President to undertake their roles and functions effectively.

What is the process to review the Rules?

Phase 1 - The **Discussion Paper** (released in November 2021) is provided as **Attachment C** to this report. Submissions are due by 28 February 2022.

Phase 2 – Submissions and input to the Discussion Paper will influence the development of a **Directions Paper** due to be released in late May 2022 – on which further written submissions will be invited. State Council will consider the matter in June 2022 with a final decision scheduled for September 2022.

Principles that might guide the revised Rules

The Discussion Paper provided as an attachment to this report articulates the challenges facing the MAV to remain an important, effective and influential organisation contributing to advancing the interest of local government in Victoria. It also proposes principles that may support the rules changes and validate their worth.

Specific areas of Rule Changes

There are specific areas of the MAV functioning that are critical to the success of the organisation and in this regard the Discussion Paper articulates and challenges the sector to think about changes to the rules affecting:

- the Office of the MAV President;
- the MAV Board; and
- the State Council.

What can the City of Darebin contribute to this initial Phase 1 consultation process?

Darebin Council, as a long-standing member of the MAV and leading metropolitan municipality should be a contributor to this process. The Discussion Paper raises many issues of potential reform to the MAV Rules however the proposed draft submission only makes comment on the following areas –

- the principles guiding the review
- rules affecting the office of the MAV President and the MAV Board
- the position of President
- board terms
- rules affecting the State Council, in particular the submission of motions to State Council, and
- the discontinuation of financial membership

The submission as presented in **Appendix D** has been developed in consultation with Council's current MAV Delegate, Cr Susan Rennie, who has been familiar with the review

process undertaken to date. The opportunity for Councillors to provide feedback on the draft submission has been coordinated by Cr Rennie to ensure other and alternative views have been considered.

Update on the request from the Multicultural Group, Papaflessas to name an unnamed laneway between 2 Gooch Street and 1 Raleigh Street, Thornbury as ‘ Kalamata Place ‘

Council at its 31 January 2022 Ordinary Meeting resolved in part ;

That Council receives a report on the request by the Multicultural group, Papaflessas to name the laneway Kalamata Place, following the consultation guidelines of the Road and Place Naming Policy, at the February 2022 Council meeting.

Council Officers have engaged with Vic Names and confirmed that:

1. the proposed name is not duplicated or has similarities to other street names with a five-kilometre radius.
2. on a preliminary review by the relevant state government officer, the proposed name does not appear to have a significant conflict with any of Vic Names naming principles.

Given that the proposed name has passed the initial assessment with Vic Names, Council Officers will shortly commence community engagement with affected and interested stakeholders in line with the *City of Darebin Road & Place Naming Policy – June 2014*

A report on the community engagement responses and the broader evaluation of the proposed naming in line with Councils Road and Place Naming Policy and the relevant State Government Naming Guidelines will be reported back to Council when completed.

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 1: Vibrant, Respectful and Connected

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 4 Responsible, Transparent and Responsive

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

2.10 We will leverage investment, partnerships and advocacy to drive Darebin’s growth and sustainability

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES

Financial Management

There are no direct financial management issues to be considered.

Overarching Governance Principles and Supporting Principles

- (f) collaboration with other Councils and Governments and statutory bodies is to be sought;
- (h) regional, state and national plans and policies are to be taken into account in strategic planning and decision making;
- (i) the transparency of Council decisions, actions and information is to be ensured.

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

Nil

Equity, Inclusion, Wellbeing and Human Rights Considerations:

Nil

IMPLEMENTATION STRATEGY

NA

Related Documents

Nil

Attachments

- Summary of Meetings of Councillors - 28 February 2022 (**Appendix A**) [↓](#)
- Councillor expenses 1 October 2021 - 31 December 2021 (**Appendix B**) [↓](#)
- Discussion Paper - MAV 2021 / 22 Rules Review -A future focused MAV (**Appendix C**)
[↓](#)
- Draft Submission to MAV 2021-22 Rules Review (City of Darebin) (**Appendix D**) [↓](#)

DISCLOSURE OF INTEREST

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

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



SUMMARY OF ADVISORY COMMITTEES, COUNCILLOR BRIEFINGS AND OTHER INFORMAL MEETINGS OF COUNCILLORS

MEETING DETAILS:	Title:	Councillor Briefing Session
	Date:	Monday 24 January 2022
	Location:	Virtual (Microsoft Teams)
PRESENT:	Councillors:	Cr. Messina, Cr. Greco, Cr. Hannan, Cr. Dimitriadis, Cr. Rennie, Cr. Williams, Cr. Newton, Cr. McCarthy Cr Dimitriadis joined the briefing at 3.11pm Cr Newton left the briefing at 3.45pm and re-joined the briefing after Item 4.3 at 5pm. Cr Laurence joined the briefing at approximately 5pm Cr Rennie left the briefing at 7.03pm
	Council Staff:	Sue Wilkinson, CEO Jodie Watson, GM Governance & Engagement Steve Tierney, Acting GM Operations and Capital (Item 4.1, 4.2) Rachel Ollivier, GM City Sustainability and Strategy Kerry McGrath, GM Communities (Item 4.2, 4.3) Andrew George, A/Manager Recreation and Libraries (Item 4.1, 4.2, 4.3) Casey Ward, Project Manager Assets and Capital Delivery (Item 4.1) Romina Atai, Coordinator Parks Strategy and Special Projects (Item 4.2) Jennifer McIntyre, Principal Parks Strategic Planner (Item 4.2) Jess Fraser, Manager Equity and Wellbeing (Item 4.4) Wendy Mason (Item 4.5)
	Other:	
APOLOGIES:		

The briefings commenced at 3.03pm

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
4.1	Bill Lawry Oval Community Access and Perimeter Fencing	No disclosures of conflict were made
4.2	Northcote Golf Course Consultation Update	Conflict declared by Cr Newton
4.3	Golf Operational Management Options	No disclosures of conflict were made
4.4	Reservoir Leisure Centre Health and Wellbeing Study Outcomes - Part Two	No disclosures of conflict were made
4.5	Correspondence - Minister for Local Government	No disclosures of conflict were made
4.6	General Business	
	Retaining Wall, Resource Recovery Centre	No disclosures of conflict were made
	Virtual Meeting Protocol	No disclosures of conflict were made

The briefing concluded at 7.22pm

RECORD COMPLETED BY:	Officer Name:	Jodie Watson
	Officer Title:	General Manager Governance & Engagement

This form is to be completed by the nominated Council Officer and returned to the Council Business Team within 3 working days for inclusion the agenda of the next Council meeting and in the register available for public inspection.



ASSEMBLY OF COUNCILLORS PUBLIC RECORD

ASSEMBLY DETAILS:	Title: Darebin Community Awards Selection Committee Date: Thursday 27 January, 2022 Location: Online MS Teams
PRESENT:	Councillors: Chair Mayor Cr. Lina Messina Council Staff: Bronwyn Ryan-Mercer Other: Community Representative online MS teams: Abey George, Coen Brown, Owen Butler, Chris Lombardo, Hiruni Peiris and Rumbi Mutezo,
APOLOGIES:	Mr Kiran Gurung, Ms Hanh Huynh-Pitts, Dr Sam Ginsberg OAM, and Fardowsa Yussuf

The Assembly commenced at 6.00pm

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
1	Introduction of Committee	No disclosures were made
2	Code of Conduct	No disclosures were made
3	Darebin Community Awards	No disclosures were made

Darebin Community Awards Advisory Committee

27 January 2022

ASSEMBLY OF COUNCILLORS – PUBLIC RECORD (CONT)

**Mayor left at 6.46pm.
The Assembly concluded at 6.47pm**

RECORD COMPLETED BY:	Officer Name:	Bronwyn Ryan-Mercer
	Officer Title:	Senior Producer – Creative Culture and Events

This form is to be completed by the nominated Council Officer and returned to the Manager Corporate Governance within 3 working days for inclusion in a register available for public inspection.



SUMMARY OF ADVISORY COMMITTEES, COUNCILLOR BRIEFINGS AND OTHER INFORMAL MEETINGS OF COUNCILLORS

MEETING DETAILS:	Title:	Darebin Interfaith Advisory Committee
	Date:	3rd February 5.30pm – 7.00pm
	Location:	MS Teams Meeting
PRESENT:	Councillors:	Cr. Gaetano Greco
	Council Staff:	Kathie Duncan Bronwyn Mercer
	Other:	Community of Darebin, Victoria Police, Northern Community Church, Community Representative, West Preston Baptist Church, Thornbury Church of Christ, Anglican parish of South Darebin
APOLOGIES:		Cr Gaetano Greco (attended 6.30pm due to prior commitment)

The Meeting commenced at 5.43pm

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
1	Virtual Tour of Northern Community Church of Christ	Presentation by David Toscano
2	Updates from Last Meeting	Welcoming Cities Reference Group Representative. Sivaganga Sahathevan will represent the Interfaith Advisory Committee on the Welcoming Cities Reference Group meetings for 2022.
3.	FUSE Special Events – Multicultural and Multifaith Celebrations & Darebin Community Awards	Presentation by Bronwyn Mercer

SUMMARY OF MEETINGS – PUBLIC RECORD (CONT)

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
2	Updates from Last Meeting	Welcoming Cities Reference Group Representative. Sivaganga Sahathevan will represent the Interfaith Advisory Committee on the Welcoming Cities Reference Group meetings for 2022.
3.	FUSE Special Events – Multicultural and Multifaith Celebrations & Darebin Community Awards	Presentation by Bronwyn Mercer
4.	Matters of interest, challenges, feedback and support needed	Committee has put forward they would like to invite various Darebin Council representatives from different areas to value add and build awareness to support the different faith groups. Preston Mosque construction due for completion end of April Community Support Officer from ISV seeking support and ideas on Islamic phobia
5	Update on Work Plan 2022	Iftar Dinner 7 th April at East Reservoir Snr Citizens Centre – Strathmerton St Reservoir Other Action in Progress
6	Other Matters	Budget submissions for 22/23 and process to be provided to the Committee Recording of Meetings to be confirmed Chair and Co Chair roles to be reversed at next meeting.

The Meeting concluded at 6.48 pm

RECORD COMPLETED BY:	Officer Name:	Officer Kathie Duncan
	Officer Title:	Officer Acting Coordinator Community Development and Wellbeing



SUMMARY OF ADVISORY COMMITTEES, COUNCILLOR BRIEFINGS AND OTHER INFORMAL MEETINGS OF COUNCILLORS

MEETING DETAILS:	Title:	Councillor Briefing Session
	Date:	Monday, 7 Feb 2022
	Location:	Virtual (Microsoft Teams)
PRESENT:	Councillors:	Cr. Messina, Cr. Greco, Cr. Hannan, Cr. Dimitriadis, Cr. Rennie, Cr. Williams, Cr. Newton, Cr. McCarthy
	Council Staff:	<p>Sue Wilkinson, CEO</p> <p>Jodie Watson, GM Governance & Engagement</p> <p>Sam Hewett, GM Operations and Capital</p> <p>Rachel Ollivier, GM City Sustainability and Strategy</p> <p>Shadi Hanna, Acting GM Community</p> <p>Wendy Mason, Manager Governance and Corporate Strategy (Item 4.1)</p> <p>Stephen Mahon, Coordinator Council Business (Item 4.1)</p> <p>Sharika Agarwal, Risk and Insurance Advisor (Item 4.1)</p> <p>Anthony Cianflone, Senior Advisor Advocacy and Government Relations (Items 4.2, 4.6)</p> <p>Ashleigh Cheney, Business Support Officer (Item 4.2)</p> <p>Michelle Van Gerrevink, A/Manager Climate Emergency and Sustainable Transport (Item 4.3)</p> <p>Kevin de Leeuw, A/Coordinator Transport Strategy (Item 4.3)</p> <p>Andrew George, Acting Manager Recreation and Libraries (Items 4.4, 4.6)</p> <p>Vicky Guglielmo, Manager Creative Culture and Events (Item 4.5)</p> <p>Jodee Munde, Coordinator Festival and Events (Item 4.5)</p>
	Other:	Tony Raunic, Managing Principal, Hunt & Hunt Lawyers
APOLOGIES:		Cr. Laurence

The briefings commenced at 3.00pm

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
4.1	Fraud and Corruption Awareness Training for Councillors Session Facilitated by Tony Raunic, Managing Principal, Hunt & Hunt Lawyers	No disclosures of conflict were made
4.2	Strategic Advocacy Workshop	No disclosures of conflict were made
4.3	Darebin Transport Strategy Refresh and Electric Vehicle Policy	No disclosures of conflict were made
4.4	Golf Courses Management	No disclosures of conflict were made <i>Having given consideration to the subject matter and the previously declared conflict regarding the consultation on the shared use of Northcote Golf Course, Cr Newton determined that there was no conflict to declare regarding this item.</i>
4.5	FUSE Autumn 2022 program preview and highlights	No disclosures of conflict were made
4.6	JCMP- CONFIDENTIAL	No disclosures of conflict were made

The briefing concluded at 7.58pm

RECORD COMPLETED BY:	Officer Name:	Jodie Watson
	Officer Title:	General Manager Governance & Engagement

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SUMMARY OF ADVISORY COMMITTEES, COUNCILLOR BRIEFINGS AND OTHER INFORMAL MEETINGS OF COUNCILLORS

MEETING DETAILS:	Title:	Councillor Workshop
	Date:	Tuesday 8 February 2022
	Location:	Virtual (Microsoft Teams)
PRESENT:	Councillors:	Cr. Messina, Cr. Greco, Cr. Hannan, Cr. Dimitriadis, Cr. Rennie, Cr. Williams, Cr. Newton, Cr. McCarthy
	Council Staff:	Sue Wilkinson, CEO Jodie Watson, GM Governance & Engagement
	Other:	
APOLOGIES:		

The workshop commenced at 5.30pm

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
1.	Correspondence from the Minister for Local Government	No disclosures of conflict were made

The briefing concluded at 7.30pm

RECORD COMPLETED BY:	Officer Name:	Jodie Watson
	Officer Title:	General Manager Governance & Engagement

This form is to be completed by the nominated Council Officer and returned to the Council Business Team within 3 working days for inclusion the agenda of the next Council meeting and in the register available for public inspection.



SUMMARY OF ADVISORY COMMITTEES, COUNCILLOR BRIEFINGS AND OTHER INFORMAL MEETINGS OF COUNCILLORS

MEETING DETAILS:	Title:	Strategic Planning Workshop
	Date:	Sunday, 13 February 2022
	Location:	Virtual (Microsoft Teams)
PRESENT:	Councillors:	Cr. Messina, Cr. Hannan, Cr. Rennie, Cr. Williams, Cr. Newton, Cr. McCarthy Cr Greco joined the meeting at 9.15am Cr Dimitriadis joined the meeting at 9.48am and departed at 10.12am. Cr Dimitriadis re-joined following the lunch break at 1pm.
	Council Staff:	Sue Wilkinson, Chief Executive Officer (Items 4.1, 4.2, 4.4) Jodie Watson, GM Governance and Engagement (Items 4.1, 4.2, 4.3, 4.3, 4.6) Sam Hewett, GM Operations and Capital (Item 4.3) Shadi Hanna, A/GM Community Rachel Olivier, GM Sustainability and Strategy (Item 4.5) Wendy Mason, Manager governance and Corporate Strategy (Items 4.1, 4.4) Kassia Gibbs, Coordinator Corporate Strategy (Items 4.1, 4.4) Srini Vasan, A/Chief Finance Officer (Items 4.1, 4.2, 4.6) Daniel Soo, A/Coordinator Management Accounting (Items 4.1, 4.2, 4.6) Dean Gibbons, Coordinator Management Accounting (Items 4.1, 4.2, 4.6) Ben Coyne, Project Management Lead (Item 4.3) Anthea Kypreos, Manager Assets & Capital Delivery (Item 4.3)
	Other:	
APOLOGIES:		Cr. Laurence

The meeting commenced at 9.00am and adjourned for lunch at 12pm.
The meeting re-convened at 1pm.

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
4.1	Mid Year budget Review	No disclosures of conflict were made
4.2	2022/23 Draft Budget	Cr Messina declared a conflict relating to Aged Care Reforms during this item.
4.3	10 year Capital Works Program 2022/23 Capital Works Program	No disclosures of conflict were made
4.4	Year 2 Council Plan Action Plan	No disclosures of conflict were made
4.5	Strategic Planning Overview	No disclosures of conflict were made
4.6	2022/23 Draft Fees and Charges	No disclosures of conflict were made

The meeting concluded at 4.00pm

RECORD COMPLETED BY:	Officer Name:	Jodie Watson
	Officer Title:	General Manager Governance & Engagement

This form is to be completed by the nominated Council Officer and returned to the Council Business Team within 3 working days for inclusion the agenda of the next Council meeting and in the register available for public inspection.



SUMMARY OF ADVISORY COMMITTEES, COUNCILLOR BRIEFINGS AND OTHER INFORMAL MEETINGS OF COUNCILLORS

MEETING DETAILS:	Title:	Councillor Workshop
	Date:	Tuesday 15 February 2022
	Location:	Virtual (Microsoft Teams)
PRESENT:	Councillors:	Cr. Messina, Cr. Greco, Cr. Hannan, Cr. Dimitriadis, Cr. Rennie, Cr. Williams, Cr. Newton, Cr. McCarthy, Cr. Laurence
	Council Staff:	Sue Wilkinson, CEO
	Other:	
APOLOGIES:		

The workshop commenced at 5.00pm

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
1.	Correspondence from the Minister for Local Government	No disclosures of conflict were made

The briefing concluded at 7.30pm

RECORD COMPLETED BY:	Officer Name:	Sue Wilkinson
	Officer Title:	CEO

This form is to be completed by the nominated Council Officer and returned to the Council Business Team within 3 working days for inclusion the agenda of the next Council meeting and in the register available for public inspection.

Schedule of Councillor Expenses

1 October – 31 December 2021

	Cr. Dimitriadis	Cr. Greco	Cr. Hannan	Cr. Laurence	Cr McCarthy	Cr Messina	Cr. Newton	Cr. Rennie	Cr. Williams	Total
Day-to-day activities										\$
Councillor Allowances	7,982	7,982	7,982	7,982	7,982	25,495	7,982	7,982	7,982	89,350
Mobile (Usage & Data Plan)	95	95	95	95	95	95	95	95	95	859
Internet	41	42	41	41	72	41	41	41	56	416
Travel (Cabcharge/Misc Travel Expenses)						37				37
Family care										
Conferences (Inc. all related costs/travel/meals/accommodation)										
Functions/events										
Subscriptions	85					85	85	85	85	425
Total net expenses	8,203	8,120	8,118	8,118	8,149	25,753	8,203	8,203	8,219	91,087

Telephone and internet charges are recorded in the month they are incurred. All other expenses are reported on a cash basis.

Reimbursements to Council include payments from Councillors owed for a range of previous months which were paid for within this quarter

Further explanation of the expense categories is available in the City of Darebin Councillor Support and Expenses Policy June 2021.



2021-22 Rules Review

A future focused MAV _____

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Foreword



From the MAV President

On behalf of the MAV Board, it is with great pleasure we release this Discussion Paper on the review of the MAV Rules of Association.

The Rules are the foundation of the MAV's governance framework. The existing Rules have been in place for many years and were last amended in 2013. It is timely as the peak body for local government in Victoria that we undertake a comprehensive review of our Rules to ensure we are best placed to support the sector now and into the future.

The release of the Discussion Paper marks the commencement of this process. This Paper poses some thought-provoking questions, critical issues for consideration and includes draft principles on which the new Rules could be based.

The MAV has engaged expert consultants to assist us. Local government professional, Mr. Phil Shanahan is the lead consultant and will be supported by Capire, a specialist community engagement company who design and deliver stakeholder engagement processes. Mr. Mark Hayes, Partner at Maddocks Lawyers, has been appointed to provide legal expertise throughout the process and in the later stages of the review will draft the new Rules for consideration by State Council.

We are committed to a deliberative engagement process and look forward to receiving feedback about this Discussion Paper by 28 February 2022.

Details about how to make a written submission are at the end of the Paper. In addition, we will be conducting stakeholder sessions commencing in early December and continuing into February 2022 to enable us to engage in fuller discussion about the issues canvassed in the Paper.

The Rules review will continue into the later half of next year. The MAV Board is committed to listening to all views. We will ensure our stakeholders have opportunities to provide feedback as we progress.

The release of this Discussion Paper is the first step in shaping the future of our MAV to ensure it best delivers its role in support of our member councils and their communities.

We look forward to engaging with you.



Cr David Clark
MAV President

22 November 2021

Background

For several years the MAV Board has sought a comprehensive review of the Rules of the MAV. The MAV State Council on 21 May 2021 adopted a resolution to refer a proposal to the MAV Board for a full MAV Rules review.

The MAV's current Rules were approved by an Order in Council dated 5 February 2013. This review will be the first comprehensive Rules review undertaken since 2006.

Rule changes, however, have tended to be incremental. That has led to a set of Rules that no longer serves the MAV well.

What are the MAV Rules?

The MAV is established by the *Municipal Association Act 1907*. The MAV is not a Council and is governed by its own legislation. The MAV's operations are subject to normal review mechanisms of the State, like the Victorian Auditor-General. In addition, the MAV is subject to prudential regulation (by virtue of its insurance business) required by the *Federal Corporations Act 2001*. It is reasonable to characterise the MAV entity as something between a corporation (in terms of its independence) and a statutory body (in terms of the accountability mechanisms applied to it).

It is the *Municipal Association Act 1907* which empowers the MAV to make Rules. The Act says:

"It shall be competent for the Association with the approval of the Governor in Council to make rules (a) for the management of the association; (b) for the regulation of its proceedings; (c) for fixing the amount of the subscription to be paid annually to the Association by each municipality; (d) for the regulation and management of and for fixing the rate of contributions to the Municipal Officers Fidelity Guarantee Fund and terms and conditions upon which the benefit of such fund shall be available; and (e) generally for all matters whatsoever affecting the management of the Association not inconsistent with the laws of Victoria."

This power to make Rules is a broad one. Any change to the Rules requires a State Council resolution. The resolution must be **both** carried by a majority of votes (noting the plural voting system) **and** have 60% of the representatives of participating member councils voting in favour. The Rules, and of course any changes to the Rules, require the approval of the Governor in Council and that will mean securing positive support from the Department of Jobs, Precincts and Regions and Local Government Victoria through to the Minister for Local Government.

The MAV's current Rules are on the MAV website at mav.asn.au.

Why review the Rules?

There are four key reasons for the current review of the Rules.

Firstly, the current Rules need to be **modernised**. The MAV needs Rules which enable good corporate governance "2021 style and beyond". Things like conducting virtual meetings and the option of digital elections, bringing the Rules into line with current Victorian legislation and eliminating references to redundant legislation. Conducting Board elections, using best practice as recommended by the Victorian Electoral Commission, should also be provided for in the new rules.

Secondly, new Rules should provide **more clarity**. The current Rules can be difficult to understand. They are complex and sometimes produce unintended and unsatisfactory consequences. New Rules should strive to be clearer. They need to be:

- less prescriptive
- streamlined
- more easily and widely understood
- generally enable better organisational governance without creating more problems than they solve.

Thirdly, new Rules should **address oversights** in the current Rules. For example, the Rules should require that the MAV establishes and maintains an Audit and Risk Advisory Committee. This should not be left to the good sense of the Board.

Finally, the current Rules need to enable the State Council, the MAV Board and the office of MAV President to **undertake their roles and functions effectively**.

The MAV has all 79 Victorian Councils as participating member councils. The MAV occupies a strong position as Victoria's peak body for Victorian local government. Better Rules will directly improve the performance of the MAV and keep up with contemporary good governance practices.

What is the process to review the Rules?

The MAV has engaged Mr. Philip Shanahan, an experienced former Local Government CEO and current consultant, to undertake the Rules review. Mr. Shanahan will be assisted by Capire Consulting Group, who have expertise and experience in stakeholder engagement and local government. The brief for the Rules review requires the consultants to undertake four key activities.

1. **A Discussion Paper** – which will outline a framework, principles and the opportunities for new Rules. The Discussion Paper will canvass possible Rule changes and seek sector and stakeholder responses.
2. **A Directions Paper** – based on feedback to the Discussion Paper, the Directions Paper will provide clarity around the kind of Rules that are under consideration. The Directions Paper will be sufficiently detailed to enable stakeholders to understand exactly what is being contemplated and to convey responses to those proposals.
3. **State Council deliberations** – the State Council scheduled for June 2022 will consider the Directions Paper and the feedback provided by stakeholders to that Paper. The State Council will decide on the matters set out in the Directions Paper and, by doing so, provide clear advice and direction to the MAV Board about State Council preferences in relation to the new set of Rules under consideration.
4. **Revised Rules and a Special State Council Meeting scheduled for September 2022** – the MAV Board will receive the State Council directions from the meeting in June 2022 and the consultant's final Report. The Board will then provide instructions to Mr. Mark Hayes, Partner at Maddocks Lawyers, to prepare the detailed and precise Rules which will go before a Special State Council in September 2022 for adoption. The new Rules will subsequently be submitted to the Minister for Local Government to seek Governor in Council approval.

The process will be supported by extensive stakeholder engagement and consultation particularly around the Discussion Paper and the Directions Paper. MAV Representatives will be fully engaged through:

- A representatives and CEOs on-line workshop on 26 November 2021
- Small round table, on-line discussion groups to consider both Papers during December- February 2022 (Discussion Paper) and April and May 2022 (Directions Paper)

- Participation in the June State Council to provide clear direction on Rules change preferences to the Board, and
- The final adoption of new Rules at the Special State Council in September 2022.



The following important stakeholders will be included in engagement processes:

- MAV Representatives
- member councils
- mayors
- CEOs
- Minister for Local Government
- Local Government Victoria and Department of Jobs, Precincts and Regions
- Australian Local Government Association
- state associations
- the Victorian Electoral Commission
- the Victorian Auditor-General's Office
- other relevant state government departments and agencies.

The engagement process will encourage interested parties to take part to inform the various phases of the process.

The process is, by necessity, a long one. Current MAV Rules are specific about the kind of notice members must be given to consider any Rules changes. This Rules review can only reach a successful conclusion if timelines are kept. The consultant team will ensure stakeholders are keenly aware of the key dates in the process. Our focus will be on facilitating stakeholder responses.

Principles that might guide revised Rules

Establishing appropriate principles to support Rules changes can help to establish their worth.

In the first place, the MAV Rules should be heavily influenced, of course, by what it is the MAV does. That is, the purpose and the functions it performs. The MAV's Strategy for 2021-2025 describes its function and purpose as follows:

The MAV's purpose is to advance the interests of local government in Victoria. We do this in two primary ways. First through advocacy and policy development and secondly, through providing member-focussed services.

Our advocacy and policy development is focussed on:

- influencing decision-makers with informed data-driven and realistic policy positions
- highlighting future opportunities and challenges facing councils and communities
- leveraging local government's expertise to inform our advocacy activities
- developing relationships with stakeholders to build understanding of local government
- collaborating with governments to shape new initiatives and reform programs.

We deliver services to our members focussed on:

- building the capacity and capability of the local government sector
- offering commercial services and programs that meet council needs
- highlighting best practice and sharing knowledge from across Victoria and nationally
- engaging with member councils on emerging needs in relation to procurement and insurance services.

The MAV works diligently with Victorian Councillors through targeted training and development programs to continually improve sector capability. The role and functions of the MAV **remain important to the sector and are highly contemporary.**

Has there ever been a previous time when Australian society has so heavily relied upon the Australian federal system of government? Local governments are not fading into the background. Quite the contrary. It is local governments that lead on so many contemporary challenges. From climate change to First Peoples reconciliation, it is councils taking direct action. From bushfires and floods, it is councils partnering with state and federal agencies to protect and recover communities. No, local governments are grown up members of federalism in Australia. The intergovernmental challenges for local government may be more important than they have ever been. And the challenge for the MAV is to be **highly effective and influential** in this space.

The pace of change only increases. Digital transformation has and continues to sweep the nation. The 24 hour news cycle has turned conventional advocacy on its head. Councils are seeing the overwhelming need to be **agile, nimble and to create new ways of cutting through.** The MAV cannot afford to use outmoded models of decision making and governance while the world around it operates so differently.

The task of exerting influence on decision makers at State and National levels continues to evolve. There is a significant and growing concentration of power and control in the Private Offices of the Prime Minister in Canberra and the Premier in Victoria. The central public service departments, Prime Minister and Cabinet and Premier and Cabinet, are also expanding to support the concentration of power at the top. The practical outcome is the majority of important policy development and reform is now run centrally. At the same time, governments are becoming more adept at using competing voices to control debate, minimise valid policy alternatives and compress timelines for consultation and engagement.

2021-22 Rules Review



As a result, a refreshed approach is required to influence the policy agenda. The new "tools" that organisations like the MAV must employ to successfully influence government policy are expert analysis, complex evidence-based policy development and sophisticated political positioning. And these "tools" do not come cheap!

Finally, only high standards of good governance, accountability and ethical practices can address the growing cynicism felt about governments and institutions around the world. The MAV must aspire to gain and keep these credentials.

All of these trends and influences impact the MAV, its purpose and function. MAV Rules should respond to these trends and influences. Success for the MAV may well depend upon how successfully it can be:

- **A strong sector leader** – highly influential, strongly supported by its participating Councils and respected across a wide constituency.
- **Modern and contemporary** – an adopter of best practice and nimble and agile in the way it can respond and adjust to change and opportunity.

- **Credible** – well informed, highly skilled and capable of arguing complex issues with rigour, persuasion and timely data.
- **Well governed** – seek high performance, be highly accountable to its members and set a shining example of ethical practice.

It is through this kind of lens that new MAV Rules should be evaluated. This Discussion Paper will focus on contemplating new Rules that can help the MAV play its role more effectively. In many cases the changes may be quite significant. There will be a departure from the incremental approach taken over many years to make Rules changes.

This Discussion Paper will probably attract divergent views from stakeholders. That will largely be a consequence of the scope of changes being contemplated. The process of changing the Rules to meet the challenges of now and the next decade or two will not be well informed by looking in the rear vision mirror at where the MAV and the sector have been. The focus must be on what it is that we need the MAV to achieve and which Rules support that endeavour best.



Questions to consider

1. Do you think these principles are the right ones to guide Rule changes?
2. Is the focus of this Discussion Paper on new Rules which enable the MAV to be more effective the right focus?

Rules affecting the office of the MAV President

Who may nominate for the office of President?

The MAV President's role is critical to the success of the MAV. It is fundamental to the MAV's strength of **leadership and organisational credibility**. New MAV Rules should set out the role and function of the MAV President. This is currently accomplished by a Board protocol but is more appropriately included in the MAV Rules.

In many ways, the current Rules provide support for the President's role. For example, as soon as a member is elected as President, the Council on which the elected President is a sitting Councillor is invited to appoint an additional representative to the MAV. The elected President is then free to provide **independent organisational and sector leadership**.

The current Rules require that a Councillor can only nominate for the office of MAV President if they are the current nominated representative for their Council. This Rule addresses the issue of credibility. It also protects the interests of participating member councils. The Rule ensures the President of the MAV is drawn from the nominated representatives of the participating member councils. That is a conventional approach to a **member-based organisation** seeking to elect a President.

A proposal submitted to the May 2021 State Council sought to do away with the requirement that the MAV President always be a nominated Council representative. It would have enabled a President or Interim President who was **not** a nominated Council representative to nominate for the office of President. Note that the MAV is governed by an Interim Board during the 'Caretaker Period' between local government elections and the MAV Board elections.

It is difficult to think of any political structure where that kind of special entitlement extends to a former President or Interim President. The Interim President may or may not be the former President. It could be an Interim President, elected by the Board, in office for a short period, in a caretaker mode and not the nominated representative of their Council. Alternatively, such an Interim President might have extensive Board experience, or have previously made a strong and effective contribution to the MAV and be well regarded as a possible future President. The circumstances of their dis-endorsement as the MAV representative may, or may not, be a reflection of local issues as distinct from their capability in any Presidential role.

If such a proposal has merit, there might be a more significant and simpler reform to achieve a similar end. There is a school of thought which suggests the role of President could be filled by **any Victorian Councillor** from a participating member council at the time of the election. The thinking behind that idea revolves around providing a wider range of capable people from which to choose. There is no doubt that the role of MAV President demands serious skills and experience. The real role of the President is nothing like any kind of figurehead role. The role requires special leadership capabilities, a sophisticated understanding of contemporary intergovernmental relations, and a deep understanding of local government. Sound commercial skills are also important given the extent of the MAV's commercial services.

On the one hand, a broader field from which to elect a President might provide an opportunity to attract more "ideal candidates". On the other hand, an elected President who was not nominated as a Council's MAV Representative might create questions around the unity of the organisation. MAV credibility or even the independence of the President may come into question.

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Presidential elections where any sitting Councillor from a participating member council could nominate would attract larger candidate fields. This approach would be supported by organised political practices. Furthermore, larger numbers of Presidential candidates seems like an unwanted, unintended consequence. After all, there will only be 79 votes cast in the election and an exhaustive preferential voting system is currently in place. It is not difficult to imagine that, with a large field of candidates, the drawing of lots might determine the fate of some candidates!

The Presidential term

A strong argument can be made that a two year Presidential term is too short. A two year term may not provide sufficient time for building the relationships, networks and trust that accompany influential intergovernmental relations.

A four year Presidential term, synchronised with local government general elections, seems to be a viable alternative. At the same time, it would be useful to consider whether restricting a President to a maximum number of consecutive terms would be in the interests of contemporary practice. Good organisations excel at renewal and reinvigorating themselves. It shows an agility that keeps everyone on their toes.

A casual vacancy in the office of President

The current Rules allow a casual vacancy in the office of MAV President where the President:

- dies
- resigns, or
- ceases to be a Councillor.

However, it is unclear if a casual vacancy occurs under the current Rules if the Council, on which the President is a sitting Councillor, ceases to be a participating member council of the MAV. A Victorian Supreme Court judgment in 2018 pointed to the inadequacies of the Rules in this regard. On the one hand, it might be difficult to support a Rule where a President, who is a sitting Councillor at a non-participating Council, could complete their term in office. Could such a Rule be supportable on the grounds of MAV **credibility**?

While the MAV Rules do seek to protect the office of the President from destabilisation, it does seem unlikely that the MAV's credibility would be enhanced if a President's Council was not a participating member of the MAV. On the other hand, perhaps the MAV Rules should assist in removing the President's vulnerability to the whims of any particular local council. This would guarantee greater leadership stability and ensure the President represents the whole municipal sector rather than one particular constituency.

Rules for the MAV President

There is no doubt that the MAV Rules need a thorough overhaul. Under the current MAV Rules, in 2017 and 2018, the MAV found itself in the Victorian Supreme Court contesting issues around who could nominate for President and what was the impact of a council, where the President was a sitting Councillor, withdrawing from the MAV.

In the second matter Justice Ginnane had this to say:

"... While I accept that the court should attempt to avoid anomalous, absurd or unreasonable interpretations, the MAV Rules may create anomalies whichever interpretation is adopted and which cannot be avoided whichever interpretation is adopted.....The above analysis suggests that the MAV Rules have been amended from time to time without regard to the effect of the amendments on other parts of the rules. The rules might benefit from a revision."



Questions to consider

1. Do the current MAV Rules sufficiently support the office of the President?
2. Is it important those who nominate for the office of MAV President are, at the time of the election, their Council's nominated MAV Representative?
3. Would changing the qualification required to contest an election for the office of MAV President, by simply requiring a candidate be an elected Councillor at a participating member council, provide an overall benefit to the MAV?
4. Would a four year Presidential term better enable the President to make a more significant impact on the organisation and the sector?
5. Would a cap on sequential terms in office for the MAV President provide opportunities for new ideas and a renewal focus?
6. Should future Rules provide that a casual vacancy is declared in the office of the President if the council on which the President is a sitting Councillor becomes a non-participating member of the MAV?

Rules affecting the MAV Board

Board responsibilities

The Board's role is central to the MAV's success. The MAV Board must perform the same sort of role and functions as most corporate entities. The Board's key responsibilities are:

- **Establish strategic direction.** It is the MAV Board's responsibility to create and review the MAV's goals and the strategies to achieve those goals. The Board should allow Council representatives to have a strong voice in the goals and strategies of the MAV.
- **Appoint, support and evaluate the CEO.** The MAV Board is responsible for recruiting and appointing a high performing CEO. The Board will ensure the CEO has the necessary support and professional development opportunities to remain a skilled, capable and contemporary leader. The Board will monitor the performance of the CEO and appraise the CEO's performance against agreed Performance Criteria.
- **Ensure effective planning.** The MAV Board will participate in a planning process by establishing long term goals and strategies.
- **Provide oversight of programs and services.** The MAV Board is responsible for determining which services and programs are consistent with the MAV's Strategy. The Board will delegate powers to its management, and will monitor and evaluate the implementation of policies, strategies and business plans.
- **Oversee financial management and the protection of assets.** The MAV Board is responsible for developing and approving an annual budget supporting the organisation's programs and services. The Board is responsible for ensuring proper financial controls are in place to protect the assets of the organisation. The Board is also responsible for maintaining an effective Audit and Risk Advisory Committee and to respond to the results of external and internal audit procedures regularly.

- **Develop and maintain a competent Board.** The Board has a responsibility to explain to Board candidates the key responsibilities of Board members. This includes ensuring new Board members are inducted and supported. The Board is also responsible for evaluating its own performance.
- **Ensure legal and ethical integrity.** The MAV Board must set the ethical tone of the organisation and should articulate the values and principles that set that tone. The Board is ultimately responsible for adherence to legal standards and ethical norms.
- **Enhance the MAV's reputation.** The Board will be ambassadors for the organisation, articulating the importance of the goals and value of the organisation's work. The Board will work to garner support from its key stakeholders.

These responsibilities are usual for a Board. For the MAV, it will always be important that the Board can represent the interests of its member councils. The functions of the MAV Board currently set out in the Rules unfortunately do not adequately reflect those described above. As a part of the Rules review a contemporary description of the Board's role and function will be developed for consideration.

What kind of Board does the MAV need?

It would be a mistake to underestimate the breadth and depth of conventional Board responsibilities required at the MAV. The MAV's two primary functions (advocacy and member services) need much from Board governance. This Discussion Paper has already referred to the modern day challenges of exerting influence in a noisy, fast changing world. Commercial services, like insurances and procurement, represent large investments and risks for the MAV. These services are competitive and operate in well developed markets. The Board's oversight and understanding of these businesses

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are essential. They sometimes require very sound commercial skills. The MAV Board must be prepared to provide effective corporate governance to these enterprises.

Current Board membership consists of 12 Councillors elected from small groupings of Councils. It is a highly **representative** Board. When electing Board members, the current Rules require the Board divide the State into 12 regional groupings. The strength of the current "regional groupings" Rule is it ensures a geographic distribution of Board members around Victoria. This geographic distribution enables the MAV Board to better understand what issues are important all over the State.

The weakness in this arrangement is it creates an obligation for Board members to **represent the interests of their region at the MAV**. And the practice of that representation has too little to do with conventional Board members' key responsibilities.

There are important differences between a **functional and representative** approach to board membership. A functional approach to board membership requires members to be selected (elected) for the skills they bring to the board to **address the strategic priorities of the organisation**. A representative approach sees board members elected to **represent the primary stakeholders of the organisation**.

The representative model is the dominant characteristic of the MAV Board. Although it is an obvious generalisation this representative model usually brings Councillors who:

- have a deep and practical understanding of local government in Victoria
- understand their region, its opportunities and challenges, and
- are effective Councillors respected by their peers in their region.

Are these capabilities sufficient? Does the representative model regularly bring to the Board the range of skills, experience and motivation needed to be more focussed on their functional role and less on their representative role? Could new Rules, electing Board members "at large" from both rural and metropolitan areas, enable a transition from a Board that has been created to represent diverse local government interests to a Board more concerned with the issues that conventional boards address?

The notion of abandoning the "geographic representative model" should not be construed as an argument against a Board of diverse interests, knowledge and skills. There is considerable research which substantiates the proposition that Board diversity usually results in stronger performance. The MAV Board should be reflecting the diversity of opinions and experiences of Victorians. The diversity of the Board may also be influenced by its electoral structure. A more proportional election model is often adopted to generate greater diversity and a different type of representation. Proportional models would, however, necessarily move representation further away from the geographic immediacy of the current regional model.

The democratic mandate of regional representatives is also an interesting consideration. On the one hand, the current model facilitates geographic immediacy, with close accountability to a small number of Council MAV Representatives in each region. On the other hand, elections for regional board members are frequently determined by names drawn from a hat whenever there is a tie following any distribution of preferences.

Managing the MAV's commercial interests

The MAV's commercial imperatives are evident, for example, in the MAV insurances business. Commercial risks are currently addressed by an expert Insurance Board, operating under a MAV Board delegation, with the MAV Board retaining final decision making powers and responsibilities. Is this a sound and sustainable model for the MAV into the future? The arrangement is seeking to "cover" for the skills gap on the MAV Board in relation to the insurances business. Would the addition of a small number of skill-based Board members, appointed by the Board, provide a more comprehensive governance arrangement? Would skill-based Board members enhance the Board's commercial credentials and function?

What might be the right size for the Board?

In the event of electing the Board "at large" from the rural and metropolitan areas, the **size of the Board** would also be a matter to consider. A President and 12 Board members is a considerable size for an organisation with a maximum of 79 members. The MAV Board probably contains 12 elected Board members for those **representative** reasons previously discussed. The right number of Board members to actually **govern** the MAV is probably a lesser number, especially if a small number of skill-based Board members were appointed.

Is it necessary to have an Interim Board?

Current Rules require the Board to operate as an **Interim Board (with an Interim President)** in the period between local government general elections and the declaration of the results of the election for the President and the Board members in March the following year. Current Rules prohibit an Interim Board making any "significant decisions" except by a unanimous vote. A significant decision relates to:

- a change in the policy position of the MAV
- entering into contracts with a value of \$200,000 or more
- the expenditure of unbudgeted funds, or
- the employment or remuneration of the CEO.

Current Rules require the Board to play something of a "caretaker" role during that time. Does that serve the MAV well? The label of "Interim" doesn't seem to sit well with the member councils' expectations that the Board is elected by the membership to govern. The four month hiatus represents a significant chunk of the Board term. Perhaps a simpler set of checks and balances, aimed at mitigating the circumstance of significant Board changes arising from the local government general elections, would suffice and not require the MAV Board to "tread water".

How does the MAV deal with a Board member who is no longer their Council's nominated representative?

There are strong arguments to suggest the **Board's accountability to its members** should be reflected in the Rules. Current Rules, aimed at **Board stability**, address the situation where a Council revokes the appointment of its representative and nominates another Councillor to be the representative (Councils are free to nominate a Councillor to be their MAV representative at any time). Current Rules provide that if the dis-endorsed Councillor has been elected to the MAV Board then the Councillor's Board membership is unaffected, enabling them to remain a Board member for the rest of their term.

This Rule seeks to provide **stability and continuity** on the Board and respect the regional groupings of Councils. However, it is somewhat at odds with the MAV's accountability to its membership. If the Rules are amended to provide for a Board term of four years, instead of two years, the situation might arise where the dis-endorsed Board member could remain for three or more years on the Board yet not even have a vote on matters at State Council. If the new Rules provide that a casual vacancy does occur if a Board member is dis-endorsed by his or her Council, the MAV Board might be favoured with discretion around how quickly an election would need to be conducted.

Should such a dis-endorsed Board Member complete their term? Or should a casual vacancy on the Board be declared and an election held, in due course, to fill that vacancy?

Performance appraisal and accountability

The MAV Board has in place a Board Performance and Assessment Policy. The Policy sets out how the individual and collective performance of MAV Board members will be assessed. There is a strong argument to say the requirement for periodic Board performance evaluation should form part of the Rules.

Some Rules changes will be necessary to ensure the Board at all times complies with the *Corporations Act 2001* requirements. (These requirements are mandatory, in spite of the MAV Insurances Board and its operation, to which the same provisions apply.)

Possible new Rules affecting the Board

MAV stakeholders might consider the following suite of Rule changes that may strengthen the MAV Board.

- Abandoning the regional groupings of Councils and electing a discrete number of Board members equally from the Rural and Metropolitan sectors at large. Under such a change, Board members would no longer be required to primarily act in a representative role and the MAV organisation, in a professional capacity, would provide the necessary "link" between members and organisational issues and progress.
- Changing the electoral system, in the event of "at large" Board elections using a proportional representation system to encourage Board diversity.
- A four year term for Board members along the same lines and for similar reasons to those advanced for a four year Presidential term.
- A limit on tenure for Board members by capping the number of consecutive terms a member can serve on the Board.
- Enabling the MAV to make a transition to a function based Board, by empowering the Board to add a small number of skill based "directors" to complement existing Board skills and capabilities and to add significant value to the Board's deliberations.
- Changing the number of Board members to be elected to be consistent with the task of governing the MAV rather than representing regional interests on the Board.
- Changing the Rules so that a casual vacancy on the Board is created if a Board member is no longer a Council's nominated representative.
- Changes to the "qualifications" required of Board candidates to ensure compliance with the *Corporations Act 2001*.
- Rules requiring the Board to periodically evaluate Board performance.



Questions to consider

1. Would electing Board members "at large" and equally from the rural and metropolitan areas enable the MAV Board to place less emphasis on a representative role and provide more focus on addressing the MAV's strategic priorities in a conventional board fashion?
2. Would "at large" Board elections be better served by a proportional representation model to ensure the kind of diversity that often accompanies high performing boards?
3. Would a four year term for Board members, aligned with local government general elections, enhance the Board's ability to govern successfully?
4. Should Board members have a limited tenure?
5. Could fewer Board members be elected to govern the MAV as distinct from representing regional interests at the MAV?
6. Should the Board be empowered to add a small number of skill based members to the Board to enhance its commercial capability or to address any obvious skill gaps?
7. Should new Rules abolish the concept of an Interim Board and replace the current "caretaker" provisions with simpler checks and balances to ensure Board decisions, in the period between local government general elections and the declaration of electoral polls for the office of President and the Board, are supported by more than a simple majority of the Board?
8. Should the Rules allow a Board member who has been dis-endorsed by his or her Council to complete their term on the Board?
9. Should the Rules require the Board to periodically evaluate its own performance?

Rules affecting the State Council

An anecdote

When I was a young local government officer in the early 1970s a part of my job was to attend to the fox shooters. I would count their fox scalps and arrange payment for their bounty at the rate of 75 cents per scalp. The more interesting part of my job was to light the incinerator in the council carpark and burn the scalps.

I attended my first MAV State Council as a Shire Secretary in 1976 (or was it 1977...) and listened to the debate about whether the state government should be pressed to increase the fox scalp bounty to \$1.

I thought then, "Is that what we should be talking about..?"

Phil Shanahan
Former Local Government CEO

How the MAV adopts Policy

State Council is a major strength but also a less obvious weakness in the MAV's governance framework. Usually twice each year, the participating MAV Representatives come together at State Council. They debate the various propositions submitted by the members. When propositions are agreed to at State Council, these matters are adopted as MAV policy.

The great strength of State Council is the diverse membership. Participating Councils bring a wide range of issues, from across the State, into a forum that establishes MAV policy. The *Achilles' heel* of this approach are parochial issues, important for too few of the members, which find their way into the MAV policy framework. Most participating Councils have learned how to use State Council as a forum to garner support for local, regional or sectoral causes. It is open to the members

of State Council to reject parochial propositions, but a strong spirit of "empathetic collegiate endeavour" sometimes means that doesn't happen.

Similarly, current Rules empower the MAV CEO and Board to collaboratively exclude proposals that are not matters of widespread local government significance. These powers are less often brought to bear. The "benefit of the doubt" is almost always given to the membership.

The MAV's limited resources must be strategically applied to achieve high influence across State and National policy. The MAV cannot afford the luxury of pursuing the parochial, and sometimes peripheral, issues that come from State Council. These distractions are at the expense of sector wide issues of significance. The great challenge in reviewing the MAV Rules is to **create a framework for the MAV's policy development which is a shared responsibility between participating member councils and the MAV Board through its responsibility for strategic planning.**

If a partnership between councils, the MAV Board and the State Council is an answer to better policy development, the MAV Rules might establish, in broad form, how that partnership would work. The Rules might provide that Councils could submit policy proposals to the MAV Board at any time during the year and would be encouraged to do so. The Board would determine the "pathway" for such policy proposals. Some would be rejected as failing to meet acceptable criteria like:

- sufficient widespread significance to Victorian Local Governments, or
- relevant to the adopted MAV Four Year Strategy, or
- responding to important emerging issues that require urgent policy direction.

Others might need further development, more research or be informed by better data and information. Still others would be quickly adopted into the MAV policy framework. And many others would form the policy agenda for the State Council debates.

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It does seem possible to achieve better outcomes from State Council if the Rules can create different classes of proposed motions, each being dealt with in different ways by the Board. As a consequence, many proposals would be dealt with in a more timely manner.

In part, this Discussion Paper is testing whether it is the MAV Board that should assume a stronger leadership role in more effective policy development. It is critical to achieve a convergence of MAV policy with MAV Strategy – **the two are inseparable**. Whilst there has always been much to admire and to excite about the debates at State Council, with all of the theatre and passion on show, it might be argued that those twice yearly debates about all and sundry no longer represents a best practice model. Those debates must be supported with critical information and context. The debates should be better connected to the MAV's primary goals and strategies.

A more important role for State Council

It would also seem there is an important role for State Council in the development and monitoring of the MAV's Four Year Strategy. For several years the arrangements made for State Council have had a wider scope than debating member propositions. In many ways the entire event has been a combination of policy forum, conference and a celebration. All of these ingredients are important enough.

It could be argued, however, that State Council plays too small a role in effective stewardship around the MAV Strategy. Can the Strategy's implementation and continuing relevance be more regularly evaluated through expert information and analysis at State Council? Whilst members are regularly exposed to high quality guest speakers in the "conference" mode of State Council, this would entail a more targeted use of expert participants and stakeholders to inform and alert members to emerging trends impacting the MAV's strategic approach. This kind of format would encourage members to bring to the Board's attention what they see and hear from contemporary thinkers about the key issues being addressed through the MAV Strategy. **A more dynamic, less insular model is one that may improve policy and strategy development and elevate the impact of State Council.**

State Council meetings that can convert quality information and expert analysis into opportunities for the Board to investigate and evaluate, and a Board that has a stronger mandate to develop policy,

monitor and evaluate strategy implementation and provide accountable reporting to the State Council, seem to represent a better balance or partnership between the two MAV organs that could advance the interests of the MAV.

Matters for consideration at State Council meetings

Current Rules provide only a Council's nominated representative may submit matters for consideration at meetings of the State Council. This hasn't been custom and practice for the MAV for many years. Councils have regularly submitted matters for State Council's consideration.

It would seem, however, that this custom and practice are sensible. There is a strong argument to say participating member councils should submit such matters for consideration. Furthermore, it might be further argued that Councils should be required to specifically resolve which matters are submitted for consideration by the MAV. It is also worth noting current Rules require a Council representative to exercise their vote at State Council in accordance with a resolution of his or her Council or the view of the majority of Councillors where it is known. And, of course, it would be up to a Council to ensure its representative was meeting this obligation.

Feedback from State Council

The MAV surveyed participants from the May 2021 State Council. Overall satisfaction was quite strong. However, among the commentary received from participants about their experience of State Council were the following:

- need to review the purpose of State Council as part of the review of the MAV Rules as too many motions are not relevant to Councils
- several motions relate to local issues or specific types of Councils
- the workload is unsustainable for MAV and dilutes what can be achieved
- motions not related to state issues or the MAV plan should be excluded from the process.

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Plural or weighted voting

Under the current MAV Rules, "larger" councils receive two votes on matters before the State Council whereas "smaller" councils receive one vote on such matters. The relevant Rule says:

"At any meeting of State Council, voting entitlements on any motion or amendment will be:

- the representative of each participating member council paying an annual subscription to the Association which exceeds the mid-point between the lowest and highest subscriptions will have two (2) votes; and
- the representative of each participating member council paying an annual subscription to the Association which does not exceed that mid-point will have one (1) vote."

This Rule is, of course, intended to recognise the constituencies of larger councils are often many times greater than those of smaller councils. Larger councils "represent" more people. However, plural

voting isn't commonly found in member based organisations. By and large, each of the 79 Councils in Victoria exercise the same set of functions and powers and are treated as equals under the law. Victorian laws do not differentiate between larger and smaller councils. None is regarded as more or less important. They are simply uniquely different in many ways, including size.

The questions that arise from this Rule are clear enough but quite complex to answer definitively.

- Does plural voting make the MAV stronger?
- Does plural voting contribute to strengthening and uniting the MAV's member councils in setting the policy framework for Victorian local government?
- Does plural voting have any unintended consequences at the MAV, like creating any kind of city/country divide?

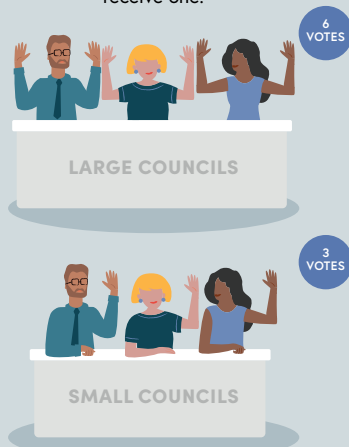
And finally, some of the most important matters settled by State Council include the election of the President and the Board, and neither of those processes is determined by plural voting.

Interesting to consider

Plural voting hasn't always been a feature of MAV Rules and the State Council meetings. There have been many past years when it was one council /one vote.

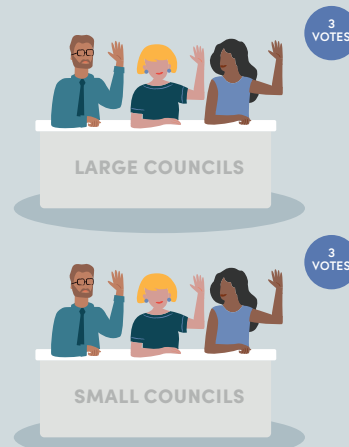
PLURAL VOTING

Under the current MAV Rules, large councils receive two votes, while smaller councils receive one.



NORMAL VOTING

Sometimes in the past, each council received one vote, regardless of size.



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High standards of ethical behaviour

Current MAV Rules are silent about dealing with conflicts of interest held by the members of State Council. Current MAV Rules do prescribe how some conflicts of interest will be dealt with by Board members. It is conceivable situations will arise whereby MAV Representatives do have a conflict of interest in matters under consideration at State Council.

State Council should uphold best practice ethical standards. The MAV Rules should require the declaration of member's conflicts of interest and prescribe exactly how any member's conflict of interest must be handled.

Councils discontinuing their MAV financial membership

From time to time some Councils discontinue their financial membership of the MAV. The MAV is a membership based organisation. It currently enjoys a strong membership position – all 79 Councils are participating members. However, when Councils withdraw their financial membership the consequences are significant for the MAV. Firstly, the unanticipated loss of membership subscription directly affects MAV services. Job losses are sometimes an outcome.

Secondly, discontinuing financial membership has very occasionally been used to undermine the MAV or the President and Board for a political purpose. These situations are less than satisfactory. Membership of a local government peak body is surely not a year-to-year decision. Of course, the organisation must deliver value to its members, but it also requires a partnership with member councils to flourish. It requires member councils to appreciate the kind of commitment that is required to build an effective organisation that can lead the sector.

Across Australia similar peak organisations often require members to provide reasonable notice of a member's intention to withdraw from membership. Such notice provides the organisation with time to adjust programs and budgets. It mitigates against members using the tactic of withdrawing their membership to achieve a purely political purpose. These matters should require a mature approach.

Current MAV Rules provide a non-participating member council is not entitled to avail itself of the privileges and benefits of **any of the functions or services** carried out by the MAV. Given the significance of the insurance services and procurement services on offer from the MAV, this operates as a significant disincentive for a Council considering discontinuing its membership. The MAV is a membership based organisation and it would seem reasonable to continue with the current Rules in this respect.



Questions to consider

1. Should new Rules require the MAV Board plays a stronger role in policy development and establish better standards for the matters which members wish to bring before State Council?
2. Could State Council be modified to strategically introduce review processes, informed by expert and stakeholder advice and analysis that better ensure the quality of strategy development?
3. Is plural voting at State Council in the long term best interests of the MAV?
4. Should MAV Rules require State Council members to declare and manage their conflicts of interest?
5. Should new Rules require participating member councils, and not the Council's representative, to submit matters for the consideration of the MAV, through State Council or other appropriate "pathways", and should such matters being submitted be confirmed by a resolution of the Council concerned?
6. Should member councils wishing to discontinue their financial membership be required to provide reasonable notice of their intention?
7. Should the new MAV Rules retain provisions for excluding a non-participating council from using any MAV services?

Modernising the Rules

This Discussion Paper previously referred to the importance of modernising the MAV Rules. These changes will not intrude on the fundamental arrangements which apply to the role or function of the MAV President, Board or State Council. Any fundamental changes to be contemplated in these areas have already been outlined in this Discussion Paper. As examples, the modernisation of the Rules will include provisions like:

- virtual meetings
- digital elections
- referencing current legislation not redundant legislation, and
- conducting MAV Presidential and Board elections according to Victorian Electoral Commission's best practice arrangements.

Adopting clearer Rules

This will entail re-writing Rules to provide Rules that are clearer, more easily and widely understood and less likely to produce unintended consequences. Better written Rules will not make any fundamental changes to the intention of the current Rules. Changes will simply make them easier to understand. And, of course, the exact changes to the Rules must always be presented to State Council, in full detail, for adoption.

Responding to this Discussion Paper

The MAV wants widespread responses to this Discussion Paper.

Persons and organisations intending to make a response to the Discussion Paper should do so by close of business on Monday 28 February 2022. Responses will be posted on the MAV's website after the close of the submission period unless submitters indicate otherwise.

To assist in receiving your response, please complete the electronic survey form which is available on the MAV website at mav.asn.au. Alternatively, we would encourage more comprehensive submissions with expanded commentary about the ideas in the Discussion Paper. These submissions can be emailed to rules@mav.asn.au.

The MAV would encourage participating member councils to provide a response by adopting a position to the matters raised in the Discussion Paper by Council resolution, if possible.

Councils and other stakeholders wanting to ask questions about the content of the Discussion Paper, the processes to be followed to arrive at new Rules or avenues available to make a response to the Discussion Paper can contact Ms. Celia Robinson, MAV Manager Governance at (03) 9667 5535 or crobinson@mav.asn.au. The lead consultant, Mr. Phil Shanahan, will also be available to assist those with enquiries and can be contacted through Celia.

Submission re MAV Rules Review discussion paper (DRAFT)**City of Darebin****Introduction**

Thank you for the opportunity to provide feedback on the [MAV Rules Review discussion paper](#).

The discussion paper poses a number of questions relating to overall principles, rules affecting the election of MAV President and the MAV Board, and the operation of MAV State Council. The City of Darebin has not provided feedback on all questions raised. Rather, this submission offers some suggestions for consideration in a number of areas.

Principles guiding the Rules review

We agree with the principles set out in the discussion paper and the focus of the discussion paper and consider that these are helpful in guiding this process. We commend the MAV and Mr Shanahan for the work thus far.

We also note that not all matters governing the MAV need to be set out in the Rules. Given the difficulty involved in changing the Rules, it may be appropriate to put in place structures of delegation so that some matters can be dealt with in other ways, by State Council, the Board or Returning Officer etc.

Rules affecting the office of the MAV President and the MAV Board*Electoral roll*

We support the maintenance of the delegate system and the principle that each delegate has one vote for the purposes of electing the Board and President.

We support the position that only delegates be able to run for the positions of Board member and/or President. Being an existing board member or president should not confer any additional entitlement to run.

Board structure

The City of Darebin identifies the following challenges with the current structure for consideration:

1. The Board in its current structure attempts to be both a representative body and a functional board governing the organisation.
2. The Board should primarily be focussed on governance.
3. The Board's purely representational structure has not always led to it comprising the right mix of skills and may result in a lesser overall skills level on the board
4. Not having the right skills on the board has led to a requirement to create appointed skills-based subsidiary boards to manage the insurance component of the organisation.
5. As a result, a relatively small organisation is paying for a large number of Directors.

6. Overall Board diversity is hampered by the single member representative structure, in terms of ethnicity, sex and other characteristics. There is a significant body of research pointing to the benefits of more diverse boards.
7. The board is overly large by contemporary standards and this may get in the way of effective decision making.

The City of Darebin puts forward these suggestions for consideration:

- A reduction in Board size to 10 members
- 'At large' elections for the Board, preferably across the State generally or, if there is no consensus for such a move, on a basis of at-large elections for metro and rural / regional representatives (for example, 5 from each).
- In the event of separate metro and rural / regional elections, all delegates should vote for all candidates to avoid the perception that any board member has only interests of only one group in mind.
- The Board should develop a skills matrix and be explicit about the skills required.
- The returning officer should be enabled to allow candidates for the board to highlight qualifications which meet skills requirements for the board. (ie on the ballot paper, "Candidate A, GAICD", "Candidate B, LLB")
- That a mechanism be explored for filling any skills gaps that are identified on the board (these would be in addition to elected positions). This could include:
 - Appointment of councillors to skills-based positions (ie if an accountant is needed, invite applications from councillors with this qualification and undertaken a merit-based appointment), or
 - Appointed non-councillor directors based on expertise in areas required to the board (merit based), or
 - Engagement of consultants to support the board on issues where additional expertise is required as needed

The position of President

Consideration should be given to the election of President by the Board. This would be likely to result in a President who has the trust and respect of colleagues and whose leadership style and strategic intent is in alignment with that of the Board. It would have the added benefit of further reducing by one the size of the Board.

In the event that this option is not preferred, the City of Darebin makes the observation that the current method of election of the President, from an electorate of 79 member delegates, has worked overall and would not recommend any particular changes.

Board terms

We support the current two-year terms for the Board and President. We would not support a move to four-year terms. Two-year terms are likely to result in more orderly board succession and transition and reduce the risk of large board turn over at any one election cycle. Retaining an opportunity to refresh the Board in the middle of the Council term is a valuable opportunity that should not be removed without good reason.

We support maximum terms for Board members and the President and suggest that 8 years would be an appropriate maximum (4 x 2-year terms).

In the interests of stability and orderly transitions, board members (including President) who do not recontest the Council elections, or who are not re-elected should be able to see out their period on the Board. We note that once serving on the board, a director has a fiduciary duty to that board and that this duty remains independently of their role as a councillor. This rule could only apply for the period in-between the declaration of Council election results and the election of a new MAV board approximately 4 months later.

Rules affecting the State Council

Motions

The large number of State Council resolutions, requiring implementation by a small number of MAV staff, is not strategic, and can dilute the priorities of the sector through sheer quantity. However, we recognise that motions and the ability to vote on matters of importance to councils and their delegates is important to the sector and a critical way in which delegates engage with the MAV.

We believe that the Board should identify issues on which they could benefit from State Council input bring matters to State Council for debate and vote. On such matters, State Council delegates could be assured that their vote would have a meaningful impact on decision making on some matters of strategic importance to the MAV.

Another way to potentially address the problem of a large number of non-strategic items is to greatly tighten the criteria for motions to appear on the agenda of State Council.

However, the City of Darebin Council also recognises that many Councils bring matters to MAV State Council to determine the local government position on a matter for the purposes of running advocacy campaigns. We have seen Councils effectively leverage successful MAV motions on issues which matter highly to them such as gambling reform, refugee rights and climate emergency. We would not support any moves which stopped councils engaging with their sector peers in this way but believe it would be helpful for the MAV to suggest a formula which could be used when this is the intention.

Discontinuation of financial membership

The City of Darebin agrees that it is reasonable to require a notice period for Councils wishing to discontinue their financial membership. This would assist with financial certainty and certainty in relation to the offices of President and Board member.

**8.4 AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION
(ALGA) DAREBIN MOTIONS FOR 2022 NATIONAL
ASSEMBLY****Author:** Senior Advisor Advocacy and Government Relations**Reviewed By:** Chief Executive Officer

EXECUTIVE SUMMARY

The primary purpose of this report is to provide an opportunity for Council to consider submitting motions for consideration and debate at the Australian Local Government Association (ALGA) 2022 National General Assembly (NGA), which is scheduled to occur from 19 to 22 June 2022 in Canberra.

The NGA provides an important strategic advocacy opportunity for Darebin City Council to directly influence ALGA's national policy agenda, align local advocacy priorities with issues of national significance, and to promote new ways for the local government sector to broadly strengthen outcomes for local communities.

The Theme of the 2022 NGA is 'Partners in Progress', which aims to focus on how partnerships between the Australian Government and Local Governments can tackle immediate challenges facing our communities, as well as confidently facing the future.

Guided by ALGA's NGA motion themes and requirements for 2022 (see background section of this report), based on the Darebin Council Plan's advocacy priorities that can be elevated to issues of national significance, the emerging priorities contained in the new Advocacy Strategy currently being developed by Council, and building off the motions lodged by Darebin at the 2021 NGA; it is proposed that motions on the following five topics be considered for lodgement with the 2022 NGA:

- JobSeeker Payments
- Creative Sector COVID-19 Recovery
- Circular Economy, Recycling, Product Packaging and Stewardship
- Climate Change, Climate Emergency & Renewable Energy
- Sustainable Transport and Connectivity

Along with considering topics and motions which are required to be lodged with ALGA by no later than 25 March 2022, the purpose of this report also seeks to confirm the Councillors who will attend the ALGA NGA being held in Canberra from 19 to 22 June, and authorise Council to begin making the necessary arrangements to support attendance.

Officer Recommendation

That Council:

1. Endorse the motions contained in **Appendices A, B, C, D** and **E**, on the following topics, themes and issues for submission to the Australian Local Government (ALGA) National General Assembly (NGA) to be held from 19 – 22 June 2022:
 - (a) JobSeeker, Minimum Wage and Socio-Economic Disadvantage (**Appendix A**)
 - (b) Creative Industries COVID-19 Recovery (**Appendix B**)
 - (c) Circular Economy, Recycling, Product Packaging and Stewardship (**Appendix C**)
 - (d) Climate Change and Renewable Energy (**Appendix D**)
 - (e) Sustainable Transport and Connectivity (**Appendix E**)
2. Approves interstate travel for Cr_____, Cr_____, and Cr_____, to represent Council at the 2022 National General Assembly of Local Governments in Canberra from 19 June to 22 June 2022, noting the travel, accommodation and registration expenses will be met from the Mayor and Councillor Support Budget.
3. Notes that the Chief Executive Officer and Senior Advisor for Advocacy and Government Relations, will also travel to Canberra to attend the 2022 National General Assembly of Local Government to be held from 19 June to 22 June 2022, and the travel, accommodation and registration expenses will be met from the annual budget.
4. Authorise the Mayor to seek and appoint an alternative Councillor/s in the event that any of the Councillors as appointed in c) may be unable to attend.

BACKGROUND / KEY INFORMATION

The Australian Local Government Association (ALGA) is the national voice of local government, representing 537 councils across the country, and works to primarily raise the profile and concerns of local government at a national level by lobbying the Commonwealth Government and Federal Parliamentarians on issues of national significance to local government.

Convened annually by ALGA, the National General Assembly (NGA) is the peak annual event for Local Government across the country, attracting in excess of 800 Mayors and Councillors each year. This year the NGA will be held in Canberra from 19 to 22 June.

Councils who intend to participate in ALGA's NGA have been encouraged to submit Motions for consideration and inclusion in the NGA Business Papers by no later than 25 March 2022, and for subsequent debate on the floor of the NGA in June 2022.

The Theme of the 2022 NGA is '**Partners in Progress**', which aims to focus on how partnerships between the Australian Government and Local Governments can tackle immediate challenges facing our communities, as well as confidently facing the future.

Along with being consistent with the overarching 'Partners in Progress' NGA theme, motions are required to align and respond to relevant key priorities and themes contained in the General Assembly 2022 Discussion Paper (**Appendix F**), which include:

- Immediate COVID-19 Recovery
- Jobs
- Building Back Better Businesses
- Opening Australia's Borders
- Workforce Shortages and Re-engineering Work
- Climate Change
- Natural Disasters
- Environment
- the Circular Economy
- Affordable Housing

To be eligible for inclusion in the NGA Business Papers, and subsequent debate on the floor of the NGA, motions must also meet the following criteria as outlined in the Discussion Paper (See Attached):

- 1) Be relevant to the work of local government nationally
- 2) Not be focused on a specific location or region- unless the project has national implications.
- 3) Be consistent with the themes of the NGA
- 4) Complement or build on the policy objectives of your state and territory local government association
- 5) Be submitted by a council which is a financial member of their state or territory local government association
- 6) Propose a clear action and outcome i.e. call on the Australian Government to do something; and
- 7) Not be advanced on behalf of external third parties that may seek to use the NGA to apply pressure to Board Members, or to gain national political exposure for positions that are not directly relevant to the work of, or in the national interests of local government

Motions must be submitted to the ALGA Secretariat by 25 March 2022.

Proposed 2022 Motions

Guided by ALGA's NGA motion themes and requirements for 2022, based on the Darebin Council Plan key advocacy priorities that can be elevated to issues of national significance, the emerging priorities contained in the new Advocacy Strategy currently being developed by Council, and building off the motions lodged by Darebin at the 2021 NGA- it is proposed that motions on the following five topics be considered for lodgement with the 2022 NGA:

- JobSeeker, Minimum Wage and Socio Economic Disadvantage (**Appendix A**)
- Creative Sector COVID-19 Recovery (**Appendix B**)
- Circular Economy, Recycling, Product Packaging and Stewardship (**Appendix C**)
- Climate Change, Climate Emergency & Renewable Energy (**Appendix D**)
- Sustainable Transport and Connectivity (**Appendix E**)

Proposed Darebin NGA Motion Topic	Alignment with ALGA-NGA Discussion Paper Themes & Priorities
JobSeeker, Minimum Wage and Socio-Economic Outcomes (Appendix A)	Immediate COVID-19 Recovery, Jobs, Building Back Better Business, Workforce Shortages and re-engineering work
Creative Sector COVID-19 Recovery (Appendix B)	Immediate COVID-19 Recovery, Jobs, Building Back Better Business, Workforce Shortages and re-engineering work
Circular Economy, Recycling, Product Packaging & Stewardship (Appendix C)	The Circular Economy and Environment
Climate Change, Climate Emergency & Renewable Energy (Appendix D)	Climate Change, Natural Disasters and Environment
Sustainable Transport & Connectivity (Appendix E)	Climate Change, Natural Disasters and Environment

Along with factoring in ALGA's NGA motion requirements, it is also advisable for Council to submit a limited number of strategic motions that complement and align local advocacy themes, whilst also building off and differentiating where possible from motions that may have been lodged and moved at the previous year's NGA.

The proposed motions and supporting information (including motion action, context of national significance, and summary of key arguments) are provided in **Appendices A to E** to this report.

2021 ALGA NGA- Darebin's Motions

As endorsed at the Council Meeting on 22 March 2021, the three motion themes lodged by Darebin for the 2021 NGA called on:

- The Federal Government to prepare a National Housing Strategy, and to introduce Inclusionary Zoning in Planning Schemes for Affordable Housing (where they so choose) to require affordable housing contributions as part of private developments
- Establishment of a culturally and linguistically diverse Advisory Structure or mechanism to inform and guide the work of Councils' to support multicultural communities
- Establishment of an appropriate Advisory Structure or Voice to Local Government comprising of Aboriginal and Torres Strait Islander peoples from across Australia to have a say about Councils' decisions that affect them

2021 ALGA NGA Motion Papers also included Darebin moving a further motion on the following theme, calling on:

- The Federal Government to sign and ratify the Treaty on the prohibition of Nuclear Weapons

As outlined in **Appendix H**, ALGA recently wrote to Darebin Council to provide an update in relation to the advocacy that has taken place over the course of 2021 to the Federal Government, with respect to Council's respective motions on a Voice to Local Government comprising of Aboriginal and Torres Strait Island peoples from across Australia, and on Council's Motion in relation to the need for a National Housing Strategy.

In considering motion themes for the 2022 NGA, it is advisable for Council to consider moving motions that differentiate and complement those from those in 2021, and which align with the current NGA priorities for 2022, as well as Council's emerging priorities for 2022.

Attendance

Participating in NGA is an opportunity for Councillors to inform themselves on current major policy issues, and to contribute to national policy debate. The Chief Executive Officer from most Councils also attend the NGA.

In previous years, Council has approved attendance of up to three Councillors, with travel, accommodation and registration costs met from the Mayor and Councillor support budget in accordance with Council Support, Expenses and Resources Policy.

It is recommended that Council nominates Councillors to attend NGA for June 2022, consistent with previous years.

The NGA in Canberra also provides an opportunity for Council to consider advocacy and government relations opportunities with Federal Ministers, Shadow Ministers and Parliamentarians, that may coincide with a sitting week of the Federal Parliament. To support and facilitate these opportunities, it is also advisable for Council's Senior Advisor for Advocacy and Government Relations to attend.

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 2: Prosperous, Liveable and Flourishing

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 4 Responsible, Transparent and Responsive

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

2.10 We will leverage investment, partnerships and advocacy to drive Darebin's growth and sustainability

The NGA provides an important strategic advocacy opportunity for Darebin City Council to directly influence ALGA's national policy agenda, align local advocacy priorities with issues of national significance, and to promote new ways for the local government sector to strengthen local community resilience and outcomes.

By proactively participating in the NGA, Council can elevate its advocacy priorities through a formal national platform, that can help influence and guide ALGA's broader engagement efforts with the Federal Government to help secure broader local government sector, and Darebin municipal outcomes, for community benefit.

For example, securing better outcomes around JobSeeker and the Minimum Wage, can help support better socio-economic opportunities for people across all local government areas, including Darebin, that can also help stimulate local economic, business and employment activity across the municipality. Influencing policy decisions around Council's other suggested motion themes of the creative sector, circular economy and sustainable transport can also help support broader as well as local outcomes.

Participating in ALGA's NGA is not only an opportunity for Council to help lead and contribute towards broader local government sector advocacy efforts, it is also an opportunity for Darebin to solidify existing, and identify new, working relationships across the sector via the NGA, whilst also proactively engaging with Federal Government decision makers and Parliamentarians, around local advocacy priorities and opportunities.

The timing of the 2022 NGA in June is also particularly important, as a Federal Election may have likely occurred by that stage, and regardless of who forms government, the timing may likely provide an opportunity for Council to begin engaging early on in a new Parliamentary cycle with relevant new Portfolio Ministers and key members of the new Government and Parliament.

DISCUSSION

Whilst in previous years, Darebin has contributed a significant number of motions for consideration at ALGA's NGA, at the 2021 NGA Council streamlined its approach through the lodgement of four motions.

Officers recommend a continuation of this approach, which particularly in the context of the development of Council's new Advocacy Strategy and 2022 Advocacy Platform, which seek to strategically capture, integrate and prioritise advocacy issues in manner that can best influence Federal and State decisions around local priorities.

The recommended motions for 2022 around JobSeeker, Creative Industries Covid-19 Recovery, Circular Economy, Climate Change and Sustainable Transport, seek to strategically elevate Council's pre-existing endorsed priorities as identified in the 2021 – 2025 Council Plan, in a manner that are of national significance, whilst also seeking to position Darebin as a leading advocate for these issues which are identified as key 2022 ALGA NGA topics.

Across all recommended motions, significant opportunity also exists as outlined in Darebin's proposed motions (**Appendices A to E**), for local government to partner with the Federal Government, which is entirely consistent with the lead theme for NGA 2022 of 'Partners in Progress'.

Submitting Motions to ALGA's NGA enables Council to broaden its advocacy reach on key issues and platforms, however prudent strategic consideration of the issue(s) raised is paramount.

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES

Financial Management

Successfully advocating for policy outcomes consistent with Darebin's proposed ALGA Motions, can help potentially support Council's short, medium- and longer-term financial position, as well as the municipality's broader financial prosperity.

Community Engagement

Darebin's proposed 2022 ALGA NGA Motions have been largely guided by the relevant advocacy priorities considered of national significance contained in the 2021 - 2025 Council Plan, which has been informed by extensive community engagement, including the feedback collected for our Community Vision, and our current research, strategies and plans.

Whilst no direct community consultation has occurred in relation to these proposed motions, Officers intend to also engage with the Mayor and Councillors via the appropriate briefing opportunity in relation to the proposed motions, and to seek further feedback to refine.

As part of Motions being lodged, Council also intends to directly communicate and engage around its ALGA 2022 Advocacy Priorities with relevant Parliamentarians, Regional Advocacy Bodies, including the M9 and Northern Councils Alliance, Stakeholder Organisations and the broader community to build awareness and support in the lead up to the NGA in June 2022. Relevant media and communications will also be arranged to raise awareness and support for Darebin's Motions at the appropriate times.

Other Principles for consideration

Darebin's proposed ALGA NOM Motions align and respond accordingly with Council's various principles as outlined below.

Overarching Governance Principles and Supporting Principles

- (h) regional, state and national plans and policies are to be taken into account in strategic planning and decision making;

Public Transparency Principles

- (c) Council information must be understandable and accessible to members of the municipal community;

Strategic Planning Principles

- (b) strategic planning must address the Community Vision;

Service Performance Principles

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

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

Darebin's proposed ALGA 2022 NGA Motions directly consider environmental sustainability issues, including the Climate Emergency, Circular Economy and Sustainable Transport, with three proposed motions directly relating to these issues.

Equity, Inclusion, Wellbeing and Human Rights Considerations:

Whilst a dedicated Equity Impact Assessment (EIA) and Gender Impact Assessment (GIA) have not been specifically completed with respect to the proposed ALGA 2022 NGA Motions, each of these motions directly respond to, and make provision for, equality, inclusion, wellbeing and human rights considerations, particularly in the context of the JobSeeker, Creative Industries and Environmental Motions.

Economic Development and Cultural Considerations

The proposed Motions directly responds to Economic Development and Cultural Considerations, namely via the proposed JobSeeker, Creative Industries COVID-19 Recovery, and Sustainable Skills Motions.

Operational Impacts

While there are no anticipated operational impacts in the short term associated with the proposed motions, over the longer term if successful, additional funding provided over the longer term towards the delivery of relevant priority projects and initiatives may impact operations in future.

Legal and Risk Implications

There are no legal or risk implications associated with the proposed Motions.

IMPLEMENTATION ACTIONS

Once a final version of the proposed, amended or additional Motions are endorsed, Council's Senior Advisor for Advocacy and Government Relations, Anthony Cianflone, will work to finalise and lodge Motions accordingly with ALGA's Secretariat prior to the lodgement deadline of 25 March 2022.

Following on from this action, relevant arrangements will commence to support the Mayor and Councillors attendance at the NGA in June 2022.

RELATED DOCUMENTS

Please find attached the ALGA 2022 NGA Discussion Paper.

Attachments

- Appendix A ALGA Motion JobSeeker Minimum Wage Socio Economic Issues (**Appendix A**) [↓](#)
- Appendix B ALGA Motion re Creative Industries Covid 19 Recovery (**Appendix B**) [↓](#)
- Appendix C Circular Economy ALGA Motion (**Appendix C**) [↓](#)
- Appendix D ALGA Motion Climate Change (**Appendix D**) [↓](#)
- Appendix E ALGA Motion Sustainable Transport (**Appendix E**) [↓](#)
- Appendix F ALGA NGA 2022 Discussion Paper (**Appendix F**) [↓](#)
- Appendix G ALGA Strategic Priorities (**Appendix G**) [↓](#)
- Appendix H ALGA Letter to Cr Mayor Lina Mesina re 2021 ALGA NOMs Outcomes (**Appendix H**) [↓](#)

DISCLOSURE OF INTEREST

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

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

APPENDIX A**Proposed Motion- Australian Local Government Association (ALGA)- National General Assembly (NGA) June 2022****Topic: JobSeeker, Minimum Wage and Socio-Economic Disadvantage****Motion:**

The National General Assembly calls on the Federal Government to take action to:

- Permanently increase JobSeeker Payments to at least \$69 a day
- Support increases to the minimum wage in line with the cost of living
- Ensure that increases to JobSeeker and the minimum wage do not come at the expense of other vital supports provided to people experiencing disadvantage and hardship
- Partner with Local Governments to facilitate these measures, and to identify and invest in targeted measures that address and respond to socio-economic disadvantage and inequality across Australian communities

National Objective

**Why is this a national issue and why should this be debated at NGA? (Maximum 200 words)*

Advocating to increase JobSeeker and enhance Federal Government efforts to address socio-economic challenges across Australian communities, directly align with ALGA's 2020-23 Strategic Plan's 'Stronger Community Resilience' Pillar, and the 2022 NGA's Discussion Paper's priorities around COVID-19 Recovery Challenges, Jobs, Building Back Business, Workforce Shortages and Re-engineering Work.

As the closest level of government of the community, local governments continue to directly witness and respond first hand to the significant impact that poverty and disadvantage have on a community's wellbeing. These pre-existing challenges which have now been compounded by the impact of the COVID-19, require a renewed partnership approach between Federal and Local Government to address.

While socio-economic issues and challenges vary between regions, throughout Australian municipalities poverty and disadvantage continue to have significant social and economic impacts, not only on the individuals directly affected, but upon a community's broader prosperity in terms of economic, health and wellbeing outcomes.

Evidence suggests the provision of an appropriate social security payment for individuals seeking work, and an appropriate minimum wage for workers and households, can make a significant contribution in addressing socio-economic disadvantage, inequality and poverty.

Increasing these payments can reduce inequality, and help ensure people, often the most vulnerable, can be lifted out of poverty to participate as equal members of our and economy.

As the peak body representing local government in Australia, ALGA is well positioned to advocate to the Federal Government to permanently increase JobSeeker payments and the minimum wage, as critical elements to begin addressing disadvantage and wellbeing across communities.

Summary of Key Arguments

**Background information and supporting arguments (Maximum 500 words)*

Australia's unemployment payment remains one of the lowest in the OECD and hasn't risen in line with national living standards for a quarter of a century. While the Federal Government increased the payment in 2021, the payment to jobseekers still does not cover the cost of basic, essential items and leaves many recipients living in poverty.

Many recipients face food insecurity, inability to pay for utility bills, poorer health and wellbeing outcomes, and the increased prospect of homelessness. The cost of these issues is in-turn felt by the community and all levels of government, as it then places increased strain and demand on more services to support people experiencing poverty.

But along with the unemployment benefit being insufficient, many people who are in full-time employment also struggle to cover the basic cost of living and necessities due to the current level of Australia's' minimum wage.

Whilst the Local Government sector acknowledges the 2.5 per cent increase to the national minimum wage in 2021, significant more scope exists for the Federal Government to implement measures that support and foster an increase to the minimum wage, whilst addressing the broader cost of living issues.

The impacts of Covid-19 has further compounded pre-existing inequality issues across Australia, with the economic impact has been felt harder in regions already experiencing greater levels of socio-economic distress.

However, the measures implemented during 2020, including increased JobKeeper and the JobSeeker payments at the height of the Pandemic in 2020, showed that with Federal leadership, we can begin to meaningfully address inequality and disadvantage at local levels.

Research from the Australian National University's Centre for Social Research and Methods found that during 2020, the poverty gap lowered by 39 per cent, and the number of people in poverty lowered by around 32 per cent.

The decision to introduce JobKeeper and increase JobSeeker during 2020 meant that for the first many of our most disadvantaged were provided with an enhanced safety net during prolonged lockdowns, with many for the first time not living and experiencing life below the poverty line.

An appropriate ongoing social security payment and minimum wage can not only continue to enhance the safety net across the country and living standards but is can also play a leading role in continuing to stimulate local economic activity throughout communities, whilst addressing socio-economic disadvantage.

A renewed partnership approach between the Federal Government and Local Government, to help facilitate increased JobSeeker Payments and minimum wage rate, can also be integrated as part of a comprehensive partnership that can also work to identify and invest in targeted measures that address and respond to socio-economic disadvantage and inequality across Australian communities.

Building off existing Federal Government initiatives, including City Deal Frameworks, Regional Jobs and Skills Taskforce's, Local Jobs Programs, and Community Health and Wellbeing Services; the local government sector welcomes the chance to partner and align its existing local services and resources in a manner that can help both levels better coordinate and respond to ongoing socio-economic challenges as part of COVID-19 recovery, and into the future.

References

- ACOSS, *Submission to the Fair Work Commission on the Minimum Wage*, 2021
- Deloitte Access Economics, *Estimating the economic impacts of lowering current levels of income support payments*, 2020
- ACOSS, *Submission to the Fair Work Commission on the Minimum Wage*, 2021
- Australian National University Centre for Social Research and Methods, 2020

APPENDIX B**Proposed Motion- Australian Local Government Association (ALGA)- National General Assembly (NGA) June 2022****Topic: Creative Industries COVID-19 Recovery****Motion:**

The National General Assembly calls on the Federal Government to:

- Develop a National Cultural Plan to support the short, medium and long term needs of the creative and cultural sectors
- Partner with Local Government to develop a Creative Sector Federal Investment Strategy that directly invests in local creative and cultural industries as part of immediate COVID-19 recovery efforts
- Expand eligibility and scale of existing Federal Government Creative COVID-19 support programs, including the Restart Investment to Sustain and Expand (RISE) Fund, to continue providing increased support for more local artists, festivals, concerts, tours, exhibitions, visual, digital, creative and cultural organisations
- Expand representation of the Federal Government's COVID-19 Creative Economy Taskforce, by providing a seat at the table and representation for the Local Government Sector
- Prioritise new COVID-19 creative sector support investment towards sustaining and helping our most vulnerable artistic and cultural community cohorts, including Aboriginal, multicultural, newly arrived, women and young creatives.
- Ensure local government is directly provided with a fair and equitable share of new funding and resources to supporting local and regional creative activities, festivals, events and organisations

National Objective

**Why is this a national issue and why should this be debated at NGA? (Maximum 200 words)*

Advocating to enhance support for local creative and cultural initiatives, directly align with ALGA's 2020 – 2023 Strategic Plan's 'Stronger Community Resilience Pillar', and the 2022 NGA's Discussion Paper's priorities around COVID-19 Recovery Challenges, Jobs, Building Back Business, Workforce Shortages and Re-engineering Work.

Pre-COVID, Australia's creative and cultural economy contributed more than \$111 billion or 6.4% of our country's total gross domestic product (GDP), and employed close to 600,000 people or 5.5% of the workforce.

However as highlighted in the Final Report of the Federal Parliamentary Inquiry into Australia's creative and cultural industries in October 2021, '*Sculpting a National Cultural Plan*', Australia's cultural industries were significantly affected by COVID-19- which resulted in the closures of public venues, performance spaces, community hub, and Indigenous artistic centres.

Whilst the Federal Government's support measures overseen by the Creative Economy COVID-19 Taskforce, including the COVID-19 Arts Sustainability Fund, played a role to sustain various elements of the cultural sector, a vast number of creatives have remained ineligible for various initiatives, and far more is required in to revive cultural economic and community activity.

As identified in the *Sculpting a National Cultural Plan* Parliamentary Report- 22 recommendations have been provided to the Federal Government to consider adopting, including the need to develop a 'National Cultural Strategy' that engages directly with local government.

However beyond this Report, other opportunities that can also elevate local governments role include being provided with a seat at the table on the Federal Government's Creative Economy Taskforce, as well having the scope and scale of the RISE Fund expanded, to support more local creative activities, including vulnerable artistic cohorts, as well as improved support directly for local governments.

When combined, these measures can help support Australia's cultural industries emerge from COVID-19 and foster a healthier and more sustainable arts industry.

Without urgent action by the Federal Government, Australian communities risk losing a generation of creatives.

Summary of Key Arguments

Background information and supporting key arguments (Maximum 500 words)

In the lead up to the Pandemic, Australia's cultural and creative industries had grown by 30 per cent over the last decade, to become one of the nation's most important economic drivers.

Prior to COVID-19, the sector contributed more than \$111 billion or 6.4% of our country's total gross domestic product (GDP), and employed close to 600,000 people or 5.5% of the workforce.

As identified in the Federal Parliamentary Inquiry into Australia's Cultural Sector, local government plays an increasingly important role in community art and cultural activities.

Local, state, territory and commonwealth governments make combined contributions towards cultural expenditure of more than \$6.86 billion of public funds towards arts and culture annually.

However, the Parliamentary Inquiry identified that from 2007-08 to 2017-18, local government funding has played an increasingly important role.

Per capita, local government funding increased by 11 per cent, state and territory expenditure increased by 3.9 per cent, whilst federal government expenditure was 18.9 per cent less per capita towards cultural activities compared with a decade ago.

Councils account for a considerable investment in the creative and cultural sector, at almost 30% of the total national local government expenditure.

Although despite the role of local government in sustaining a vibrant creative industry, councils have been largely overlooked by the Federal Government as part of its COVID-19 response and recovery efforts towards the sector.

The absence of any formal voice for local government on the Federal Government's COVID-19 Creative Economy Taskforce, combined with restricted eligibility criteria preventing many local artists and organisations from accessing existing funding support packages, and limited access for local governments to help inform and access Federal creative sector assistance, mean the role of local government to assist is being largely undervalued.

Just like local government played a leading role to help keep local communities safe during the height of the COVID-19 Pandemic, the councils can also play a leading role in partnership with the Federal Government to help revive our creative sector- one of the most heavily impacted.

As identified by the Federal Parliamentary Inquiry, local governments have a key role to play in helping to guide the development of a recommended new National Cultural Plan.

But further to this, local government can also work to identify and complement reforms around existing Federal Creative Support Programs, including the RISE Fund, the COVID-19 Arts Sustainability Fund, the Show Stopper Loan Scheme, and the Regional Arts Fund.

There continue to remain a significant number of artists and enterprises that have not been eligible for many of these Federal Government COVID-19 creative funding initiatives, with many continuing to fall between the gaps. Expansion of eligibility of these programs to include all artist practitioners and entities, sole traders and those not formally registered as businesses, can provide significant and immediate relief, and form the catalyst in the development of a new Federal Creative Sector Investment Strategy.

Without a long-term Federal Partnership with local government through the development of new Cultural and Investment Strategies, the industry will continue to experience ongoing challenges and uncertainty.

References

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APPENDIX C**Proposed Motion- Australian Local Government Association (ALGA)- National General Assembly (NGA) June 2022****Topic: Circular Economy, Recycling, Product Packaging and Stewardship****Motion:**

The National General Assembly calls on the Federal Government to:

- Increase investment to support Australia's transition to a circular economy in order to reduce waste, improve the recovery of precious resources, and create new jobs.
- Turn off the 'tap' of waste by requiring and creating incentives for higher use of recycled materials and by phasing out problematic and unnecessary waste.
- Expand the product stewardship schemes and introduce a new materials levy to drive industry change.
- Ban the import and production of hard-to-recycle materials (except for essential needs such as some medical uses).
- Co-invest in new major regional waste facilities to help attract and build new markets
- Prioritise job creation and industry transition through the circular economy as part of COVID-19 recovery efforts
- Fund technology and research that leads to an advanced domestic circular economy sector and positions Australia as a leading expert in this new economic sector
- Partner with Local Government to help guide and inform Federal policy and investment decisions around supporting circular economy, recycling, product packaging and waste reform opportunities

National Objective

**Why is this a national issue and why should this be debated at NGA? (Maximum 200 words)*

Advocating for Federal Government action to support a circular economy, is entirely consistent with ALGA's 2022 NGA Discussion Paper priority themes in relation to the Circular Economy and Environment.

The Australian Government's ban on exporting waste via the *Recycling and Waste Reduction Act 2020*, creates an opportunity to expand the resource recovery sector, create jobs and transition to a circular economy.

In 2020, the Federal Government declared Recycling and Clean Energy as one of its six National Manufacturing Priorities on the basis that these sectors are identified as areas that Australia has comparative advantage and strategic importance for manufacturing.

To this point, the CSIRO noted that maximising benefits realised through the circular economy would "create 9.2 jobs per 10,000 tonnes of waste, compared with only 2.8 jobs for

the same amount of waste sent to landfill” and that “increasing Australia's recovery rate by just 5 per cent would add an estimated \$1 billion to GDP”.

The shift to a circular economy is vital for environmental and economic sustainability and can play a pivotal role in driving COVID-19 economic recovery efforts.

Summary of Key Arguments

Background information and supporting key arguments (Maximum 500 words)

As a central player in the waste management system, Local Government Agencies and their communities have a direct interest in strategies and decisions affecting the circular economy.

The cost of transferring waste to landfill is increasing at a rate that is a burden to Local Government and industry alike, without offering a direct benefit to community or customers. Given these increasing costs are unlikely to change, and that suitable land is at a premium, fast-tracking of circular economy technologies is critical if Local Government is going to be able to prioritise their finite income into the services of highest value to their community.

As the global manufacturing system evolves, local economies with strong connections to manufacturing are seeking to realise opportunities that can utilise new and emerging technologies that contribute to a sustainable future.

Investment in, and support for, the circular economy presents that opportunity to leverage new technologies into a new and sustainable employment base in advanced services and industries, some of which are yet to be created.

The Federal Government’s National Waste Policy Action Plan, which seeks to create 10,000 new jobs and divert over 10 million tonnes of waste to landfill, is underpinned the Recycling Modernisation Fund (RMF) which seeks to generate over \$800 million of recycling investments across Australian, State, Territory and industry investments.

However, to invest in the circular economy without formally engaging and including Local Government Agencies to guide and inform investment decisions, misses a generational opportunity to connect sustainable business with local communities that have voiced their support for Australia to transition to sustainable and low carbon jobs and industries.

To bring about the required transition to a circular economy, it is imperative that industry is properly encouraged and required to find solutions to waste and recycling issues in their respective communities, in partnership with local governments.

Local government is also united in believing that a National Product Stewardship scheme is required to help share the cost burden of managing waste.

Product Stewardship is an approach to managing different products and materials over their life-cycle so that there is shared responsibility to reduce environmental and human health impacts by those that produce, sell, use and dispose of those products.

An example is the Australian Packaging Covenant Organisation (APCO) working with government and business to reduce the environmental impact of packaging in Australia.

There is much untapped potential for governments to further enhance product stewardship arrangements, and new schemes could help tackle environmental issues across many known areas, including textiles and more.

In 2018 Australia established the ambitious 2025 National Packaging Targets, which included a target of 70% of plastic packaging being recycled or composted by 2025.

However, a November 2021 Progress Report from APCO showed that Australia's recycling of plastic has flatlined, with only 16% of plastic recycled in 2019-20, down from 18% the previous year.

Along with the need for further investment, additional steps are required to support the transition to a circular economy, including an import ban on hard to recycle items and more incentives to support circular economy initiatives. A levy on the use of new materials can also drive change, funds raised via the ban could be invested back into new processing facilities.

References

- CSIRO National Circular Economy Roadmap, 2021
- <https://www.awe.gov.au/environment/protection/waste/how-we-manage-waste/recycling-modernisation-fund#:~:text=The%20Australian%20Government%20will%20invest,Australia's%20waste%20and%20recycling%20capacity.>
- <https://www.awe.gov.au/environment/protection/waste/product-stewardship/products-schemes#:~:text=Product%20stewardship%20is%20an%20approach,over%20a%20product's%20life%2Dcycle.>
- <https://www.awe.gov.au/environment/protection/waste/plastics-and-packaging/packaging-covenant>
- <https://www.miragenews.com/australia-failing-to-meet-plastic-reduction-676146/>
- [Why recycling and clean energy? | Department of Industry, Science, Energy and Resources](#)

APPENDIX D**Proposed Motion- Australian Local Government Association (ALGA)- National General Assembly (NGA) June 2022****Topic: Climate Change and Renewable Energy****Motion:**

The National General Assembly calls on the Australian Government to:

- Recognise that we are in a state of Climate Emergency and take urgent action to rapidly cut carbon emissions and support local communities to adapt to the impacts of climate change.
- Put in place interim targets and steep emissions reductions during this decade as part of the net zero commitment, and in line with global efforts to limit warming to 1.5° as agreed to at the United Nations Climate Conference, COP26 Glasgow.
- Support job creation, research and investment to transition to a low-carbon economy and to position Australia as leaders in these new industries.
- Invest in infrastructure upgrades to the national electricity grid to facilitate the transition to 100% renewables.
- Fix the regulatory processes and policy frameworks to fast track new renewable energy projects, battery storage and electric vehicles.
- Improve the National Construction Code to ensure we don't build more poor-performing buildings that will lock in carbon emissions for decades to come.
- Support a dedicated federal funding stream to local government for climate mitigation and adaptation.
- Commit to the phase out of fossil fuels and support affected workers as we transition to a renewable economy
- Adopt a partnership approach with Local Government to identify and invest in local climate change mitigation and adaption projects, including through the creation of a new \$200 million Local Government Climate Change Response Fund.

National Objective

**Why is this a national issue and why should this be debated at NGA? (Maximum 200 words)*

Advocating for Federal Government action on climate change, is directly aligns with ALGA's 2020 – 2023 Strategic Plan's Pillar on addressing the risks of climate change, and also aligns with the 2022 NGA Discussion Paper's policy priorities on climate change and environment.

Addressing climate change is not only a local, state or national issue- it is global one.

Reflecting on the task ahead the COP26 President Alok Sharma said:

"We can now say with credibility that we have kept 1.5 degrees alive. But, its pulse is weak and it will only survive if we keep our promises and translate commitments into rapid action."

Australia must play its part in this global effort. Local governments are committed to working with our State and Federal counterparts to tackle the challenge ahead and the sector is planning and implementing large emission reduction and adaptation projects in their cities.

New research launched during the National Assembly of the Australian Local Government Association (ALGA), shows that, the emission reductions planned by just 60 of Australia's 527 local governments will achieve 96% of the current national target (a 28% reduction by 2030). This effort and ambition can be enhanced with the support of Federal funding.

However, urgent Federal action is needed to deliver on climate change mitigation and adaptation, and support for a just transition to a low-carbon economy. Practical measures to fix the national electricity grid, unlock regulatory barriers and phase out fossil fuels require national leadership and investment.

Summary of Key Arguments

**Background information and supporting arguments (Maximum 500 words)*

While State and Local Governments are taking decisive action on climate change, the Federal Government is missing in action. At COP26 Australia failed to commit to new interim targets and its Net Zero modelling still includes large coal and gas exports in 2050. Australia did not join with the nearly 200 countries who committed to rapidly phase out coal power.

Australia is the world's second largest export of thermal coal and has one of the most emission intensive energy grids. This needs to be phased out to transition to a new, low carbon fast tracked economic and sustainable future.

The bushfires of 2019-2020 demonstrated the clear need to take urgent action. Failure to do so exposes our communities to the ongoing risk of more frequent and severe bushfires, dangerous heatwaves and the increased risk of flooding. We also run the risk of missing out on economic opportunities as the global economy is re-shaping to a low carbon future.

One important way the Federal Government can take meaningful action is to help fix the electricity grid, the infrastructure and the regulation, to facilitate the transition to 100% renewables. This would help create jobs and enable increased renewable energy uptake.

Simon Corbell, the head of the Clean Energy Investor Group said: *"It is imperative to get grid investment right -and fast – to future proof Australia's renewable energy economy, environmental outcomes and investment potential."*

The Federal government should support industries and research to rebuild our economy after COVID-19 and reduce emissions and support renewables. The Million Jobs Plan produced by Beyond Zero Emissions identified that strategic investment in key sectors could create 1.8 million jobs in just 5 years. These include:

- Renewable energy and transmission
- Retrofits and new buildings

- Clean manufacturing and mining
- Land regeneration
- Electric buses and new green transport
- Circular economy

Local governments across the country are taking decisive action to address climate change.

For example, Darebin City Council led VECO – the Victorian Energy Collaboration which saw 46 Victorian Councils come together to switch to 100% renewable energy for their electricity contracts. This will save 260,000 tonnes of carbon emissions per annum and is the largest emissions reduction project ever undertaken in the local government sector. VECO demonstrates what can be achieved through collaboration.

A dedicated Federal funding stream to support this work, including through a new \$200 million Local Government Climate Change Fund, would help us to continue and expand on climate change mitigation and adaptation to support.

References

APPENDIX E**Proposed Motion- Australian Local Government Association (ALGA)- National General Assembly (NGA) June 2022****Topic: Sustainable Transport and Connectivity****Motion:**

The National General Assembly calls on the Federal Government to:

- Partner with State, Territory and Local Governments to:
 - Invest in active and sustainable transport options, that can also stimulate emerging markets and low emission technologies.
 - Position Australia as a leader in rapidly growing Electric Vehicle (EV) and transport markets by investing in local research and manufacturing opportunities and stimulating rapid uptake by users.
 - Electrify the rail and bus networks
 - Support business to electrify freight transport
 - Provide infrastructure throughout local communities to transition to EVs and which leverage tourism opportunities
 - Implement policy settings to increase uptake of EVs
 - Invest in infrastructure for walking and cycling

National Objective

**Why is this a national issue and why should this be debated at NGA? (Maximum 200 words)*

The transport sector is the third largest source of greenhouse gas emissions in Australia. After energy it is the biggest opportunity to reduce emissions.

Large scale infrastructure improvements are needed to improve public transport, Electric Vehicles (EV) charging, walking and cycling infrastructure. These projects will modernise our transport system and transition to more efficient, low carbon transport network.

Federal investment will help to fast track this transition and provide a significant boost to the economy and create jobs. There are also policy areas in the Federal Government's control that could unlock the potential for faster uptake of EVs, for instance setting mandatory minimum efficiency standards for vehicles.

Summary of Key Arguments

**Background information and supporting arguments (Maximum 500 words)*

Economy

The global vehicle sector is undergoing a major transition to electric vehicles of all times including heavy vehicles, public transport, bikes, cars and scooters.

There is a significant opportunity Australia to be a leader in this new market and to build valuable knowledge assets that can make Australia internationally competitive, as well as building local jobs and manufacturing opportunities.

Perhaps surprisingly, overwhelming evidence shows that countries with the tightest standards in a changing economy innovated the fastest and become leaders that can then trade with the world.

By contrast, economies with the weakest standards progressively lose trading opportunities as other countries higher standards become a barrier to trade. Already, more than 80 per cent of the global car market – including Europe and the United States – now require new cars to meet minimum emissions standards before they can be sold.

Australia has the key ingredients to become a leader in this sector including automotive industry expertise, a highly educated workforce and knowledge sector. The missing ingredient which could be added are the right policy settings to encourage investment in these new sectors and to accelerate the uptake of EVs.

Public Transport

Most urban rail networks in Australia are electrified, the biggest opportunity for expanding electrification is in regional networks. The National Faster Rail Agency has a 20-year plan to upgrade regional networks. The federal agency recognises the benefits this will have to regional economies. By fast tracking this investment it would lead to significant economic stimulus, greatly reduced emissions and vastly improved services for regional communities much more quickly.

Buses

Most buses are built domestically. Australia's bus building industry could be scaled up to facilitate the rapid roll-out of electric buses and expand the bus network to improve access to public transport options. Beyond Zero Emissions - The Million Jobs Plan estimates that rolling out 18,000 buses over 5 years could generate 19,000 new manufacturing jobs. Not only would this have significant economic and environmental benefits, it would also improve air quality in our cities and have positive health benefits.

EV Vehicles

To enable the transition to EVs vast networks of publicly accessible chargers need to be built and put into operation. Strong Federal Government investment in EV charging infrastructure

will help accelerate the transition. The Federal Government's Future Fuels Fund is investing \$250 million dollars over the next 3 years, this should be continued and expanded. However, much more could be done to encourage the uptake of EVs. The government has not included subsidies, tax incentives, sales targets or minimum fuel emissions standards. These policy settings are common international and are proven measures to encourage the uptake of EVs. For example, more than 80 per cent of the global car market – including Europe and the United States – now require new cars to meet minimum emissions standards before they can be sold.

Walking and Cycling

Walking and cycling are the least harmful forms of travel for the environment and they improve human health. Cycling levels significantly increased during COVID-19, as much as by 50% according to a City of Sydney report.

The United Nations recommends that countries spend at least 20% of transport budgets on walking and cycling infrastructure. Australia spends only 1%. Investing in cycling infrastructure will also deliver jobs and reduce congestion. A recent report found that currently cycling injects \$6.3 billion of direct benefit into the Australian economy each year and supports more than 30,000 jobs. The Treasurer Josh Frydenberg said of the report: *"These numbers paint a very compelling case for further investment in cycling infrastructure that has a real multiplier effect on the overall economy."*

Across Australia there are many shovel ready cycling projects that the Federal Government could invest in to create an immediate economic boost.

References



AUSTRALIAN
LOCAL GOVERNMENT
ASSOCIATION

PARTNERS IN PROGRESS

2022

NATIONAL GENERAL ASSEMBLY

19 - 22 JUNE 2022

CALL FOR MOTIONS

DISCUSSION PAPER

SUBMITTING MOTIONS

This discussion paper is a call for councils to submit motions for debate at the 2022 National General Assembly (NGA) to be held in Canberra 19 – 22 June 2022.

It has been prepared to assist you and your council in developing your motions. You are encouraged to read all the sections of the paper but are not expected to respond to every issue or question. Your council's motion/s can address one or more of the issues identified in the discussion paper.

Motions should be lodged electronically using the online form available on the NGA website at: www.alga.asn.au and received no later than 11:59pm AEST on Friday 25 March 2022.

The theme of the 2022 NGA is – Partners in Progress.

The NGA aims to focus on how partnerships, particularly between the Australian Government and Local Governments, can tackle immediate challenges facing communities as well as confidently facing the future.

In submitting your council's motion/s you are encouraged to focus on how partnership can address national issues at the local level, and new ways the Australia Government could partner to strengthen the local government sector to advance community well-being, local economic development, create jobs, address environmental challenges, climate change and complex social issues such as housing affordability.

The National General Assembly of Local Government (NGA) is an important opportunity for you and your council to influence the national policy agenda and promote new ways of strengthening the local government sector and our communities.

Note: If your council does submit a motion there is an expectation that a council representative will be present at the National General Assembly to move and speak to that motion if required.

We look forward to hearing from you and seeing you at the 2022 NGA.



NGA22.COM.AU

To submit your motion go to:
alga.asn.au/

KEY DATES CRITERIA FOR MOTIONS

To be eligible for inclusion in the NGA Business Papers, and subsequent debate on the floor of the NGA, motions must meet the following criteria:

1. be relevant to the work of local government nationally
2. not be focussed on a specific location or region – unless the project has national implications. You will be asked to justify why your motion has strategic importance and should be discussed at a national conference
3. be consistent with the themes of the NGA
4. complement or build on the policy objectives of your state and territory local government association
5. be submitted by a council which is a financial member of their state or territory local government association
6. propose a clear action and outcome i.e. call on the Australian Government to do something; and
7. not be advanced on behalf of external third parties that may seek to use the NGA to apply pressure to Board members, or to gain national political exposure for positions that are not directly relevant to the work of, or in the national interests of, local government.

Motions should generally be in a form that seeks the NGA's support for a particular action or policy change at the Federal level which will assist local governments to meet local community needs.

Motions should commence as follows - *This National General Assembly calls on the Australian Government to*

Example

This National General Assembly calls on the Australian Government to restore Local Government Financial Assistance Grants to a level equal to at least 1% of Commonwealth taxation revenue.

OTHER THINGS TO CONSIDER

Please note that it is important to complete the background section on the form. Submitters of motions should not assume that NGA delegates will have background knowledge of the issue. The background section helps all delegates, including those with no previous knowledge of the issue, in their consideration of the motion. Please note that motions should not be prescriptive in directing how the matter should be pursued.

Try to keep motions practical, focussed and relatively simple. Complex motions with multiple dot point can be difficult to implement and to advance.

All motions submitted will be reviewed by the ALGA Board's NGA Sub-Committee, in consultation with state and territory local government associations, to determine their eligibility for inclusion in the NGA Business Papers. When reviewing motions, the Sub-Committee considers the criteria, clarity of the motion and the importance and relevance of the issue to local government. If there are any questions about the substance or intent of a motion, ALGA will raise these with the nominated contact officer. With the agreement of the submitting council, these motions may be edited before inclusion in the NGA Business Papers.

To ensure an efficient and effective debate where there are numerous motions on a similar issue, the ALGA Board NGA Subcommittee will group the motions together under an overarching strategic motion. The strategic motions have either been drafted by ALGA or are based on a motion submitted by a council which best summarises the subject matter. Debate will focus on the strategic motions. Associated sub-motions will be debated by exception only or in accordance with the debating rules.

Any motion deemed to be primarily concerned with local or state issues will be referred to the relevant state or territory local government association and will not be included in the NGA Business Papers.

Motions should be lodged electronically using the online form available on the NGA website at: www.alga.asn.au. All motions require, among other things, a contact officer, a clear national objective, a summary of the key arguments in support of the motion, and endorsement of your council. Motions should be received no later than 11:59pm AEST on Friday 25 March 2022.

Introduction

As Australia emerges from the crisis management phase of the COVID-19 global pandemic, attention now turns to rebuilding and to the future.

By the time of the NGA in June 2022, the next federal government and 47th Parliament of Australia, will almost certainly have been elected.

Prior to the election the major political parties will have campaigned on priorities and made numerous policy and programs commitments that will help shape our nation's future.

Invariably, in government, these policies and programs will need to be refined, developed and implemented. Almost certainly they will need to be adapted to meet changing circumstances, emerging issues and local and regional needs.

We know from previous elections that governments will not be able to achieve their policy agenda alone. They need reliable partners committed to playing their part in taking the nation forward, working together on mutual goals and advancing national prosperity for all.

During the election campaign, ALGA will be working extensively with state and territory local government association members, and many of you, to advance the national priorities highlighted in the Federal Election manifesto 'Don't Leave Local Communities Behind'.

These priorities were significantly influenced by many of the resolutions of past NGAs.

Whether the Coalition Government is returned or a new Government formed, the 2022 NGA provides the first major opportunity to engage with relevant portfolio Ministers and key members of the new Government.

Most importantly, it provides you - the elected representatives of Australia's local councils and communities - with the opportunity to reaffirm our national priorities and to place new ideas on the national policy agenda.

The Immediate Recovery Challenges

Government at all levels have collaborated to avert the worst possible health and economic outcomes of the COVID-19 pandemic across Australia.

By November 2021 most states had reached or made significant progress in reaching the 80% or more vaccination threshold.

Every community was affected, some more than others, and local government has been at the forefront of developing local solutions to local challenges.

Given the economic and social impacts of the COVID pandemic on communities over the past 2 years, are there issues that need to be addressed by a new partnership between the Commonwealth Government and local governments?

Given the impacts of the COVID pandemic on your council and other councils around the country, are their issues that a partnership between the Commonwealth Government and local government should address?

Jobs

In September 2021 the national, seasonally adjusted unemployment rate, was 5.2% (ABS). The underemployment rate was 9.5% with monthly hours worked decreasing by 1 million hours. Roy Morgan's survey work suggests Australian unemployment (unadjusted) was 9.2% in October with underemployment at 8.6%.

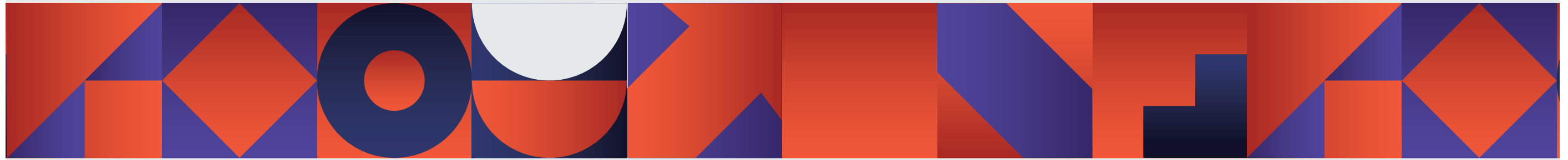
National statistics however mask variations at the state, regional and local level. State and Territory unemployment ranged from 3.9% in Western Australia and the Northern Territory, 5.1% in Queensland and Tasmania, 5.3% in South Australia, NSW 5.4%, Victoria 5.6% and the Australian Capital Territory 6.6%. Similarly, regional and local community unemployment vary from the national average reflecting local circumstances and the different impact of the COVID-19 pandemic, lockdowns and their flow-on effects have on the local economy. Youth unemployment and Aboriginal and Torres Strait Islander unemployment is also consistently higher.

As an employer of staff and of contractors, as well as a facilitator of local economic development, local government can play a key role in addressing unemployment and underemployment.

In keeping with the ALGA Federal election manifesto, 'Don't Leave Local Communities Behind' local solutions are required for local circumstances.

What new partnership program could the Australian Government develop to take advantage of local government's knowledge of the local economy, geographic spread across the country and its ability to create jobs?

As an employer, what are the pre-requisites for councils to create more good quality, secure local jobs that build community capacity and address local workforce skills shortages?



Building Back Better Businesses

The economic shock of the past 2 years has caused unprecedented disruption to local businesses and communities. While many businesses have adapted to difficult circumstances, some have not survived. The current vacant shops fronts and offices of the streetscapes in our cities and towns is evidence of the challenges that our local businesses, local industry and communities have faced.

The capacity of the private sector, and small business in particular, to bounce back is untested.

What new partnership programs could the Australian Government introduce to take advantage of local government's role in economic development, including to support local businesses?

Opening Australia's Borders

As previously mentioned, by November 2021 most states had reached or made significant progress in reaching the 80% or more vaccination threshold. At this point, under the National Plan to Transition Australian National COVID-19 Response, governments were committed to introducing new measures such as opening international borders, minimising cases in the community without ongoing restrictions or lockdowns, Covid vaccination boosters encouraged and provided as necessary, and allowing uncapped inbound arrivals for all vaccinated persons, without quarantine.

As Australia opens-up its international borders economic recovery is expected to accelerate. The return of expats, international students, overseas migration and international tourism will increase population, supply of labour and demand for goods and services including for accommodation.

In the first instance, economic activity can be expected to return to pre-Covid levels. Over time, with appropriate support, it will grow.

The closure of borders and particularly international borders affected many parts of the tourism industry and the economies of many local communities. While domestic visitors helped fill a gap, recovery of many parts of the industry and the economy of communities that depend heavily on tourism will depend on the return of international travel.

To do this Australia must position itself to compete in international markets. This comes through offering high quality destinations, services and experiences that highlight the quality and value available in Australia. In addition to delivering a better visitor experience, this should also increase productivity, efficiency and innovation.

In the short term, what new partnership programs could the Australian Government introduce to assist local government meet the return of international students and stronger migration now and into the future?

What new programs could the Australian Government develop to partner with local government to facilitate tourism and the traveller economy?

Workforce Shortages and Re-engineering Work

In November 2021 business representatives report significant labour shortages particularly in the agriculture and hospitality sectors. The lack of backpackers, overseas students and migrant workers, combined with people not wanting to return to the workforce, are just some of the reasons attributed to these shortages.

While opening borders may increase the supply of labour, some argue that there is a more fundamental change in Australia's workforce and workplaces.

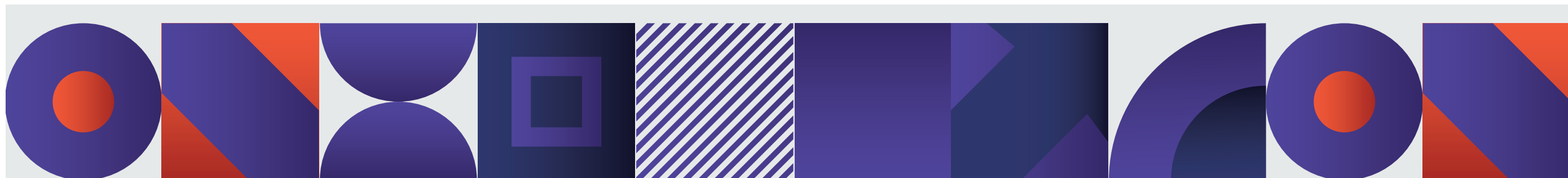
Although not reported in Australia yet, in the United States the post Covid workforce has been associated with what some have called the 'Great Resignation' as employees have adjusted their expectations, work life balance and priorities and simply not returned to their old jobs.

Many workers have been required to work from home for extended periods during the pandemic, including working remotely and now look for greater flexibility in their work. Technology and automation are transforming work and the workplace.

Many are prepared to change jobs to maximise this flexibility and the benefits derived from it. Traditionally this has led to wage pressure but coupled with demand for greater workplace flexibility employers need to be innovative to attract and retain employees. As an employer, councils are not immune and will also need to develop these strategies.

What new programs could the Australian Government develop to partner with local government to help support an influx of skilled migrants?

What new programs could the Australian Government develop to partner with local government to help councils attract and retain appropriately trained workers and employees?



Climate change

The United Nations Conference (COP) of Parties 26 held in Glasgow 2021 focused global attention on climate change and global and national efforts to achieve net zero emissions by 2050 and limit global warming to 1.5 degrees.

For decades local governments have played an important leadership role in addressing climate change. Councils have supported the adoption of a wide range of community-based programs and initiatives to lower the carbon footprint of local communities. As a sector, local government has led the debate for lowering carbon emissions, sourcing renewable energy, responded creatively to reduce greenhouse gas emissions from landfills, facilitated the construction of green buildings and water sensitive design of cities and towns.

Pragmatically, local government has been at the forefront to address the impacts of climate change and adaptation to climate change. These impacts include an increased number of days with high temperatures, less rainfall and more droughts in southern Australia, less snow, more intense rainfall and fire weather, stronger cyclones, and sea level rise. These changes will increase stress on Australia's infrastructure and physical assets and natural ecosystems that are already threatened, and significantly affect agriculture, forestry, fisheries, transport, health, tourism, finance and disaster risk management.

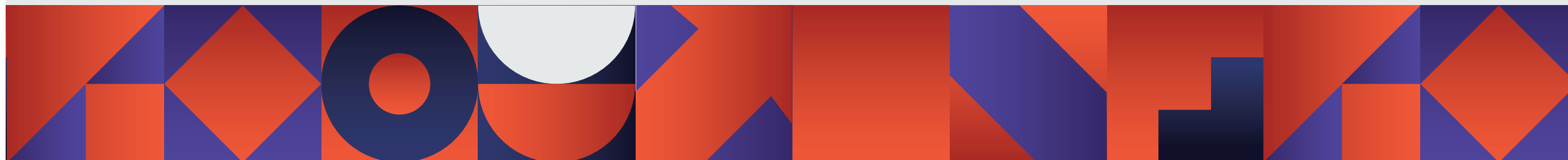
*How do we work together to ensure that there is local adaptation to climate change and climate extremes?
What partnerships are available to achieve climate neutrality?*

Natural Disasters

With the high-risk weather season commencing, many councils will be engaging with their communities about disaster preparedness, resilience and recovery. Not only have we experienced one of Australia's worst bushfire seasons in 2019-20, but some councils also had to deal with multiple disaster events within a 12 month period. Some councils have had to deal with bushfires, followed by storms, flooding, hailstorms, more flooding and COVID-19. These multiple disasters have had a devastating effect on many councils' financial sustainability and their ability to fund mitigation measures for the upcoming high risk weather season. Smaller rural and regional councils are further financially challenged and require help with preparedness and mitigation, as they currently have zero capacity to fund major mitigation projects.

The Royal Commission into National Natural Disaster Arrangements recognised that councils need help. It concluded that without assistance many local governments cannot undertake the roles and responsibilities allocated to them by their State/Territory Governments.

What new programs could the Australian Government develop to partner with local government to help to address natural disasters to assist in recovery and build resilience?



Environment

Local government plays a critical role in environmental management including environment protection.

“Australia’s Strategy for Nature 2019 – 2030” recognises that we all have a role in securing nature as the foundation of our existence. It is an overarching framework for all national, state and territory and local strategies, legislation, policies and actions that target nature. It has 3 goals:

1. Connecting all Australians with nature:
2. Care for nature in all its diversity, and
3. Share and Build knowledge.

To achieve these goals there are a variety of options for joint action to reduce threats and their impacts include ensuring the design and management of the protected area network considers and accommodates future threat scenarios and establishes robust mechanisms to respond effectively to new and emerging threats. The strategy suggests there are opportunities to ‘... improve planning, regulation, environmental impact assessment and approvals processes. In addition, threat abatement activities could include targeted pest management, ecosystem restoration (integrated fire management, revegetation), pollution control, greenhouse gas emissions management and climate change adaptation’.

How could the Australian Government partner with local government to help support the implementation of the Australian Strategy for Nature 2019 – 2030 and take advantage of local knowledge?

What new programs could the Australian Government develop to partner with local government to help to reduce threats and risks to nature and build resilience?

The Circular Economy

The 2019 National Waste Policy Action Plan applies principles of a circular economy to waste management to support better and repeated use of our resources. The circular economy principles for waste are:

1. Avoid waste
2. Improve resource recovery
3. Increase use of recycled material and build demand and markets for recycled products
4. Better manage material flows to benefit human health, the environment and the economy
5. Improve information to support innovation, guide investment and enable informed consumer decisions.

Councils play a major role in the management of household and domestic waste. Therefore, local government has a critical role to play in further developing the circular economy.

How could the Australian Government partner with local government to advance the circular economy?

What new programs could the Australian Government partner with local government to progress these objectives?



Affordable Housing

The shortage and costs of rental properties and affordable home ownership is causing significant social and economic impacts in cities and towns across Australia, including rural and regional communities. This is due to a range of factors such as changes in recent migration patterns, cheap finance and labour and material shortages in the construction sector.

The impacts on local governments and communities includes housing stress for individuals and families, difficulty in attracting and housing key workers and an increase in homelessness.

The House of Representatives Standing Committee on Tax and Revenue 2021 is leading an inquiry into the contribution of tax and regulation on housing affordability and supply in Australia. Whilst the provision of affordable housing is not a local government responsibility, local governments often facilitate affordable housing within their communities, operating within state/territory planning, financial and other legislation requirements. The housing challenge is different in each community and the council response is dependent on its financial resources and priorities.

How could the Australian Government partner with local government address housing affordability?

What new programs could the Australian Government partner with local government to progress this objective?

Conclusion

Thank you for taking the time to read this discussion paper and support for the 2022 National General Assembly of Local Government.

A reminder:

- Motions should be lodged electronically using the online form available on the NGA website at: www.alga.asn.au and received no later than 11:59pm AEST on Friday 25 March 2022.
- It is important to complete the background section on the form.
- Motions should not be prescriptive in directing how the matter should be pursued.
- Motions should be practical, focussed and relatively simple.
- Motions must meet the criteria published at the front of this paper.
- When your council submits a motion there is an expectation that a council representative will be present at the National General Assembly to move and speak to that motion if required.

We look forward to hearing from you and seeing you at the 2022 NGA.

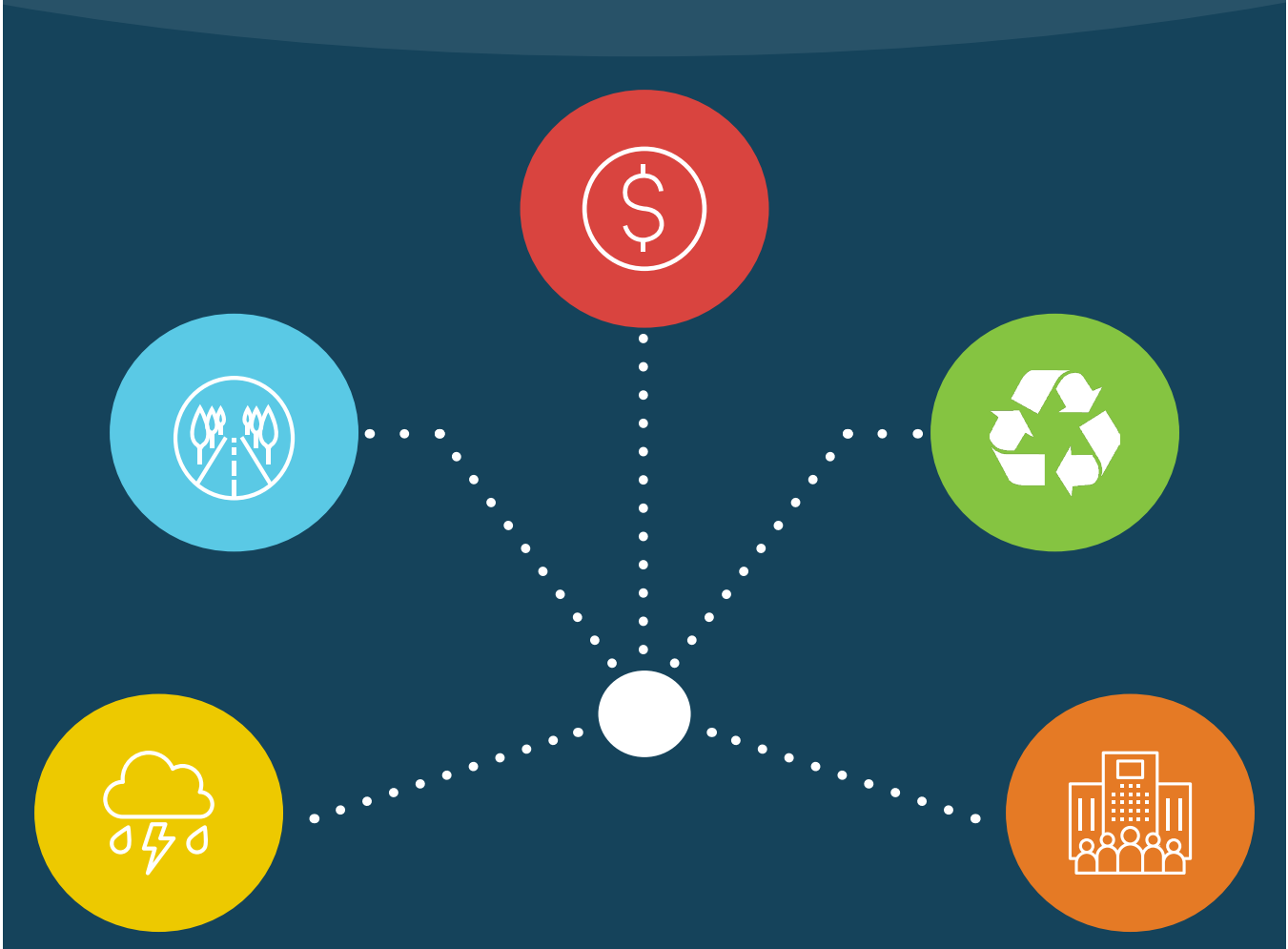


NGA22.COM.AU



AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION

Strategic Plan 2020 - 2023





VISION

The Australian Local Government Association is the strong, credible national voice of Local Government.

MISSION

To champion and strengthen Australian Local Governments by representing the agreed position of ALGA members.

OBJECTIVES

To champion a strong local government sector focussing on:

- Financial sustainability;
- Roads and Infrastructure Funding;
- Waste Reduction and Recycling;
- Stronger Community Resilience; and
- Addressing the risks of a changing climate.

ALGA will also advocate to the Australian Government and facilitate collaboration between state and territory associations in specific areas including:

- Population, Planning and Building;
- Overcoming Indigenous Disadvantage;
- Arts and Cultural Development; and
- Tourism.

Key Outcomes



FINANCIAL SUSTAINABILITY

Outcome

Local Government's share of tax revenue increases significantly to meet increasing demands on local infrastructure and services and ultimately reaches a level of at least 1% of Commonwealth taxation revenue.

Restore Financial Assistance Grants to a level equal to 1 per cent of Commonwealth taxation revenue.

- Preserve Financial Assistance Grants as the major source of Federal Funding to Local Government.
- Strengthen the business case to support calls to restore FAGs to 1%.
- Advocate to restore the FAGs funding lost in the 2014-15 indexation freeze as the first phase in restoring FAGs funding levels.
- Encourage councils to acknowledge the value of Financial Assistance Grants.
- Support state and territory associations to engage councils in a united campaign to achieve 1% for FAGs.
- Increase the Australian Government's recognition of Local Government as a trusted partner.



ROADS AND INFRASTRUCTURE FUNDING

Outcome

Achieve infrastructure capable of meeting future needs by increasing Australian Government funding to support local infrastructure provision

Advocate for increased funding to fix the infrastructure backlog

- Secure an increase in Roads to Recovery funding to \$800 million per annum and make the Bridges Renewal program permanent.
- Advocate for additional targeted funding for stormwater, water and sewerage infrastructure.

Fund road safety improvements

- Advocate for a significant expansion of the Road Safety Black Spot program.
- Advocate for a mass road safety treatment infrastructure program.
- Secure Commonwealth commitment to guide a local approach to road safety.

Stronger community infrastructure funding

- Advocate for a community infrastructure program for all councils.

Safe and reliable communications systems

- Advocate for a continued and expanded telecommunications blackspots program and regional connectivity program.
- Draw on the lessons from bushfires and advocate for disaster resilient safe and reliable communications systems.



WASTE REDUCTION AND RECYCLING

Outcome

A strong waste and recycling system and the commencement of a circular economy

Strengthen Product Stewardship to increase recycling and reduce the volume of waste

- Advocate for Commonwealth incentives/penalties for manufacturers of difficult to recycle products.
- Advocate for mandatory product stewardship for all difficult to recycle products.

Invest in resource recovery infrastructure

- Encourage the Commonwealth to leverage its funding to states and territories and industry to maximise resource recovery from kerbside collections and the associated economic benefits, including jobs and reduced costs.

Mandate Procurement Requirements

- Advocate for the creation of markets including through mandated government procurement.

Introduce Consistent Education and Standards

- Call for mandatory adoption of the Australasian Recycling Label for all consumer packaging and for the development and promotion of a standardised national label that indicates recycled content



STRONGER COMMUNITY RESILIENCE

Outcome

Australian communities that can respond to, withstand and recover from adverse situations

Support communities to prepare for, respond to and recover from worsening disasters, including drought.

- Advocate for a disaster mitigation fund of \$200 million per annum over four years.
- Advocate for funding to allow every local government to develop a resilience and emergency management plan.
- Advocate for funding for hardened infrastructure, including betterment funding, inclusion of community infrastructure in the Disaster Recovery Funding Arrangements, funding for coastal protection and funding for council-supported community relief and recovery centres.
- Advocate for increased, and less bureaucratic, drought funding for drought affected councils.
- Advocate for extended recovery funding to address long-term economic and social impacts



ADDRESS THE RISKS OF CLIMATE CHANGE

Outcome

Action by all levels of government to mitigate climate change and adapt to unavoidable change

Advocate for a Local Government Climate Change Response Partnership Fund of \$200 million over four years to provide support for councils to help their communities reduce emissions and understand and transition to the future.



15 February 2022

Mayor Lina Messina
Darebin City Council
Lina.Messina@darebin.vic.gov.au
Stephen Mahon
stephen.mahon@darebin.vic.gov.au

Dear Mayor Messina,

ALGA 2021 National General Assembly motions 39 and 94

Thank you for submitting the following motions to ALGA's 2021 National General Assembly. I am writing to provide you with an update on our advocacy to date on the issues you have raised.

Motion 39:

That this National General Assembly call for the establishment of an appropriate advisory structure and/or representative voice to Local Government comprising of Aboriginal and Torres Strait Islander peoples from across Australia to ensure that Aboriginal and Torres Strait Islander peoples have a say about Councils' decisions that affect them and to guide Councils' broader work relating to First Nations peoples, truth-telling sovereignty, treaty-making and addressing systemic racism.

As previously advised, I wrote to both the Hon Kevin Hogan MP, Assistant Minister for Local Government, and the Hon Ken Wyatt AM MP, Minister for Indigenous Australians regarding your motion and asked them to respond on behalf of the Federal Government. They have replied to my letter, and their response is outlined below:

A robust 18-month co-design process to develop proposals for Local & Regional Voices and a National Voice has recently concluded. Co-design groups, made up of 52 members from around the country, have led this process to design the detail of an Indigenous Voice and over 9,400 people have had their say on the proposals.

Consultation feedback strongly supported an Indigenous Voice at both local and regional and national levels, as well as a notion of an approach for Local & Regional Voices that would see them providing advice to and working in partnership with all levels of government, including local governments.

I received the Final Report in July 2021. This is a significant report that comprehensively details the proposals and the deliberations of the co-design process, and it deserves thorough consideration by the Government. The importance of this report and what it means for Indigenous Australians means it is too important to rush this consideration process. We want to get this right.

I encourage your members to read the submissions and summaries from the consultations online at voice.niaa.gov.au. There is also information about the co-design process, Indigenous Voice proposals and the co-design Interim Report.

Noting the Minister's response to these motions, I am pleased to inform you that ALGA is a signatory to the Closing the Gap Agreement, and in September 2021 endorsed an [Implementation Plan](#) under this Agreement.

As the level of government closest to the people, local government plays an essential role in supporting and helping to steer the development of policies and programs in partnership with local Indigenous peoples that address these priorities at the local and regional level.

Prepared with advice and input from all the state and territory local government associations, this Implementation Plan sets out key actions required to achieve each of the four priority reforms.

To further progress this issue, in the lead-up to this year's Federal Election we will be asking all parties to commit to providing \$100 million per annum over four years directly to local governments to support the capabilities of Indigenous councils and implementation of the Closing the Gap Local/Regional voice.

We will also be calling on the next Federal Government to strengthen the voice of councils and communities by reinstating local government representation to the primary intergovernmental forum in Australia, the National Cabinet, and ensure local government's ongoing voting membership of other relevant Ministerial forums.

Motion 94:

The National General Assembly calls on the Federal Government to take action to strengthen the delivery of social and affordable housing across Australia by

- 1. Preparing a National Housing Strategy*
- 2. The National Housing Strategy to encourage nationally consistent approaches to State and Territory Planning legislation to facilitate Inclusionary Zoning for Affordable Housing, as a tool that can be utilised by Governments and metropolitan and growth Councils (and any Councils where they so choose) to require affordable housing contributions as part of private development.*

I wrote to both The Hon Kevin Hogan MP, Assistant Minister for Local Government and the Hon Michael Sukkar MP, Assistant Treasurer, Minister for Housing, and Minister for Homelessness, Social and Community Housing, regarding this motion. They have replied to my letter and their response is outlined below:

The Australian Government understands housing is fundamental to the welfare of all Australians. Access to secure and affordable housing has significant economic and social benefits. Housing can improve education and health outcomes, increase workforce participation and reduce welfare dependency.

While state and territory governments are responsible for the provision of day-to-day housing and homelessness services, in 2021-22 the Government expects to spend around \$9 billion to help improve housing and homelessness outcomes. This includes an expected \$5.3 billion in Commonwealth Rent Assistance to help eligible Australians on welfare payments pay their rent

and around \$1.6 billion through the National Housing and Homelessness Agreement (NHHA) to state and territory governments.

The NHHA commits funding each year to the states and territories to contribute to improving access to affordable, safe and sustainable housing, including to prevent and address homelessness, and to support social and economic participation. Decisions on how funding is allocated under the NHHA are the responsibility of states and territories.

The Government has also established the National Housing Finance and Investment Corporation (NHFIC) to improve housing outcomes for all Australians. In addition to the First Home Loan Deposit Scheme, the New Home Guarantee and the Family Home Guarantee, NHFIC also administers the Affordable Housing Bond Aggregator (AHBA) and the National Housing Infrastructure Facility (NHIF).

The AHBA provides cheaper, long-term finance for community housing providers (CHPs), while the NHIF provides finance for critical infrastructure underpinning housing supply, particularly affordable housing. As at 30 June 2021, the NHFIC Board has approved over \$2.5 billion of loans to CHPs under the AHBA, supporting the delivery of more than 4,600 new social and affordable dwellings and refinancing over 8,300 existing dwellings; and over \$300 million in NHIF transactions supporting the delivery of more than 4,700 new social, affordable and market dwellings.

The NHIF offers eligible applicants concessional loans, grants and equity investments to finance the provision of critical infrastructure underpinning new housing supply, particularly affordable housing. In the 2017-18 Budget, the Government committed \$1 billion over five years for the operation of the NHIF, consisting of funding for concessional loans of \$600 million, equity investments of \$225 million and grants of \$175 million.

In November 2020, the Government commissioned an independent review into the operation of the NHFIC Act 2018 (the Review). The Review's terms of reference tasked it with considering the role of NHFIC in increasing housing supply, including NHFIC's ability to complement, leverage or support other Commonwealth and state activities relating to housing. The Review's report has been submitted to Government and the Government is considering its recommendations.

The Government is also contributing to the supply of housing by disposing of land that is no longer required by the Commonwealth, some of which is suitable for residential housing. In December 2017, the Government updated the Commonwealth Property Disposal Policy to require that any proposed sale of Commonwealth land that is suitable for housing should include affordable housing initiatives, where practical. At that time, the Government also published the Australian Government Property Register, which enables all Australians to propose alternative uses for Commonwealth land.

Alongside our member associations and many local governments, ALGA recently made submissions and appeared before the [House of Representatives Inquiry into housing affordability and supply in Australia](#) (Submission 113).

Our representation acknowledged the current rental and housing ownership challenges and called for a considered national response, including the development of a national housing summit as a precursor to the development of a national housing strategy, which includes local government in the national dialogue.

Ahead of this year's Federal Election, we are asking all parties to acknowledge our role in housing by committing to providing \$200 million over four years to help us develop and implement innovative housing partnerships.

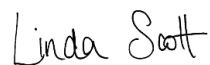
You can find ALGA's full list of Federal Election Priorities [here](#). These priorities have been informed by motions passed at our National General Assembly, and I would encourage your council to endorse this document and work with us and the Municipal Association of Victoria to ensure no community is left behind in Australia's COVID-19 recovery.

Our 2022 National General Assembly will be held in Canberra from 19-22 June, with the theme of *Partners in Progress*. We are now calling for motions, and have prepared a [discussion paper](#) to assist you and your council to develop your motions for this year's event. I hope to see you there.

Should you have any questions regarding your motion or our 2022 National General Assembly, please don't hesitate to contact ALGA's Executive Director Advocacy Darren Hunter at darren.hunter@alga.asn.au.

Thank you for bringing these motions to our 2021 NGA, and your ongoing advocacy on behalf of our communities.

Kind regards,



Cr Linda Scott
ALGA President

cc Cr David Clark, President Municipal Association of Victoria

8.5 DOMESTIC ANIMAL MANAGEMENT PLAN (DAMP)**Author:** Acting Manager City Safety & Compliance**Reviewed By:** Chief Executive Officer

EXECUTIVE SUMMARY

The *Domestic Animals Act 1994* requires all Councils in Victoria to develop a Domestic Animal Management Plan. This plan is the overarching strategic document relating to domestic animals and is to be prepared at 4 year intervals and submitted to the State Government by 1 December 2021. Given the challenges of COVID-19 and the recent decision to explore an in-house animal management model at Epping, the Department of Agriculture has granted Council a submission deadline extension to 4 March 2022.

Public exhibition of the draft Darebin Animal Management Plan took place between 26 October and 23 November 2021.

Several changes are recommended to the draft Plan following community feedback and a final Darebin Animal Management Plan is recommended to Council for endorsement.

Officer Recommendation

That Council:

- (1) Endorses the final Domestic Animal Management Plan
 - (2) Notes that the Plan will be submitted to the State Government in line with the Domestic Animals Act 1994.
 - (3) Thanks community members for their feedback and notes that a final copy of the plan will be shared with key stakeholders and participants who provided their contact details.
-

BACKGROUND / KEY INFORMATION

Council has long collaborated on animal management work in partnership with the City of Moreland, the City of Whittlesea and Darebin City Council.

To develop the Darebin Animal Management Plan, the councils jointly engaged a consultant to engage with the local community and prepare individual yet interlinking plans so that animal management in the region could be considered in a consistent and regional way.

While much of the work has been done together, it was intended that each Council develop its own Animal Management Plan consistent with the feedback from each respective community and local needs. As such each Council undertook their own public exhibition and engagement.

Currently the three Councils share the Epping Animal Welfare Facility, and are currently reviewing the operational model of the Epping Animal Welfare Facility with the aim of commencing a new model in late 2022.

A Domestic Animal Management Plan must meet the requirements of the Domestic Animals Act and specifically address the following elements:

- a) Set out a method for evaluating whether the animal control services provided by the Council in its municipal district are adequate to give effect to the requirements of this Act and the regulations; and
- b) Outline programs for the training of authorised officers to ensure that they can properly administer and enforce the requirements of this Act in the Council's municipal district; and
- c) Outline programs, services, and strategies which the Council intends to pursue in its municipal district;
 - i. To promote and encourage the responsible ownership of dogs and cats; and
 - ii. To ensure that people comply with this act, the regulations and any related legislation; and
 - iii. To minimise the risk of attacks by dogs on people and animals; and
 - iv. To address any over-population and high euthanasia rates for dogs and cats; and
 - v. To encourage the registration and identification of dogs and cats; and
 - vi. To minimise the potential for dogs and cats to create a nuisance; and
 - vii. To effectively identify all dangerous dogs, menacing dogs and restricted breed dogs in that district and to ensure that those dogs are kept in compliance with this act and the regulations; and
- d) Provide for the review of existing orders made under this Act and local laws that relate to the Council's municipal district with a view to determining whether further orders or local laws dealing with the management of dogs and cats in the municipal district are desirable; and
- e) Provide for the review of any other matters related to the management of dogs and cats in the Council's municipal district that it thinks necessary; and
- f) Provide for the periodic evaluation of any program, service, strategy or review outlined under the plan.

There are three additional objectives Darebin's Plan incorporates that arise from Darebin's established Council Plan and strategic goals:

- g) Contribute to protecting local biodiversity including wildlife through Council's animal management functions
- h) Support community wellbeing by enabling people to access companion animals and the benefits for physical wellbeing, social connection and companionship
- i) Ensure that this community function of Council is run in an inclusive and accessible way

Previous Council Resolution

At its meeting held on 25 October 2021, Council resolved:

That Council:

- (1) *That Council endorses the draft Domestic Animal Management Plan 2022-2025 for community consultation for the period 26 October – 23 November 2021*
- (2) *Thanks community members who provided feedback to Council to help it develop the draft DAM Plan.*

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 2: Prosperous, Liveable and Flourishing

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 4 Responsible, Transparent and Responsive

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

4.4 We will ensure major changes in our city achieve significant improvements in our City

The Domestic Animal Management Plan aims to deliver a responsive and proactive service to the community that accommodates cultural diversity and an increasing number of animals within the municipality.

DISCUSSION

Following the completion of the public exhibition, officers summarised the 450+ submissions into key topics and themes and considered these. In considering feedback officers had regard to:

- Benefits to the broader community
- Council's legal responsibilities under the Domestic Animals Act and other legislation
- How council can most effectively achieve community outcomes including most co
- Suitability for the Darebin Animal Management Plan – Requests for capital projects were not considered as this is not the purpose of the plan

A number of changes to the draft Plan are proposed based on Community feedback. The final proposed Domestic Animal Management Plan is shown in **Appendix B**. A summary which shows changes, notes items that are included, and also shows suggestions and requested changes not included is shown in **Appendix C**.

Themes that were significant in the submissions received were:

- Mixed and opposing views in relation to the cat curfew with some cat owners wanting it abolished in contrast to submission including from some environment groups and some dog owners wanting it extended to 24x7
- Seeking greater presence of animal management officers in open spaces
- Feedback about behaviour of pet owners and seeking that Council work to educate community to improve behaviour
- Greater use of volunteer groups for rehoming animals. This is a key part objective of Council in its current work to review the operational model of the Epping Animal Welfare Facility in 2022

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES**Financial Management**

Darebin City Council has contributed \$22,000 towards community engagement to inform the draft Plan. This represents one third of the total project cost of \$66,000, with the remainder being shared amongst Moreland and Whittlesea City Councils.

Various initiatives within the draft Plan are generally within Council's current operating budget and resources as provided for in its City Safety and Compliance Department. Council's annual budget process will be used each year to confirm specific budgets.

The plan is designed to generally be achievable within Council's current budget for the animal management function. Each year Council will consider its specific budget for the next year, including considering allocation of budgets for any period Animal Management projects. A key activity in the 2022 year is development of the new service model for the Epping Animal Welfare Facility. At this stage we are expecting the new service model to be within the current budget, however as more detail is available, this will be reported to council to consider it and any financial implications specifically.

Community Engagement

This engagement was targeted to key stakeholders as opposed to the broader community as the management of animals in a municipality is of interest to pet owners or specific groups. A breakdown of stakeholders is as follows:

Stakeholder Group	Level of Impact	Level of Interest
1. Community	Medium	Low - Med
2. Animal owners	High	High
3. Vets & other Domestic Animal Businesses	Medium	Medium
4. DDAMRG	Medium	High
5. Environment interest groups eg. DNT	Low-Med	Medium
6. Animal organisations eg. Lort Smith, MNCR, FFAR, Cat Protection Society	Medium	High
7. Council advisory committees	Low	Low
8. Local dog clubs/training organisations	Medium	Medium
9. Neighbouring Councils	Low-Med	Low-Medium

Participation rates

Darebin's participation was approximately four times higher than the partner Councils and overall this high participation means that Council has a large volume of feedback to inform its decision making on this topic, and it has reasonable sized 'sub-groups' within the data to understand if views of specific groups varied or raised particular needs or issues.

Feedback is largely from pet owners, which were the target group. This was a deliberate aspect of the consultation design as many of the elements of animal management are relevant to this group. It is noted that participation was skewed heavily towards women, and that men, younger residents and diverse groups were not represented at the same proportion as in the population.

Engagement Activity	Number of participants/ people engaged	Targeted group	Demographic information
Your Say Page	285 Complete (151 incomplete)	Registered animal owners	24 with a disability 6 Aboriginal or Torres Strait Islander 31 spoke a language other than English Majority of respondents (88%) between 30 and 69 years of age.
Pop Up Session – Crispe Park Reservoir	15 participants 30 engaged to participate	Dog owners	50% split in gender demographic 100% Darebin residents
Zoom Session	3 attendees	Key stake holder groups	100% female attendance 100% English speaking
Email submissions	10 submissions	Various	Data not available as is not requested in email submission

The Your Say page for the Darebin Animal Management Plan was available to be translated into 12 languages other than English and had accessibility to a translation service. The administration team who were available to take calls relating to animal management contains two bi-lingual staff to further support diverse residents.

Analysis of data and weighting for skew in participation

The data has been used in a qualitative way to identify issues, ideas and themes. It has not been used in a representative way or in a way that is a quasi-vote. This qualitative approach means that the feedback from all participants has been considered and officers have explored issues specific to minority and hard to reach members of the community.

Officers have analysed the themes and explored whether the emerging themes were similar or different for some of the cohorts those that spoke a language other than English. What is known from the 31 participants who identified as speaking a language other than English is their feedback was very similar to other participants – the analysis did not identify a difference in the topics or feedback provided.

Officers have considered whether to recommend a further community engagement stage to inform Council's decision, and we recommend that Council notes the skew and what has been done to consider feedback from minority cohorts or underrepresented population segments and proceeds to consider adoption of the Plan. The main reasons for this recommendation are:

- The community consultation has received a high level of participation for this type of topic and provided good depth and breadth of feedback
- The themes arising from the consultation have been similar between the cohort who spoke a language other than English and other participants and we expect that additional consultation would be likely to generally confirm the themes raised to date and would therefore not add significant value to Council's decision making
- Generally, feedback has supported the plan or wanted it to go further, except for the mixed feedback about the cat curfew
- Many of the activities in the Plan are required to deliver Council's legislative obligations

- Additional consultation would also require a further extension from the state government to the required timeline for submission
- There would be additional costs of an extra stage of consultation which could not then be used for other Council priorities.

The Community Engagement Results Report (**Appendix A**) has been attached for reference.

The above data has helped inform outcomes within the Darebin Animal Management Plan to make responsible animal behaviour more inclusive and consistent across the partner municipalities in translating documentation into other languages.

Other Principles for consideration

Overarching Governance Principles and Supporting Principles

- (a) Council decisions are to be made and actions taken in accordance with the relevant law;

Public Transparency Principles

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

Strategic Planning Principles

Not Applicable

Service Performance Principles

- (b) services should be accessible to the members of the municipal community for whom the services are intended;

COUNCIL POLICY CONSIDERATIONS

Environmental Sustainability Considerations (including Climate Emergency)

Not Applicable

Equity, Inclusion, Wellbeing and Human Rights Considerations:

An equity impact assessment has been completed for the draft Darebin Animal Management Plan.

Companion animals play an important part in mental and physical wellbeing and this Plan supports community to own companion animals. It also looks after community safety in regards to management of animals to avoid safety risks and nuisance issues.

The plan includes a number of directions and actions that are expected to increase engagement with volunteers in animal welfare and rescue, which can support community inclusion and wellbeing.

Economic Development and Cultural Considerations

There are not major economic development implications of this Plan. Council does work with local vets in delivering some animal management functions and this has a minor local economic benefit.

There are not large numbers of these businesses in Darebin, however work with Domestic Animal Businesses (DABs) is part of Council's role under the *Domestic Animals Act*. Darebin supports local DABs through inspections and monitoring will enable the businesses to be compliant with standards and legislative requirements.

Operational Impacts

Operational impacts are not expected. Council currently provides for animal management functions within its City Safety and Compliance department and this plan would be delivered by this department. Some operational improvements would be made within the current operations and budgets.

Legal and Risk Implications

Council has a statutory obligation to submit the adopted plan by the 1 December 2021 however due to COVID-19 and the recent decision to explore an in-house animal management model at Epping, the Department of Agriculture has granted Council a submission deadline extension to 4 March 2022.

Failure to submit this Darebin Animal Management Plan by the extended time frame will result in Council being in breach of its obligations under the Domestic Animals Act.

IMPLEMENTATION ACTIONS

- 28 February 2022 – Adoption of plan
- 4 March 2022 – Council provides the Secretary with a copy of the final Domestic Animal Management Plan
- 4 March 2022 – Commences Year 1 initiatives and deliverables to the community

RELATED DOCUMENTS

Attachments

- Community Engagement Results Report (**Appendix A**) [↓](#)
- Domestic Animal Management Plan - Final (**Appendix B**) [↓](#)
- Proposed Additions to the DAMP Summary (**Appendix C**) [↓](#)

DISCLOSURE OF INTEREST

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

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



Community Engagement Results Report

Background

Darebin City Council reviews its Domestic Animal Management Plan every four years. The Plan outlines how the City will manage domestic animals like dogs and cats, defines how Council will invest its time and resources and how it will support the management of domestic animals and the safety and wellbeing of the wider community.

Earlier in 2021, we asked the community about what was important to them about the management of animals in the City of Darebin. The feedback has informed our draft Domestic Animal Management Plan, and we are now asking the community what they think of our proposed animal management activities.

The Community Engagement Plan lists this engagement as:

- Low risk
- Low complexity
- Relating to the entirety of Darebin




Participation Analysis

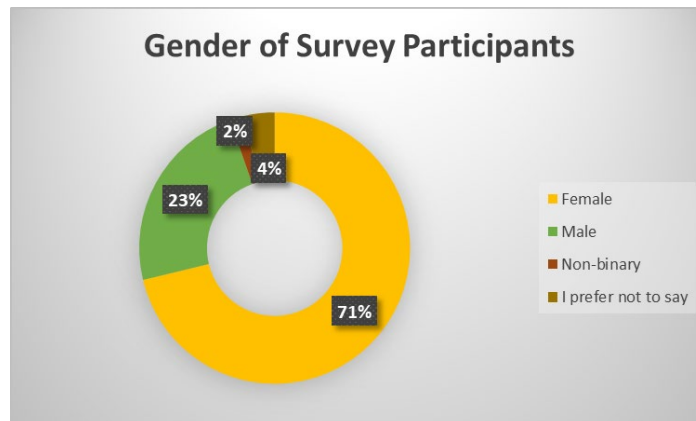
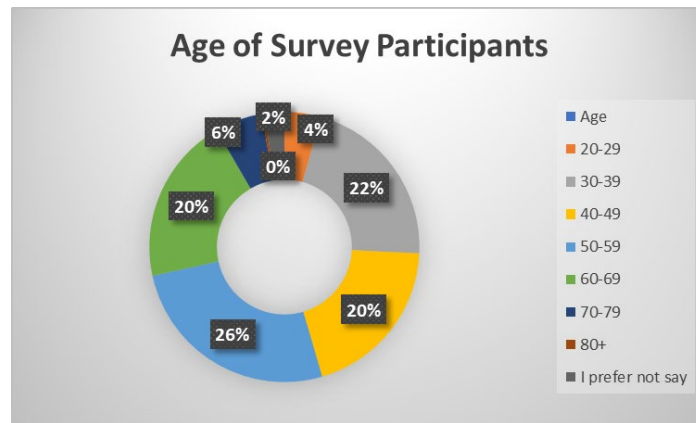
This engagement was extremely targeted to key stakeholders as opposed to the broader community as the management of animals in a municipality is of interest to pet owners or specific groups. A break down of stakeholders is as follows:

Stakeholder Group	Level of Impact	Level of Interest	Number (est.)
1. Community	Medium	Low - Med	
2. Animal owners	High	High	16,000
3. Vets & other Domestic Animal Businesses	Medium	Medium	
4. DDAMRG	Medium	High	
5. Environment interest groups eg. DNT	Low-Med	Medium	
6. Animal organisations eg. Lort Smith, MNCR, FFAR, Cat Protection Society	Medium	High	4
7. Council advisory committees	Low	Low	
8. Local dog clubs/training organisations	Medium	Medium	
9. Neighbouring Councils	Low-Med	Low-Medium	4
10. Councillors	Medium	High	9

A total of 461 submissions were made either electronically or by hard copy however of these 151 were considered incomplete where participants declined to provide personal information. A further 10 were larger email submissions from key stakeholder groups making the complete submissions (majority from registered animal owners) 300.

From the data we can statistically report on the following participant demographics:

-  98.6% lived in the City of Darebin.
-  20.8% worked in the City of Darebin.
-  1.3% studied in the City of Darebin.



- Twenty-four participants indicated that they identified as having a disability
- Six participants identified as Aboriginal or Torres Strait Islander
- Thirty-one participants spoke a language (or multiple languages) other than English. With 16 other languages spoken in total.

SIXTEEN languages spoken by participants			
Greek	Bosnian	Macedonian	Indonesian
Polish	Japanese	Vietnamese	Arabic
Fillipino	German	Portuguese	Italian
Hindi	French	Berber	Auslan

The engagement activities and subsequent

Engagement Activity	Number of participants/ people engaged	Targeted group	Demographic information
Your Say Page	285 Complete (151 incomplete)	Registered animal owners	24 with a disability 6 Aboriginal or Torres Strait Islander 31 spoke a language other than English Majority of respondents (88%) between 30 and 69 years of age.
Pop Up Session – Crispe Park Reservoir	15 participants 30 engaged to participate	Dog owners	50% split in gender demographic 100% Darebin residents
Zoom Session	3 attendees	Key stake holder groups	100% female attendance 100% English speaking
Email submissions	10 submissions	Various	Data not available as is not requested in email submission

Engagement Results

The engagement was extremely successfully in reaching targeted stakeholders with participation in Darebin's engagement in excess of five times that of the same engagement undertaken by both partner Councils Moreland and Whittlesea who both were under 100 responses.

It is noted that participation from diverse groups was only just above 10% which is short of where a typical engagement by Council would like to achieve. Given the engagement was extremely targeted to animal groups and owners who have a vested interest in this plan, it does give insight that either:

- Diverse communities are not typically animal owners, or:
- There is a knowledge gap with diverse communities in the requirement for animals to be registered with their local Council.

The above data has formed outcomes within the DAMP to make responsible animal behaviour more inclusive and consistent across the partner municipalities in translating documentation into other languages. A focus of these languages will be those reported on above from participants.

What is known from the 31 participants who identified as being from diverse communities is their feedback did not differ from other participants suggesting that further engagement is not required.

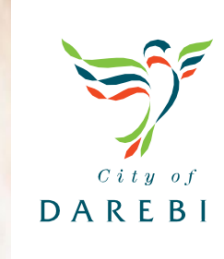
The impact of COVID also limited staff's ability to conduct engagement face to face with officers only able to hold one in person session. This is likely to impact engagement with diverse communities who often prefer face to face than larger written surveys and plans where English is not their first language.

Recommendations

The volume of participants when comparing to partner Councils suggests the Darebin community has a high interest in the management of animals (both domestic and wildlife) and their welfare.

While it is noted above that participation from diverse communities is low, as the feedback from those who did participate is similar to non-diverse communities, officers are confident the engagement has been able to support them in landing a plan that delivers on the communities wants for the next 4 years.

Approval – Matt Doherty – Acting Manager City Safety & Compliance



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**DRAFT
DOMESTIC
ANIMAL
MANAGEMENT
PLAN**
2022 to 2025



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1. INTRODUCTION & CONTEXT

1.1 Purpose of Domestic Animal Management Plan

The Domestic Animals Act 1994 (the Act) requires councils in Victoria to develop a domestic animal management plan (DAMP), every four years. The DAMP must outline council services, council programs and policies established to address the administration of the Act, and councils' management of cat and dog issues in their community. Councils must review their DAMPs annually and publish an evaluation of the implementation of the past year's actions in their Annual Report.

DAMPs should cover the following issues:

- Ensure that people comply with the Act, the regulations and any related legislation
- Minimise the risk of attacks by dogs on people and animals.
- Address any overpopulation and high euthanasia rates for cats and dogs.
- Encourage the registration and identification of cats and dogs.
- Minimise the potential for cats and dogs to create a nuisance.
- Effectively identify all dangerous dogs, menacing dogs and restricted breed dogs in that district and ensure that those dogs are kept in compliance with this Act and the regulation.
- Provide for the review of existing orders made under this Act and local laws that relate to the Council's municipal district with a view to determining whether further orders or local laws dealing with the management of cats and dogs in the municipal district are desirable.
- Provide for the review of any other matters related to the management of cats and dogs in the Council's municipal district that it thinks necessary.
- Provide for the periodic evaluation of any program, service, strategy or review outlined under the plan.

The benefits of pet ownership for people's health and wellbeing are well established. Whilst Domestic Animal Management Plans are concerned primarily with the management of cats and dogs within the community, it is important to note that pet ownership has a range of positive outcomes for the ongoing physical and mental health of community members, including:

- preventing loneliness
- motivating people to exercise regularly
- creating opportunities to meet people and make new friends
- teaching responsibility, as pets require ongoing care.

Pets are often viewed as extended members of the family and can provide great companionship, affection and joy.

The rights of assistant animal users are covered under the Domestic Animals Act 1994 and the Disability Discrimination Act 1992.

1.2 Process applied in developing the plan

City of Darebin’s DAMP was developed through a sector-leading approach in partnership with neighbouring Councils, Moreland and Whittlesea. An inter-organisational working group was developed to encourage partnerships and lead best practice. The development of the DAMP was driven by the working group and through four specific stages.

Stage1: Background Research and Analysis

A detailed background report was developed which outlined: an overview of the local government area; relevant state and local policies; an analysis of Council’s current DAMP; emerging issues in domestic animal management; internal staff consultation and current animal management statistics.

Stage2: Community Consultation

A detailed community engagement program was delivered to encourage the community to have their say on domestic animal management issues. Approximately 1,624 people who live, work or visit the Cities of Darebin, Moreland and Whittlesea provided feedback.

Feedback was gathered through three methods: a detailed online survey which was available through a dedicated project webpage; community pop-ups held at key venues and locations across the local government areas; and telephone interviews conducted with key stakeholders.



The feedback received from community members has been used to inform the priorities and actions outlined in the DAMP. A full engagement report which outlines the community feedback is also available, the key themes found across the engagement program are outlined in Table 1.

Table 1: Key themes across the engagement program

DAMP Theme	Key sub-theme
Responsible pet ownership	<ul style="list-style-type: none"> • Improving owner behaviours and control of animals • Increasing community education and training
Dog attacks	<ul style="list-style-type: none"> • Improving safety at dog parks
Overpopulation of cats and dogs	<ul style="list-style-type: none"> • Increasing cat desexing • Introducing cat trap, neuter, release program • Reducing stray cats
Registration and identification of cats and dogs	<ul style="list-style-type: none"> • Reducing registration fees • Providing free/reduced microchipping • Reviewing the ease of registering a pet • Allowing vets and Council to check pet's microchip before taking animal to the pound
Protection from nuisance	<ul style="list-style-type: none"> • Addressing dog poo in public places • Addressing cat poo in private properties • Addressing excessive noise from dog barking and cats fighting • Enforcing cat curfews
Dangerous and restricted dogs	<ul style="list-style-type: none"> • Improving signage • Addressing aggressive dogs in off-leash parks • Addressing specific needs of greyhounds
Review of Council services	<ul style="list-style-type: none"> • Improving/increasing relevant signage • Increasing park patrols and Officer visibility • Increasing community education • Increasing dog off/on-leash areas • Improving safety of Council parks • Improving and maintaining fencing at fenced in dog parks • Increasing fines for people doing the wrong thing • Undertake a mid-term contract review of Council's pound service provider
Training for authorised officers	<ul style="list-style-type: none"> • Providing training to encourage positive interactions with the community

Stage 3: Joint council planning

Relevant Council officers from Darebin, Moreland and Whittlesea participated in a joint Council planning session to analyse the community feedback, determine appropriate actions for the respective DAMPs and identify opportunities for partnership and cost-savings.

1.3 Demographic profile of council

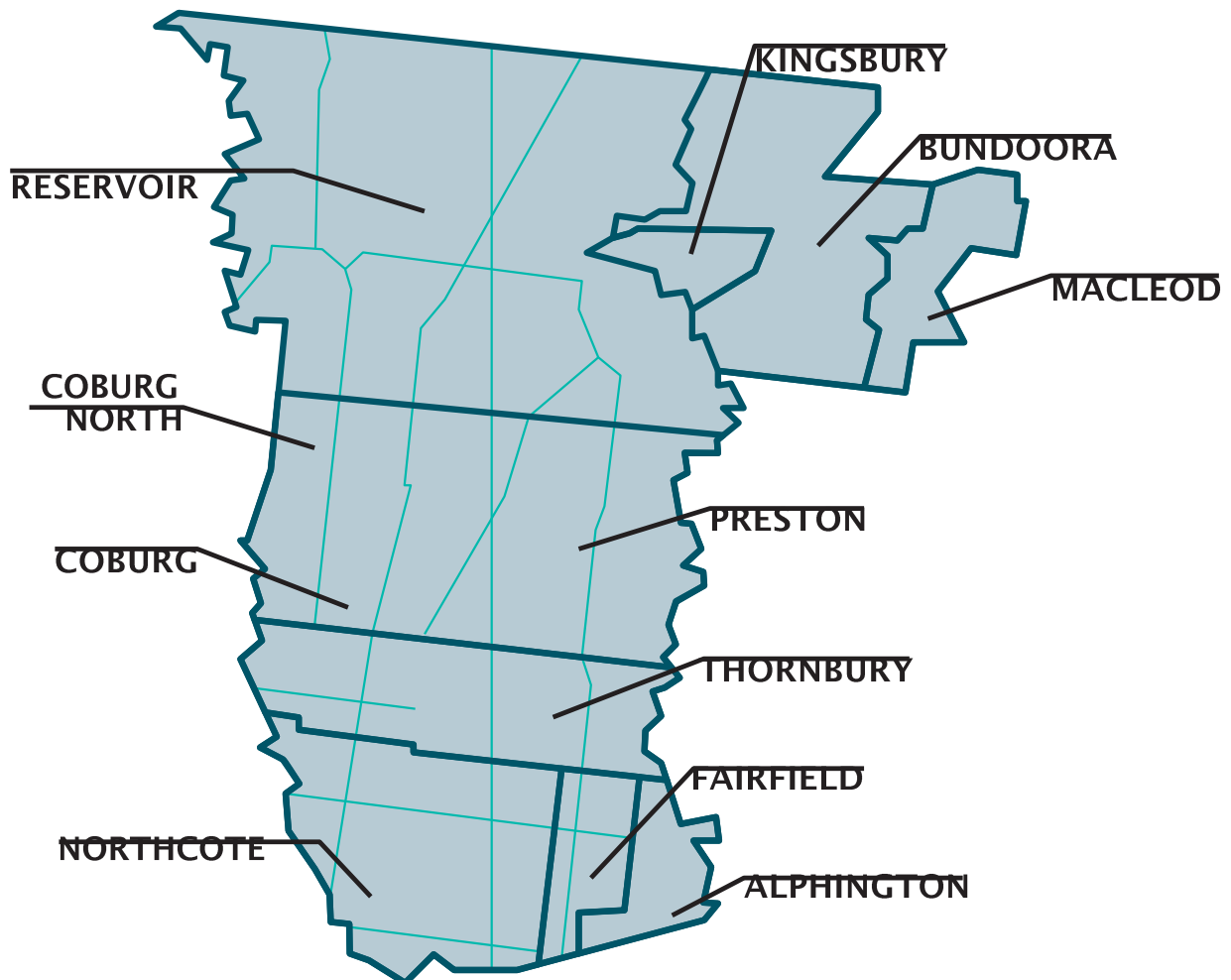
The City of Darebin is located in the northern suburbs of Melbourne, about 5km from the Central Business District (CBD). It covers about 54 square kilometres and is made up of the suburbs:

- Alphington(part)
- Fairfield(part)
- Northcote
- Reservoir
- Bundoora(part)
- Kingsbury
- Preston
- Thornbury
- Coburg(part)
- Macleod(part)

The estimated population for 2020 is 166,430. This is expected to grow to 230,118 by 2041. The community is slightly younger than average, with the largest age groups being 25-29 years and 20-34 years (9.7% each), compared to 8.1% and 8.2% respectively throughout Greater Melbourne.

Darebin is a multicultural municipality, in 2016, nearly 37% of residents spoke a language other than English at home. The most common languages, other than English are Italian, Greek, Mandarin and Arabic. The Aboriginal and Torres Strait Islander population is around 1,165 people or (0.7%), higher than the Greater Melbourne population of 0.5%.

Figure 1: Map of City of Darebin Municipality



1.4 Context and current situation

Animal management services at Darebin are conducted by the City Safety and Compliance Department.

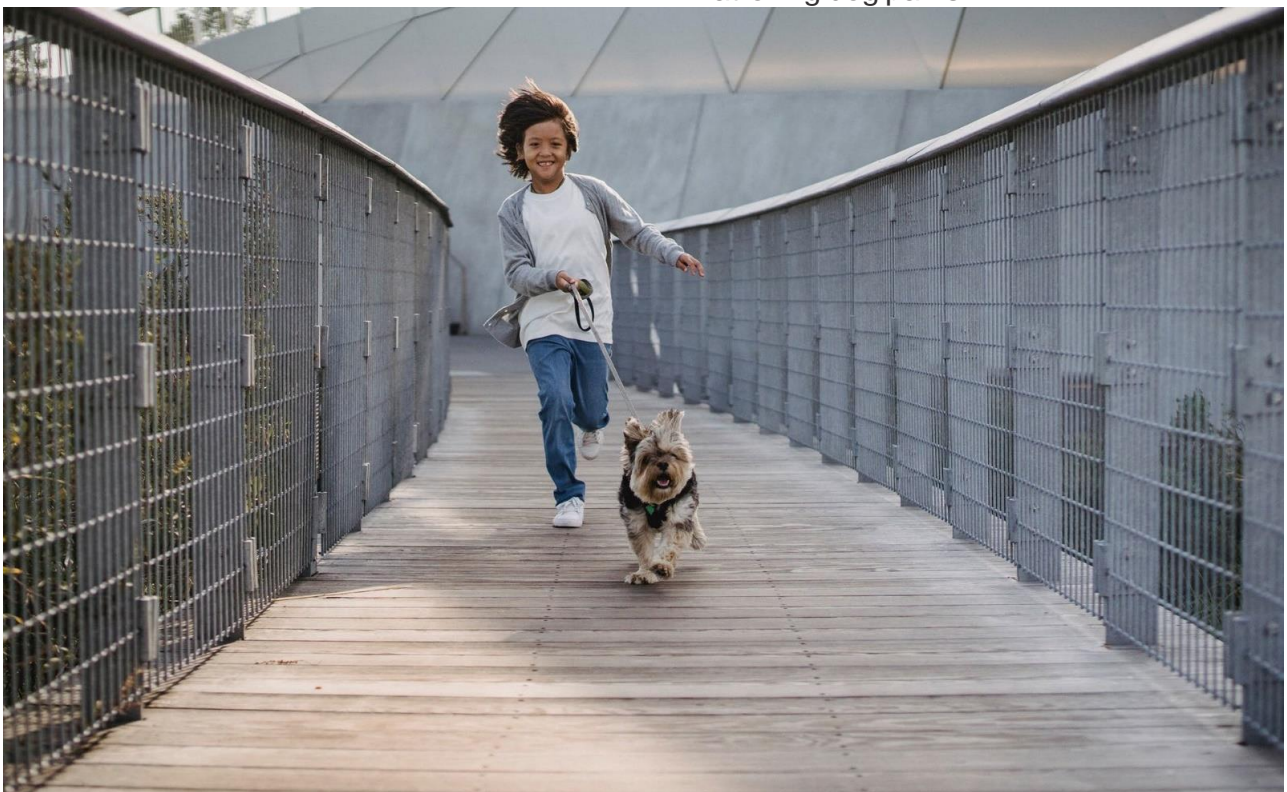
Darebin's animal management services are managed in-house with the provision of an animal pound being managed by an external service provider. After-hours collection services are managed by Council's animal management team. Council has a holding facility located in Reservoir which is used to hold animals before being transported to the Epping Animal Welfare Facility where they are then housed.

The purpose of Darebin City Council's animal management service is to:

- Implement Council's responsibilities under the Act and the General Local Laws
- Promote the welfare of cats and dogs
- Inform and educate the community about the benefits associated with pets, responsible pet ownership and the needs of companion animals
- respond to issues raised by the community about nuisance animals, e.g. barking dogs
- provide programs and services to support the community to be responsible pet owners, such as free desexing programs, education campaigns and park patrols
- Provide animal welfare services through the Epping Animal Welfare Facility in partnership with City of Moreland and City of Whittlesea.

Council provides a wide range of educational, promotional and compliance activities. These include:

- Providing animal management information
- Engaging with owners and their pets
- Providing discounted desexing opportunities
- Developing collaborative partnerships with animal rescue organisations
- Providing appropriate signage
- Investigating complaints
- Patrolling dog parks.



1.5 Domestic Animal Statistics

A high level summary of the current population and service numbers for domestic animals in Darebin is outlined in Table 2.

Table 2: Current population and service numbers for domestic animals

Program/Service:	Service Level/ Numbers:
Identification & Registration	10,980 dogs 5,272 cats
Identification & Registration- doorknock campaigns	Restricted activity over 2020/2021 due to COVID-19 lockdowns
Domestic animal complaints	Within 2-4 hours
Dangerous dogs complaints	Immediate response within 0-30 mins
Routine park patrols	120 patrols per month or 4-6 parks per day
Epping Animal Welfare Facility	Monday, Wednesday, Friday 11am - 7pm Tuesday and Thursday 7am -3pm Saturday and Sunday 9am - 4pm
Animals reclaimed	213
Animals rehomed	288
Animals euthanased	157
Declared dogs	15
Registered domestic animal businesses	Ten in total. Four pet shops, five dog training establishments and one boarding establishment
Microchipping and/or desexing programs	Restricted activity over 2020/2021 due to COVID-19 lockdowns
RPO School information sessions	Restricted activity over 2020/2021 due to COVID-19 lockdowns
After hours emergency service	7pm - 7am

2. TRAINING OF AUTHORISED OFFICERS

In order to deliver animal services that meet the requirements of the Act, to the level that the community expects, it is crucial to ensure that all authorised officers are appropriately trained and can participate in a robust training program.

The community engagement program illustrated a growing community expectation that Council officers should be fostering partnerships, supporting community education initiatives and facilitating positive interactions with the community.

2.1 Context and Current Situation

Darebin's Animal Management / Local Laws Team is made up of authorised officers. It is a requirement that all authorised officers have, at minimum, Certificate IV in Animal Control and Regulation (or worked within the industry more than 4 years) and undertake all Council required training programs, outlined in Table 3.

Each officer has an individual annual performance plan, which includes a section related to training and development. Plans are reviewed regularly, with training requirements and suggestions being updated at those times. Responsibility for ensuring that nominated training is completed is a shared responsibility for the individual officer and their supervisor.

Table 3: Planned training of Authorised Officers for the 2021-2025 period

Planned Training (2021-2025)	Expected Timeframe
OH&S	
<ul style="list-style-type: none"> Dealing with aggressive customers Working alone 	<ul style="list-style-type: none"> Yearly Yearly
Industry Training	
<ul style="list-style-type: none"> Animal handling Animal assessment Prosecutions Statement taking Evidence gathering 	<ul style="list-style-type: none"> Yearly 2 yearly (DEDJTR) As required 2 yearly 2 yearly
Restricted Breed Dog Identification	2 yearly (DEDJTR)
Council e-learning opportunities	As required
Customer Service	Yearly
Cert IV in Animal Control and Regulation	As required
Cert IV in Local Government (Regulatory Services)	As required
Cert IV in Companion Animal Services	As required
Certificate IV in Government	As required
Investigations	2 yearly
Training on handling pets in emergency	2 yearly
Australian Institute of Animal	As required
Management seminars/conference	As required
Animal Welfare Victoria seminars	As required



3. PROGRAMS TO PROMOTE AND ENCOURAGE RESPONSIBLE PET OWNERSHIP AND COMPLIANCE WITH LEGISLATION

Responsible pet ownership was a key theme that emerged from community consultation. There was a strong desire from the community to address: the attitude or behaviour of owners, welfare concerns for cats and dogs, veterinarian and pound practices and developing partnerships with community groups and advocacy groups.

3.1 Context and Current Situation

Council works to educate the community about responsible pet ownership and has several initiatives that are working to reduce the number of dog attacks, increase the proportion of pet registered and microchipped and reduce euthanasia rates. Council’s initiatives include:

- A lost and found Facebook page that is helping to reunite owners with their pets - Darebin Lost Animals
- Partnering with rescue organisations to assist with animal rehabilitation and rehoming
- Educating the community about responsible pet ownership, including the benefits of desexing, registration and microchipping
- Temporary accommodation of residents’ pets to support family violence victims or survivors in an emergency or crisis at the Epping Animal Welfare Facility.

COVID-19 Impacts

COVID-19 has had significant impacts on the community, including animals. There was an unprecedented demand to foster and adopt pets during stay at home orders, reported by many animal rehoming agencies, including by Council’s own pound provider.

With many community members adopting and acquiring puppies during these periods, many dogs and their owners have missed opportunities to attend training/obedience classes and socialisation opportunities in a controlled environment. Council saw an increase in reports relating to dog incidents during this time where many people and their dogs had increased opportunities to exercise.

Animal rescue partnerships

Council has developed partnerships with a number of community animal rescue organisations to support the most vulnerable animals. After identifying a need for specialist care for young kittens, Council implemented a Neonate Program in partnership with local cat rescues for orphaned kittens weighing 500 grams or less. Once old enough, the kittens receive all the required veterinary treatments, then made available for adoption via the rescue organisation.

Residents that surrender their pets to Council as they can no longer care for them are offered to our community rescue group partners where appropriate for a safe and smooth transition into a new home.

Pets in the park

Council provides information about which parks have allocated dog exercise spaces with 39 off-lead and 70 on-lead parks available throughout the municipality.

Cat curfew

Council introduced a night-time cat curfew (7pm -7 am) on 1 January 2021, meaning residents must keep their cats confined within their property boundary during this time.

The curfew was introduced to protect cats' own health and safety, to limit the impacts of cats on wildlife and the environment and to address complaints of cats trespassing and nuisance experienced on private properties.

The City of Darebin offers services surrounding the following educational and promotional activities:

- Promoting information on responsible pet ownership via brochures, website, social media
- Developing collaborative partnerships with animal rescue organisations
- Providing signage related to control of dogs and removal of dog faeces in parks.

Dog off-leash Policy

There was strong support from Darebin residents, 81% for Council to develop a dog off-leash policy which describes how new off-leash areas could be declared and managed.

Darebin Domestic Animal Management Reference Group (DDAMRG)

The DDMARG was originally formed to oversee Council's goals regarding implementing previous DAMPs.

The group's purpose is to provide advice to Council to address local animal management issues and inform future activities. The group has worked on topics such as various models for desexing programs, open space planning and dog parks, cat curfew, euthanasia of cats and rescue options, affordability challenges for pet owners and the DAMP.

In 2019/2020, a review was undertaken of all Council advisory committees and a standard Terms of Reference (ToR) was created, and in February 2021 the group was updated on the progress of the review and provided their feedback. The ToR was endorsed by Council on June 28, 2021. Moving forward, new members will be recruited to ensure that broad representation of animal management interests are represented.



3.2 Our Current Orders, Local Laws, Council Policies and Procedures



Orders:

- Section 23 of the Domestic Animals Act 1994 - it an offence for a cat to remain on private property without permission, and landowners or occupiers may trap cats (both owned and unowned) found trespassing on their property
- Section 25 of the Domestic Animals Act 1994 – Darebin Council requires cats to be confined to their owners’ premises and not be at large outside of those premises between 7pm and 7am effective from 1 January 2021
- Section 26 Domestic Animals Act 1994 - all dogs must be on a leash in public places throughout the municipality unless in a designated off-leash area.



Local Laws

- General Local Law Animal Management in Public Places – Darebin Council requires persons with the care and control of animals to collect and properly dispose of animal excrement in a bin; and persons must not leave food for animals in a public place
- General Local Law Animal Management on Private Land – Darebin Council requires permits where the number of animals exceeds the allowed amounts; and defines nuisance and neighbourhood amenity (regarding animals)
- General Local Law Responsible Breeding of Animals – Darebin Council has requirements for sale or donation of animals.



Compliance Activities:

- Enforcement using infringement notices and, where required, court prosecution
- Officer visits to properties of non-renewed pet registrations
- Follow up of notifications from pet welfare agencies of claimed or rehoused pets which are sold within the municipality
- Provision of cat traps to complainants in cases where education and advice has failed to prevent cat trespass
- Where unregistered and unidentified dogs or cats are found wandering, collect and send to Council’s pound
- Complaint investigation
- Patrols of dog parks, including off-leash parks, fenced dog parks and nearby streets to remind owners of their responsibilities, and where required, issue infringement notices, maintenance of the holding facility at Council’s Operations Centre in Reservoir.

4. PROGRAMS TO ADDRESS OVERPOPULATION RATES AND ANY HIGH EUTHANASIA RATES

The presence of dogs and cats in the community can lead to issues such as impacting wildlife populations as well as people and their pets. The welfare of dogs and cats is also compromised if they find themselves stray, semi-owned or unowned. In particular, the overpopulation of cats within the community leads to challenges with high rates of euthanasia due to a large volume of cats and unmatched rehoming rates.

During the community engagement program, the community and key stakeholders wanted euthanasia to be a very last resort in untreatable cases, as well as a desire to explore mandatory desexing to address overpopulation issues. The population and euthanasia rates are demonstrated in Table 4.

There has been a 35% decrease in the number of dogs impounded from 2019/20 to 2020/21. During the same period a 3% increase in the number of dogs reclaimed from the shelter can be seen, as well as 7% increase in the number rehomed and a slight decrease in dogs euthanised (3%).

4.1 Context and Current Situation

Table 4: Numbers of cats and dogs impounded and subsequent outcomes

	2017/2018**	2018/2019	2019/2020	2020/2021
Dogs				
Impounded	311	458	346	223
Reclaimed from shelter	215	328	227	153
Euthanasia	10	29	24	12
Rehomed	62	77	60	40
Cats				
Impounded	687	747	748	532
Reclaimed from shelter	38	56	61	60
Euthanasia	108	222	208	145
Rehomed	157	429	499	244

** Data from October 2017- June 2018

There has been a 28% decrease in the number of cats impounded between 2019/20 and 2020/21, and a 21% decrease in the number of cats rehomed. A total of 27% of impounded cats were euthanased in 2020/21.

Animals that are not reclaimed are offered for rehoming if they meet temperament and health requirements. Animals may be euthanased if they have an untreatable condition.

City of Darebin’s current educational and promotional activities include:

- Offering free initial registration for animals rehomed from animal rescue organisations in the Municipality.
- Providing a 33% discount desexing voucher for pet owners with a concession or pension card
- Deploying a mobile desexing van and engaging with local vet clinics to provide low cost desexing for cats
- Distributing relevant information to residents in areas where issues are identified
- Charging owners of animals that are not desexed a full registration fee. This is intended to provide a further incentive for owners to desex their pets.

4.2 Our Current Orders, Local Laws, Council Policies and Procedures



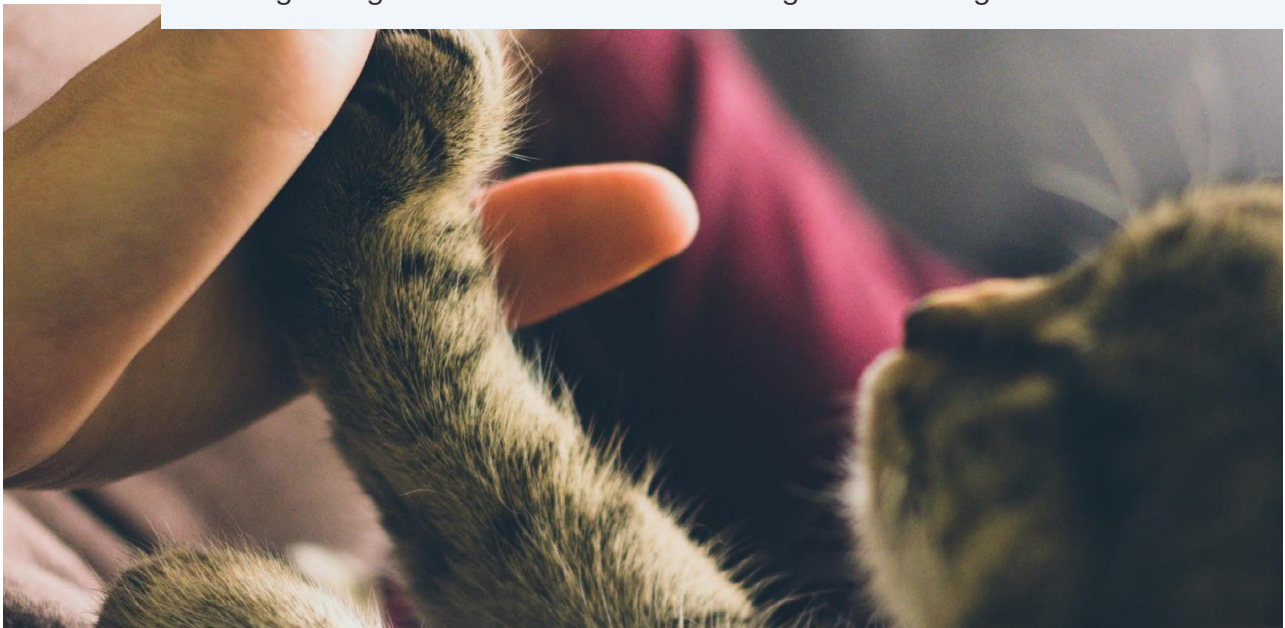
Local Laws

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- General Local Law Responsible Breeding of Animals - Darebin Council has requirements for sale or donation of animals. Darebin Council has requirements for sale or donation of animals.



Compliance Activities:

- Investigation of reports of animal hoarding
- Enforcement of registration, microchipping and tag-wearing requirements
- Issuing infringement notices for cats and dogs found at large



Draft Domestic Animal Management Plan | 2022 to 2025

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5. REGISTRATION AND IDENTIFICATION

Registration and the requirement to be microchipped is a legislative requirement which provides Council with an understanding of the level of pet ownership and allows for the development of relevant services and programs. It also assists in the safe and quick return of any lost cats and dogs to their owners.

Key suggestions were provided on registration and identification through the community engagement program; around ensuring the registration process is easy and there is help available, increasing education on the benefits of registration and providing cost incentives.

5.1 Context and Current Situation

There are currently 10,980 registered dogs and 5,272 registered cats in Darebin. It is difficult to capture data on the actual ownership population of animals, as we know that not all cats and dogs are registered. There has been a slight decrease in the number of dogs (2%) and cats (5%) registered in the City of Darebin 2020/21.

Darebin implemented software to enable residents to apply to register their animals online in 2016 as well as residents being able to receive their renewals by email and renew online.

Table 5: Registration and microchipping numbers of cats and dogs

	Dogs	Cats
Registration Numbers	10,980	5,272
• New	• 1,848	• 970
• Renewal	• 9,132	• 4,302
Offenses/prosecutions for unregistered animals Not pursued during 2020/2021 due to COVID-19 lockdowns and hardships faced by community	1 (first notice only)	N/A

Darebin provides the following educational and community awareness activities:

- Providing half price registrations for new applicants from 10 October each year until 9 April.
- Following up registrations for cats and dogs purchased from pet shops and shelters
- Utilising microchip scanners on patrols
- Providing first year free registrations for animals rehomed from animal rescue organisations
- Providing promotional material and reminders via: postal mail; text messaging; officers on patrol; corporate communications such as the Darebin Community News, local newspapers and 'Messages on Hold'; website; Customer Service Centres
- Requiring all domestic animal businesses to carry registration application forms.



5.2 Our Current Orders, Local Laws, Council Policies and Procedures



Local Laws:

- General Local Law Responsible Breeding of Animals - Darebin Council has requirements for sale or donation of animals.



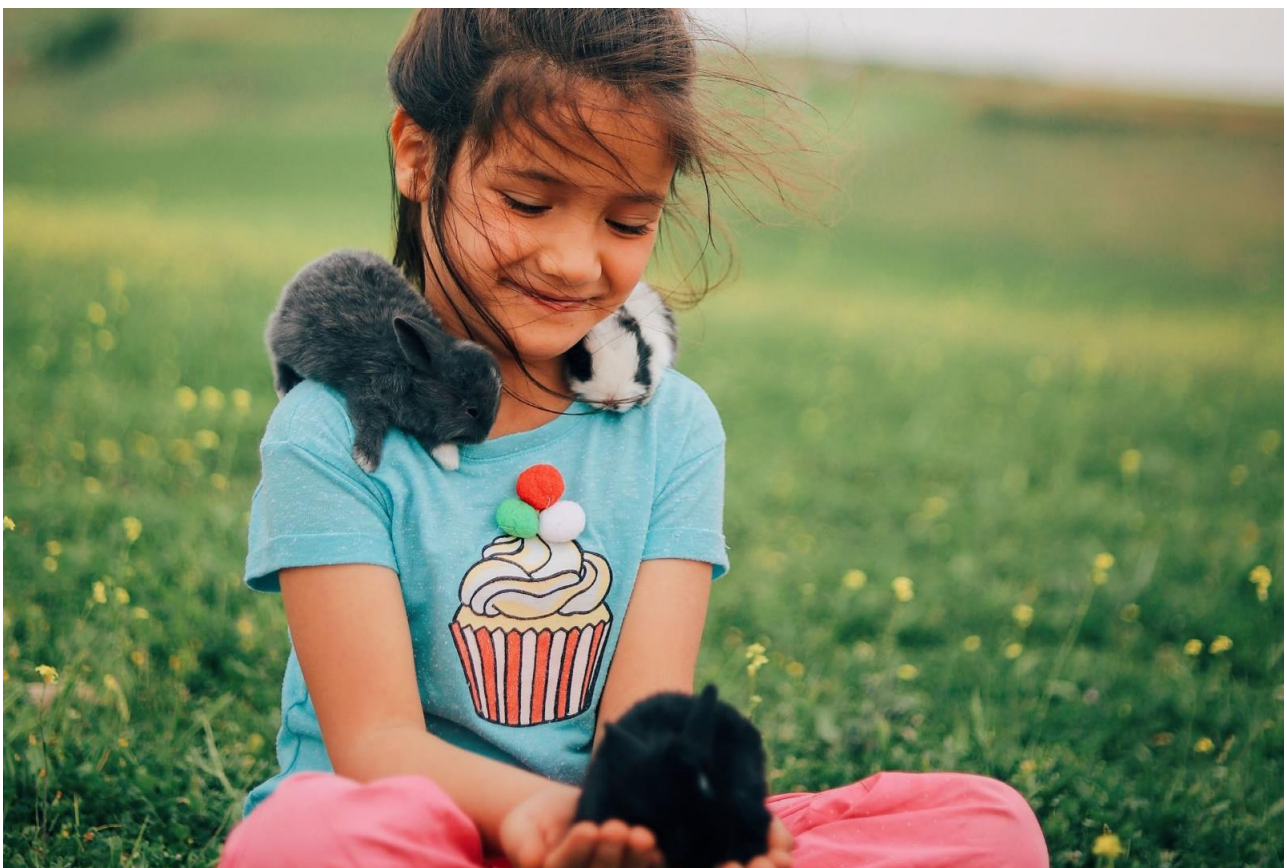
Policies and Procedures:

- Application for registration and renewal of registration of cats and dogs.
- Procedure for seizing and impounding unregistered and/or unidentified cats and dogs.
- Process for issuing notices to comply, infringement notices and filing charges for prosecution.
- Process for yearly follow-ups on unpaid renewals.



Compliance Activities:

- Regular park patrols, including random checks of registration and tag details
- Use of microchip scanners on patrols
- Issuing a registration renewal notice in advance of the due date each year
- A reminder text followed by a reminder notice for unpaid registrations after this date
- A final notice. If the final notice is not paid within the allotted time and the pet owner still resides at the address, infringement notices may be issued



6. NUISANCE

Community feedback demonstrated key nuisance themes, particularly relating to barking dogs, cat and dog waste, cat and dog impacts on wildlife, issues with dogs in open space and cats out at night. Council has a role in protecting the community from unnecessary nuisance from cats and dogs through their services and community education.

6.1 Context and Current situation

The data in Table 6 illustrates the number of contacts received by Council from customers in relation to nuisance caused by cats and dogs. While complaints to Council about barking dogs, cat and dog collection, dog roaming have all declined in 2020/21, dog attacks on person and animal have increased in that time. It could be surmised that the increase in residents working from home has had a positive impact on cats and dogs while owners are at home during the day. The increase in dog attacks could be explained by the fact more residents are walking their dogs in the parks and encountering other dogs, contributing to an increase in incidents in the past year.

Table 6: Cat and dog complaints to Council from 2018/19 to 2020/21

Nature of Complaint	2018/2019	2019/2020	2020/2021
Barking dogs	100	88	56
Cat collection and afterhours (AH)	435(+40 AH)	371(+49 AH)	299(+49 AH)
Dog collection and afterhours (AH)	315(+181 AH)	265(+173 AH)	160(+137 AH)
Roaming dog report and afterhours (AH)	179(+43 AH)	146(+49 AH)	105(+41 AH)
Other animal collection	48	47	33
Cat nuisance requests	255	238	232
Dog attacks on person	62	40	49
Dog attack on animal	70	61	97
Aggressive dog (scare/rush/chase)	70	78	72
Other animal complaints (includes unregistered dog/cat, defecating, off-leash in park/reserve, roosters/birds, other animal scares and excessive animals)	306	317	458

City of Darebin’s current educational and promotional activities include:

- Providing information and advice on methods for resolving nuisance in the community
- Encouraging complainants to speak to the owner of the animal causing the nuisance directly and as early as possible
- Providing a barking dog diary and noise nuisance complaint form
- Providing cat cages where cat nuisance issued cannot be solved by other methods.

At the 17 August 2020 Council Meeting Darebin Council made the decision to formally adopt a night-time cat curfew (7pm - 7am), which came into effect from 1 January 2021. During community consultation for the 2022-2025 Domestic Animal Management Plan,

residents were asked to provide feedback regarding any observed impact of the cat curfew responding to the open question ‘Have you noticed any changes in your neighbourhood since the night- time curfew was introduced in January this year?’

Just over half of the respondents said they had not noticed any changes (56 respondents, 55%). There was mixed feedback about the observed changes with 22% reporting that the cat curfew was not effective as cats were still roaming at night, and 16% reporting that there had been positive changes with fewer cats out at night. A small number of survey respondents said that they didn’t know the curfew existed, or that there were negative impacts of the curfew.

6.2 Our Current Orders, Local Laws, Council Policies and Procedures



Orders:

- The Act requires all domestic animal businesses to notify Council within seven days of selling an animal. This information could be used to follow up animal registration and to refer new pet owners to Council’s information and services.



Local Laws:

- General Local Law Animal Management in Public Places - Darebin Council requires persons with the care and control of animals to collect and properly dispose of animal excrement in a bin; and persons must not leave food for animals in a public place.
- General Local Law Animal Management on Private Land - Darebin Council requires permits where the number of animals exceeds the allowed amounts; and defines nuisance and neighbourhood amenity (regarding animals).



Compliance Activities

- The Animal Management team currently responds to complaints by undertaking investigation, community education, infringement and, when necessary, prosecution services.
- Council’s Local Law Officers patrol on and off-leash areas in parks and nearby streets daily, including weekends and evenings during daylight savings. They provide education and enforcement of local laws to reduce the incidence of animal nuisance and dog attacks.



6. DOG ATTACKS

Dog attacks against people and other animals, unfortunately, do occur in the local area. Community feedback indicated public dog parks are an area of concern and owner behaviours and understanding of responsibilities needs to be addressed.

7.1 Context and Current Situation

During 2020/2021 Council received 310 dog attack complaints, with 97 of these attacks on animals, 49 attacks on people and 146 not specified. Two of these complaints led to prosecutions. There are currently 15 declared menacing dogs in the City of Darebin.

During 2020/21 there has been a 37% increase in complaints and incidents regarding dog attacks in Darebin, particularly in the dog attack on animal category. This increase can be associated with Covid-19 lockdowns, leading to increased physical activity of people and their dogs. Council published a series of social media posts regarding dog owner responsibilities, having effective control over dogs in public places and dog attacks in the second half of 2020 as a result of this increase, however there is more to be done in this space regarding community education, awareness and training.

Table 7: Dog attacks in City of Darebin

	2017/18	2018/19	2019/20	2020/21
Dog attacks on animal	73	70	61	97
Dog attacks on person	52	62	40	49

Current activities undertaken by Council to minimise the risk of attacks by dogs on people and animals include:

- Providing community education about dangerous/restricted breed dogs and containment of dogs (fact sheets, online)
- Conducting proactive park and street patrols
- Contacting dog owners to provide information or follow-up
- Inspecting properties where dangerous and restricted breed dogs reside
- Responding promptly to complaints about dog attacks
- Visiting schools to educate children about responsible pet ownership
- Investigating dog attack reports and taking an appropriate course of action.

72 Our Current Orders, Local Laws, Council Policies and Procedures



Local Laws:

- General Local Law Animal Management in Public Places - Darebin Council requires persons with the care and control of animals to collect and properly dispose of animal excrement in a bin; and persons must not leave food for animals in a public place.
- General Local Law Animal Management on Private Land - Darebin Council requires permits where the number of animals exceeds the allowed amounts; and defines nuisance and neighbourhood amenity (regarding animals).
- General Local Law Responsible Breeding of Animals - Darebin Council has requirements for sale or donation of animals.



Policies and Procedures:

- Destruction of Dangerous Dogs Policy 2014.



Compliance Activities:

Council is responsible for the investigation of dog attack and incident reports. If the investigation provides evidence of an attack, possible courses of action Council may take include:

- Infringements (where non-serious injuries sustained)
- Menacing/Dangerous Dog Declaration
- Prosecution in Magistrates' Court
- Seek destruction/compensation orders by Magistrate
- Seek mediation between parties for resolution of medical and/or veterinary costs
- No action

These actions are dependent on identification of an owner of the offending dog. Owners cannot always be identified and located depending on where an incident has occurred and whether they have provided their information for follow-up.



8. DANGEROUS, MENACING AND RESTRICTED BREED DOGS

The community's understanding of what constitutes a dangerous or restricted dog may not broadly align with the classifications as per the Act, however it was clear from the community engagement program that there was some community concern about dangerous dogs in the community (particularly at off-leash dog parks) and poor management by owners.

8.1 Context and Current Situation

The City of Darebin currently has 23 declared dogs as shown in Table 8. This is an increase since 2016/17 where there were seven dogs registered as either dangerous, restricted breed or menacing.

Table 8: Declared dogs in the City of Darebin

Information	Number
• Dogs declared dangerous	0
• Dogs declared menacing	15
• Restricted breed dogs	0
• Guard dogs	8
• Total	23
Complaints received re: dangerous dogs	310
Courts cases re: dangerous dogs	0
Prosecutions re: dangerous dogs	0
Audits conducted re: dangerous dogs	10

City of Darebin's current education/promotion activities include:

- Providing fact sheets and Animal Welfare Victoria brochures on dangerous/restricted breed dogs;
- Implementing educational activities at local events; and
- Providing information via the Council website, social media and traditional media.

8.2 Our Current Policies and Procedures

City of Darebin's registration application and renewal forms require all owners to declare if their dog is a restricted breed, has been declared menacing or is a dangerous dog as required by the Act.



Compliance Activities:

- Annual and unscheduled inspections of properties housing declared dangerous, restricted-breed and menacing dogs
- Patrols by Officers of all areas and parks to monitor dog behaviour
- Maintenance of data on the Victorian Declared Dog Registry
- Investigation of reports of restricted breed dogs.



9. DOMESTIC ANIMAL BUSINESSES

All Domestic Animal Businesses must register with their local council. Under current legislation (Domestic Animals Act 1994), local council has the authority to:

- refuse registration of a business if they fail to comply with the legislation and relevant code of practice
- set special conditions on the registration of any Domestic Animal Business.

9.1 Context and Current situation

There are ten registered Domestic Animal Businesses within the City of Darebin, comprising: four pet shops; five dog training establishments; and one boarding establishment. Table 9 provides additional information about the Domestic Animal Businesses.

Table 9: Domestic Animal Businesses in Darebin

Information	Number
Registered Domestic Animal Businesses	10
Identified non-registered Domestic Animal Businesses	0
Complaints regarding Domestic Animal Businesses	0
Prosecutions related to Domestic Animal Businesses	0
Notices to comply related to Domestic Animal Businesses	0

Current educational, promotional and compliance activities include:

- Providing all Domestic Animal Businesses with the relevant Code of Practice;
- Providing Animal Welfare Victoria fact sheets on Domestic Animal Businesses to registered businesses.
- Registering all Domestic Animal Businesses;
- Conducting annual audits of each Domestic Animal Business
- Follow up any non-compliance as required;
- Regular patrols for new/non-registered Domestic Animal Businesses.

9.2 Our Current Policies and Procedures

- Darebin’s new Council Plan 2021-2025 (incorporating Municipal Public Health and Wellbeing Plan) was endorsed 28th June 2021.



10. EPPING ANIMAL WELFARE FACILITY

10.1 Context and Current Situation

The Epping Animal Welfare Facility (EAWF) was funded by Whittlesea, Darebin and Moreland Councils and opened in October 2017. The operation of the EAWF is currently managed by RSPCA Victoria.

Impounded cats and dogs are housed at the EAWF and kept for the statutory period, during which time the RSPCA is required to make every effort to reunite the animal with its owner. RSPCA is contracted to provide pound management services on behalf of Council at the EAWF.

During the key stakeholder interviews there were concerns raised regarding the current practices at the EAWF in terms of re-homing animals and euthanasia. There were suggestions to improve partnerships with community rescue organisations to improve outcomes for animals.

10.2 Our Current Policies and Procedures

The EAWF is operated by an external service provider who is bound by Council policies and procedures with respect to the management of animals impounded to the EAWF inclusive of Darebin’s position to rehome all treatable animals.





11. BIODIVERSITY

Council has set strong strategic direction in a range of strategies including its Council Plan and Open Space Strategy to protect and enhance local biodiversity, including local flora and fauna. To achieve this direction the Domestic Animal Management Plan includes an objective to “contribute to protect local biodiversity including wildlife through Council’s animal management functions”.

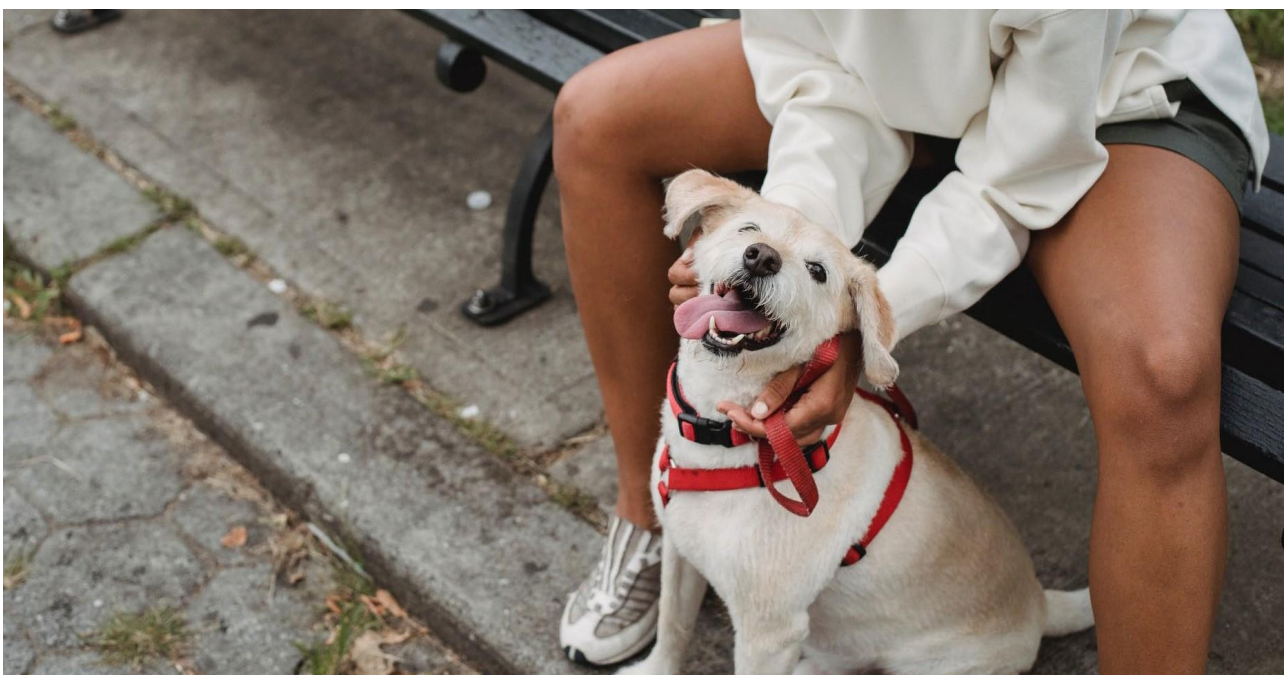
11.1 Context and Current Situation

There are three main ways that Animal Management can impact local biodiversity which are hunting by cats, dog poo or plastic poo bags polluting creeks, or damage of sensitive creek or bush areas by dogs.

Domestic, uncontrolled and feral cats can all have a significant impact on fauna and have been shown to kill many birds and reptiles, whether hungry or not. Cats are particularly active at dawn, dusk and night. Currently there is not locally specific data about the impact of cats on local biodiversity. There is research at a wider level including a recent CSIRO study into the Impact of Cats on Australian Wildlife and a book published in 2019 titled Cats in Australia: Companion and Killer, which provides comprehensive documentation of the impacts of cats on Australia’s biodiversity.

Dogs poo in public places, when incorrectly disposed of, contributes to pollution of local creeks and Port Philip bay with detrimental impacts on local wildlife as well creating risk to human health at sometimes of the year. Specific local data is not available about this, however Melbourne water reports e-coli levels in waterways which indicates to some degree the contribution of dog faeces. Dog poo is not the only source of e-coli in waterways.

There is also a risk that dogs can damage sensitive creek fauna or flora by swimming or playing in these areas.



11.2 Our Current Orders, Local Laws, Council Policies and Procedures

In the last Council Term, council made a significant change to improve biodiversity protection by introducing a cat curfew from 7pm to 7am. Several core animal management functions also play important roles in protecting biodiversity including:

- Registration of animals
- Education on responsible pet ownership
- Defined off-leash areas and park patrols by animal management officers
- Provision of bins in parks
- Stray cat trapping functions.



Current Orders

- Council has established a cat curfew from 7pm at night to 7am in the morning that requires cats to be contained inside.
- Designated off-leash areas have been established.



Local Laws:

- General Local Law Responsible Breeding of Animals - Darebin Council has requirements for sale or donation of animals.



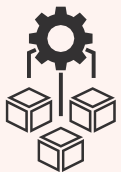
Policies and Procedures:

- Procedure for seizing and impounding unregistered and/or unidentified cats and dogs.
- Process for issuing notices to comply, infringement notices and filing charges for prosecution.



Compliance Activities:

- Cat trapping service
- Proactive park patrols in open spaces including enforcement of unregistered animals and dogs off leashes in leashed areas.



Infrastructure and management activities

- Rubbish bins provided in Council's open space network to make disposal of dog poo easier for residents.
- Dog waste collection bags provided in some parks to make disposal of dog poo easier for residents.

11.3 Exclusions

Council has been asked to consider whether to pilot or advocate for Trap Neuter and Release programs for cat management. This plan does not include these types of programs and this is after this was specifically considered. The main reason that these are not planned by Council is because of detrimental impact on both biodiversity and the welfare of cats in these programs themselves. State and Federal governments have reviewed the evidence about whether their programs work and found that they don't improve biodiversity outcomes.



12. COMMUNITY WELLBEING

Council has set strong strategic direction in a range of strategies including its Council Plan which is also its Health and Wellbeing Plan to support community wellbeing.

To achieve this direction the Domestic Animal Management Plan includes an objective to *"Support community wellbeing by enabling people to access companion animals and the benefits for physical wellbeing, social connection and companionship"*.

12.1 Context and Current Situation

There are three main ways that Animal Management can support community wellbeing by enabling people to access companion animals.

Dogs can help people stay physically active which can improve both physical and mental health outcomes. They can also help build social connections through dog walking and improve inclusion and reduce risk of isolation.

Many types of animals can provide companionship and improve mental health and reduce risk of isolation.

Many people in our community also contribute to animal welfare as volunteers with rescue groups or welfare agencies such as the Lost Dog's Home or RSPCA and contributing as a volunteer is also known to bring community health and wellbeing benefits.



12.2 Our Current Orders, Local Laws, Council Policies and Procedures

In the last Council Term, registration of animals increased significantly, suggesting more residents have companion animals. Registration was also made easier through increase animals coming from rescue networks where animals are not released until registered.

Several core animal management functions also play important roles in enabling wellbeing outcomes:

- Defined off-leash areas that enable dogs to interact and owners to socially interact.
- Education on responsible pet ownership, which helps support friendly interactions
- Programs to help those in hardship care for animals including:
 - Desexing vouchers
 - Reduced fee registration
 - Emergency boarding in crisis scenarios
 - Reduced microchipping and vaccinations
 - Linking residents with animal support agencies
- Operation of foster and volunteer networks as part of rehoming lost or stray animals



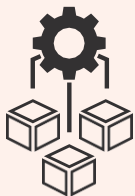
Current Orders

- Designated off-leash areas have been established that allow for social engagement of animals and people.



Compliance Activities:

- Proactive park patrols to ensure responsible dog behaviour
- Notices and Infringements for dogs off leash in leashed areas.



Infrastructure and management activities

- Council has been undertaking a mid-term review of its pound management contract to ensure that that rehoming of animals is maximised that aids with people receiving companion animals for wellbeing.
- Council has established relationships with several community rescue groups to support rehoming of animals.



13. INCLUSIVE AND WELCOMING SERVICE FOR DIVERSE COMMUNITY

Council has set strong strategic direction in a range of strategies including Council Plan and Diversity and Inclusion Strategy.

To achieve this direction the Domestic Animal Management Plan includes an objective to “Ensure that this community function of Council is run in an inclusive and accessible way”.

13.1 Context and Current Situation

There are three main ways that the Animal Management function can contribute to community inclusion and support our diverse community.

Communicating in a friendly and welcoming way with community members can help community inclusion. Council’s animal management team currently has a range of speakers of other languages in the team which cover the following community languages: Arabic, Punjabi, Mandarin and Afrikaans. Council officers also use translators if needed in communicating with staff. Responsible pet ownership information on council’s website is also offered translated online.

A key consideration for staff that undertake patrols and onsite community education and enforcement is contributing to community safety in public spaces. Patrols in and of themselves contribute to safety by improving responsible dog ownership. Enforcement staff are trained specifically in how to deal with difficult circumstances and to deescalate if needed.

13.2 Our Current Orders, Local Laws, Council Policies and Procedures

In the last Council Term, there has been a significant improvement to enable translation of all Council’s web based information into community languages. Many of council’s core functions play a key role in creating an inclusive service:

- Park patrols can help community feel safe and welcome in public spaces
- Customer service via the phone and in person on registration and other matters can help community feel connected
- Providing translation services, speaking in community’s preferred languages and providing materials in multiple community languages can also help community feel welcome and include.



Local Laws:

- General Local Law Responsible Breeding of Animals - Darebin Council has requirements for sale or donation of animals.
- The rights of assistant animal users are covered under the Domestic Animals Act 1994 and the Disability Discrimination Act 1992



14. ANNUAL REVIEW OF PLAN AND ANNUAL REPORTING

In line with the Domestic Animals Act, Council must review its DAMP annually and amend the plan, as needed. The following activities outline how the Council will meet these requirements.

14.1 Our Plan

Table 10 shows the activities, timeframe and method of evaluation to meet each activity under Section 11 Objective 1.

Table 10: Activities under Section 11 Objective 1

Objective 1: Comply with Section 68A(3)		
Activity	When	Evaluation
Provide the Secretary with a copy of the plan and any amendments to the plan.	Commencement and as required if amendments	Copy provided to Secretary
Review the Domestic Animal Management Plan annually and, if appropriate, amend the plan.	Annually	Plan reviewed annually
Publish an evaluation of its implementation of the plan in Council’s Annual Report.	Annually	Evaluation report published
Council will undertake a major review of the plan after four years.	2025	Major review undertaken

15. ACTIVITIES & ACTIONS

15.1 Annual Actions – 2022-2025

ANNUALLY – 2022-2025

TRAINING OF AUTHORISED OFFICERS

Objective 1: Ensure animal management officers have the skills necessary to support the community and effectively perform their regulatory role

Activity	Evaluation
Maintain a training register for individual officers detailing completed and proposed training.	Review of training register
Review induction process for new staff	Reviewed induction process
Partner with Moreland City Council and City of Whittlesea to develop and deliver an annual Animal Management Team Development Day.	Number of Animal Management Team Development Days delivered

PROGRAMS TO PROMOTE AND ENCOURAGE RESPONSIBLE PET OWNERSHIP AND COMPLIANCE WITH LEGISLATION

Objective 1: Increase education, knowledge and support of the cat curfew

Activity	Evaluation
Audit the amount of cat cages available to residents and see if supply is sufficient to meet need	Total volume of open service requests

Objective 2: Promote responsible cat and dog ownership

Activity	Evaluation
Partner with local dog training businesses to encourage puppy/dog training and behaviour correction.	Number of participants
Include Information with registration renewals including responsible pet ownership information.	Reach of information provided
Host four meet your local law officer timeslots in various dog parks around the Municipality.	Four meet and greets held yearly Feedback from participants on value of meet and greet sessions Number of participants

PROGRAMS TO ADDRESS OVERPOPULATION AND ANY HIGH EUTHANASIA

Objective 1: To decrease the number of strays, abandoned and unwanted cats

Activity	Evaluation
Operate a desexing voucher or booking system through Epping Animal Welfare Facility and local vet clinics in partnership with Moreland City Council and City of Whittlesea.	Number of animals desexed Number of clinics
Identify and report illegally operating breeding establishments in the municipality, assisting with Victoria Police, RSPCA, Microchip database and Animal Welfare Victoria.	Number of investigations Number of establishments closed as a result of reporting

Objective 2: Objective 2: To minimise the number of animals euthanised

Activity	Evaluation
Establish partnerships between EAWF and rescue groups through 84Y agreements.	Increase in number partnerships Increase in number of animals transferred to rescue groups Monitoring to data on the outcomes for animals managed via EAWF and via rescue groups in relation to Council's goal that all treatable animals are rehomed

REGISTRATION AND IDENTIFICATION

Objective 1: Ensure all eligible cat and dogs are registered

Activity	Evaluation
Conduct phone, email or social media engagement with pet owners who have not re-registered their pets.	Number of owners contacted Number of pets registered through contacts
Partner with vets and key stakeholders to provide information to the community on the benefits of registration and microchipping.	Number of stakeholders engaged
Promote registration discounts and concessions available for desexing and microchipping animals.	Number of discounted registrations

NUISANCE

Objective 1: Reduce the number of instances of dog faeces being deposited in public space

Activity	Evaluation
When parks are created or renewed, provision of bins will be considered to make responsible dog poo management easier for residents. Refer also to Promotions objective 2, which supports this objective.	Number of bins available in parks

DOG ATTACKS

Objective 1: Decrease the number of reported dog attacks in the community

Activity	Evaluation
Provide regular targeted Local Law Officer park patrols in both on and off-leash parks and along Council borders during weekdays and after hours. Provide education regarding “effective control”.	Number of patrols at off-lead parks Number of official warnings/infringements issued
Sharing enforcement briefs/animal management plans for best practice with Moreland City Council and City of Whittlesea.	Resources shared
Encourage community to choose the right type of dog for their lifestyle and to minimise risk of aggression	Reach of promotions

Objective 2: Increase community awareness of how to report dog attacks

Activity	Evaluation
Council to provide dog attack information to vets to pass on to clients whose pets are dog attack victims.	Material developed and provided to all local vet clinics

DANGEROUS, MENACING AND RESTRICTED BREED DOGS

Objective 1: Identify and register all declared dogs in Darebin

Activity	Evaluation
Cross-reference microchip database, Central Animal Records (CAR) information with current Council registration database for potential restricted breed dogs.	Number of dogs identified
Ensure all declared dogs are recorded on the Victorian Declared Dog Registry (VDDR) and the VDDR is kept up to date.	Number of dogs recorded v Number of dogs declared

Objective 2: Ensure all declared dogs are compliant to relevant legislation and regulations

Activity	Evaluation
Conduct random property inspections of declared dogs to ensure compliance.	Number of random property checks

DOMESTIC ANIMAL BUSINESSES

Objective 1: Identify and register all Domestic Animal Businesses in the municipality

Activity	Evaluation
Review all businesses that should be registered DABs in the municipality and determine their registration status.	Number of DABS registered (100%)

Objective 2: Annually inspect and audit all registered DAB's

Activity	Evaluation
Conduct annual audits of all Domestic Animal Businesses within Darebin.	Number of audits conducted (100%)
Where required, act promptly to address matters of noncompliance.	Number of reports investigated (100%)
Investigate and act upon public complaints about Domestic Animal Businesses.	Number of reports investigated (100%)

EPPING ANIMAL WELFARE FACILITY

Objective 1: Review the operation of the EAWF to ensure it is achieving best practice

Activity	Evaluation
Promotion of services offered by the Epping Animal Welfare Facility	Promotion of services via: <ul style="list-style-type: none"> - Social media - Annual registration mail out - Council website - Council newsletters
Share success stories of animal adoption	Share adoption stories quarterly

BIODIVERSITY

Objective 1: Reduce Domestic Animal Impact to Native Flora and Fauna

Activity	Evaluation
<p>Continue to deliver councils core animal management functions that protect biodiversity including:</p> <ul style="list-style-type: none"> • Registration of animals • Managing off-leash areas and park patrols by animal management officers • Provision of bins in parks • Stray cat trapping functions • Improvements in sensitive creek areas to minimise impact of dogs 	<p>Stray cat reports from community (as an indicator of the number of strays) Stray cats trapped</p> <p>Number of bins available in parks Number of park patrols completed</p> <p>For any park improvement projects in sensitive creek land areas completed in the financial year, improvements reduce risk of dogs damaging area.</p>
<p>Responsible pet ownership education activities will include:</p> <ul style="list-style-type: none"> • Keeping cats in at curfew • Responsibilities regarding dog poo • Requirement to register cats 	<p>Number of people reached through education program</p> <p>Number of reports of animals out after curfew</p>
<p>When parks are created or renewed, provision of bins will be considered to make responsible dog poo management easier for residents.</p>	<p>Number of bins available in parks</p>
<p>Provide community more information on cat proofing properties</p>	<p>Information made available via Council social media, website, brochures and local vet clinics and other Domestic Animal Businesses</p>
<p>Provide community education on the importance of biodiversity and respect for the environment during recreation activities</p>	<p>Education developed and disseminated amongst community</p>

COMMUNITY WELLBEING

Objective 1: Support Residents to Engage and Maintain Pet Ownership

Activity	Evaluation
<p>Increase the involvement of volunteers in animal fostering as part of the rehoming of animals in Darebin.</p>	<p>Number of animals fostered by volunteers</p> <p>Number of 84Y agreements with volunteer agencies</p>
<p>Supporting people in hardship to reduce barriers to companion animals including:</p> <ul style="list-style-type: none"> • Desexing vouchers • Reduced fee registration • Emergency boarding in crisis scenarios • Reduced cost of microchipping and vaccinations • Linking residents with animal support agencies. 	<p>Number of vouchers</p> <p>Number of reduced fee registrations Number of emergency boarding</p>

INCLUSIVE AND WELCOMING SERVICE FOR DIVERSE COMMUNITY

Objective 1: Increase access to information in community's preferred language

Activity	Evaluation
Continue to seek officers with languages other than English during recruitment for customer facing animal management roles.	Languages spoken by team

ANNUAL REVIEW OF PLAN AND ANNUAL REPORTING

Objective 1: Comply with Section 68A(3) of Domestic Animals Act 1994

Activity	Evaluation
Provide the Secretary with a copy of the plan and any amendments to the plan.	Copy provided to Secretary
Review the Domestic Animal Management Plan annually and, if appropriate, amend the plan.	Plan reviewed annually
Publish an evaluation of its implementation of the plan in Council's Annual Report.	Evaluation report published

15.2 Year One – 2022

YEAR ONE – 2022

PROGRAMS TO PROMOTE AND ENCOURAGE RESPONSIBLE PET OWNERSHIP AND COMPLIANCE WITH LEGISLATION

Objective 2: Promote responsible cat and dog ownership

Activity	Evaluation
<p>Undertake a review of available data to gain a greater understanding of areas within in the municipality that have higher levels of reports of anti-social behaviour from animals and owners and dog attacks.</p> <p>Utilise this data to create targeted promotions and education campaign to assist with responsible pet ownership including consideration of CALD groups.</p> <p>Messaging should cover:</p> <p>The need for dogs to be socialised and receive training Requirement for cats to remain in owner property boundaries</p> <p>The importance of picking up after dogs</p>	<p>Reach of targeted promotions campaigns including:</p> <p>Social media reach</p> <p>Direct communications reach</p> <p>Reduction in reports of anti-social behaviour from dogs (per 100 registered dogs)</p> <p>Reduction in complains</p>
Conduct a social media campaign to highlight the need for dogs to be socialised and receive training	<p>Number of posts</p> <p>Social media reach</p>
Develop and distribute a dog off-leash process/procedure	<ul style="list-style-type: none"> - Complete document - Promote within the community
Identify types of post-adoption support offered by local animal rehoming organisations	Understanding of local adoption organisation rehoming processes

PROGRAMS TO ADDRESS OVERPOPULATION AND ANY HIGH EUTHANASIA

Objective 1: To decrease the number of strays, abandoned and unwanted cats

Activity	Evaluation
Explore with Moreland City Council and City of Whittlesea to seek partnership/funding to conduct a mobile desexing program.	Number of animals desexed

REGISTRATION AND IDENTIFICATION

Objective 1: Ensure all eligible cat and dogs are registered

Activity	Evaluation
Partner with Moreland City Council and City of Whittlesea to provide information on registration and microchipping in multiple languages.	Number of translated resources provided
Partner with vets and key stakeholders to provide information to the community on the benefits of registration and microchipping. Consider microchipping discount scheme.	Number of stakeholders engaged Consideration of microchip discount

DOG ATTACKS

Objective 1: Decrease the number of reported dog attacks in the community

Activity	Evaluation
Provide education to the community regarding choosing the right type of dog for them.	Number of education materials developed Reach of promotion
Review Destruction of Dangerous Dogs Policy 2014	Completion of review

Objective 2: Ensure all declared dogs are compliant to relevant legislation and regulations

Activity	Activity
Partner with Moreland City Council and City of Whittlesea to develop a consistent approach to declarations using the same point scoring matrix – in conjunction with review of Destruction of Dangerous Dogs Policy	Approach developed

EPPING ANIMAL WELFARE FACILITY

Objective 1: Review the operation of the EAWF to ensure it is achieving best practice

Activity	Evaluation
Undertake mid-term milestone review of the 10-year contract with RSPCA for the Epping Animal Welfare Facility	Review completed Number of recommendations developed and implemented

INCLUSIVE AND WELCOMING SERVICE FOR DIVERSE COMMUNITY

Objective 1: Increase access to information in community's preferred language

Activity	Evaluation
Translate responsible pet ownership brochure into 12 community languages and make it available online.	Translations completed and online
Audit animal management forms to check that they are inclusive regarding any information required related to gender or culture, and make any adjustments needed.	Forms updated

15.3 Year Two – 2023

YEAR TWO – 2023

PROGRAMS TO PROMOTE AND ENCOURAGE RESPONSIBLE PET OWNERSHIP AND COMPLIANCE WITH LEGISLATION	
Objective 1: Increase education, knowledge and support of the cat curfew	
Activity	Evaluation
Run a campaign promoting the benefits and requirements of the cat curfew including: <ul style="list-style-type: none"> • Information with registration renewals • Website review • Social media posts 	Number of promotions
Objective 2: Promote responsible cat and dog ownership	
Activity	Evaluation
Promote the requirement for cats to remain within owner property boundary: <ul style="list-style-type: none"> - Website review - Social media posts 	Number of promotions Social media reach
Conduct a campaign on social media about picking up after your dog, in parks and footpaths.	Number of posts Social media reach Complaint numbers
Explore the potential for webinars/ educational videos to share information on responsible pet ownership topics through partnerships with Moreland and Whittlesea as well as vets, Wildlife Victoria, Rescues and Shelters	Development of videos Distribution of videos

PROGRAMS TO ADDRESS OVERPOPULATION AND ANY HIGH EUTHANASIA

Objective 1: To decrease the number of strays, abandoned and unwanted cats

Activity	Evaluation
Establish partnerships between EAWF and rescue groups through 84Y agreements.	Increase in number partnerships Increase in number of animals transferred to rescue groups
Partner with Moreland City Council and City of Whittlesea to advocate to the State government for grants and State-wide desexing programs.	Number of advocacy actions/grants received
Promote the benefits of obtaining a pet from an animal shelter or rescue group.	Number of materials developed and disseminated Number of promotions

Objective 2: To minimise the number of animals euthanised

Activity	Evaluation
Partner with Moreland City Council, City of Whittlesea, EAWF and animal rescue groups to provide a neonatal program.	Number of kittens referred to program

NUISANCE

Objective 1: Reduce the number of nuisance complaints that arise in the Municipality

Activity	Evaluation
Explore running Council-run dog training through a procurement process.	Number of dog complaints/incidents Number of participants
Provide information about nuisance cats and dogs in animal registration including exercising to reduce barking complaints	Information included in registration renewals

DOG ATTACKS

Objective 1: Decrease the number of reported dog attacks in the community

Activity	Evaluation
Educate the community on dog behaviour to help them read dog body language via educational videos, social media.	Educate the community on dog behaviour to help them read dog body language via educational videos, social media

Objective 2: Increase community awareness of how to report dog attacks

Activity	Evaluation
Conduct an education campaign of what a dog attack is and how to report and potential penalty.	Education campaign developed Number of reports pre and post awareness campaign
Consider inclusion of Council phone number on new signs (in case of emergency – dog attack)	Consideration given in design of new signage

EPPING ANIMAL WELFARE FACILITY

Objective 1: Review the operation of the EAWF to ensure it is achieving best practice

Activity	Evaluation
Partner with Moreland City Council and City of Whittlesea in consideration to install bird housing at the EAWF.	Installation of bird housing

15.4 Year Three – 2024**YEAR THREE – 2024****PROGRAMS TO PROMOTE AND ENCOURAGE RESPONSIBLE PET OWNERSHIP AND COMPLIANCE WITH LEGISLATION**

Objective 2: Promote responsible cat and dog ownership

Activity	Evaluation
Partner with local dog training businesses to encourage puppy/dog training and behaviour correction.	Number of participants
Conduct a campaign on social media about picking up after your dog, in parks and footpaths.	Number of posts Social media reach Complaint numbers

PROGRAMS TO ADDRESS OVERPOPULATION AND ANY HIGH EUTHANASIA

Objective 1: To decrease the number of stray, abandoned and unwanted cats

Activity	Evaluation
Partner with Moreland City Council and City of Whittlesea to develop a strategy to manage cat hoarding	Strategy developed

REGISTRATION AND IDENTIFICATION

Objective 1: Ensure all eligible cat and dogs are registered

Activity	Evaluation
Explore incentive of free registration on adoptions for the first year.	Number of registrations

NUISANCE

Objective 1: Reduce the number of instances of dog faeces being deposited in public space

Activity	Evaluation
Partner with Moreland City Council and City of Whittlesea to develop a responsible pet ownership resource regarding dog waste in the community.	Decrease in number of complaints

Objective 3: Make it easier to report animal management issues to Council

Activity	Evaluation
Explore using external services to manage barking complaints.	Completion of research and conclusion reached

DOG ATTACKS

Objective 1: Decrease the number of reported dog attacks in the community

Activity	Evaluation
Explore a procurement panel between Councils for fixed cost prosecutions, sharing outcomes from court and VCAT.	Procurement panel considered and/or developed

DANGEROUS, MENACING AND RESTRICTED BREED DOGS

Objective 2: Ensure all declared dogs are compliant to relevant legislation and regulations

Activity	Evaluation
Partner with Moreland City Council and City of Whittlesea to develop a standard operating procedure for checking property compliance and what to do if non-compliant	Procedure developed

DOMESTIC ANIMAL BUSINESSES

Objective 2: Annually inspect and audit all registered DAB's

Activity	Evaluation
Partner with Moreland City Council and City of Whittlesea to review current audit templates. Consideration of using same template across all Councils.	Templates reviewed Template updated

EPPING ANIMAL WELFARE FACILITY

Objective 1: Review the operation of the EAWF to ensure it is achieving best practice

Activity	Evaluation
Review rescue program	Review completed Number of recommendations developed and implemented
Review the foster and volunteer programs provided	Track number registered foster carers and volunteers Number animals rehomed or fostered

INCLUSIVE AND WELCOMING SERVICE FOR DIVERSE COMMUNITY

Objective 1: Increase access to information in community's preferred language

Activity	Evaluation
Investigate establishment of "Seniors for Seniors" program in partnership with Moreland and Whittlesea Councils	Research completed Recommendations made

15.5 Year Four – 2025

YEAR FOUR – 2025

PROGRAMS TO PROMOTE AND ENCOURAGE RESPONSIBLE PET OWNERSHIP AND COMPLIANCE WITH LEGISLATION

Objective 1: Increase education, knowledge and support of the cat curfew.

Activity	Evaluation
Run a further social media campaign to educate the community about the cat curfew.	Campaign reach Reduction in number cats collected from cages Number of nuisance cat reports

PROGRAMS TO ADDRESS OVERPOPULATION AND ANY HIGH EUTHANASIA

Objective 1: To decrease the number of stray, abandoned and unwanted cats.

Activity	Evaluation
Explore benefit of introducing mandatory desexing for cats and present findings to Council,	Number of recommendations

NUISANCE

Objective 3: Make it easier to report animal management issues to Council

Activity	Evaluation
Explore using external services to manage barking complaints.	Completion of research and conclusion reached
Partner with Moreland City Council and City of Whittlesea to consider the purchase of recording devices to provide independent proof of dog barking	Purchase of device Number of times device used

EPPING ANIMAL WELFARE FACILITY

Objective 1: Review the operation of the EAWF to ensure it is achieving best practice

Activity	Evaluation
Review standards for animal housing of poultry and pocket pets.	Review of animal housing standards Number recommendations developed and implemented

ANNUAL REVIEW OF PLAN AND ANNUAL REPORTING

Objective 1: Comply with Section 68A(3)

Activity	Evaluation
Council will undertake a review of the plan after four years with drafting of 2026-2029.	Review undertaken inclusive of community consultation and submission to secretary



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Proposed Additions from Consultation

Domestic Animal Management Plan 2022-2025

PROGRAMS TO PROMOTE AND ENCOURAGE RESPONSIBLE PET OWNERSHIP AND COMPLIANCE WITH LEGISLATION
<i>For inclusion</i>
<p>To be evaluated over the course of the plan</p> <ul style="list-style-type: none"> ➤ Reduction/increase in cat nuisance complaints ➤ Number of repeat offenders <p>Suggestions to be evaluated with a view to improving the effectiveness of the function</p> <ul style="list-style-type: none"> ➤ Matching the number of cat cages to meet demand ➤ Conduct four Local Laws Officer Meet & Greets in parks – One in each LLO defined area (increased from 2 to 4) ➤ Establish and publish a dog off leash area policy ➤ Investigate post-adoption support offered by local animal rehoming organisations ➤ Review rosters and schedules for Council patrols in on-leash parks
<i>Declined</i>
<ul style="list-style-type: none"> ➤ “Dog Free” spaces (specifically Mayer & Merri Parks Northcote) – Except for ‘off leash’ areas, all areas are ‘on leash’ which is regarded as an appropriate way to manage dogs in public space generally. ➤ All Nations Park, physical barriers – these works are outside the scope of DAMP. This suggestion will be referred to Council’s Open Space improvements team for consideration. ➤ Council issued vouchers for dog training. This is not recommended as there are good free resources available for owners in regards to how to effectively train their dogs and the cost of training is not considered a key barrier to good training. ➤ Change in language regarding cats and nuisance as it “demonises cats” – ‘Nuisance’ is a term used in the legislation in Victoria and at this point in time Council must continue to use it in some circumstances. ➤ Alteration to cat curfew during warmer months – The DAMP recommends continuing the current curfew to help meet Council’s biodiversity objectives. ➤ Direct debit pet registration option – Council will continue to try to improve processes for customers, however at this stage it is not offered because of concerns about continuing to take payment for a deceased pet and the impact this can have on residents. ➤ Greyhound only areas – council has considered similar requests via its budget and open space improvements program and does not have current plans for this type of facility. ➤
<i>Already Included</i>
<ul style="list-style-type: none"> ➤ Provide more education on responsible pet ownership topics ➤ More signage/improve signage in parks
<i>Follow Up</i>
<ul style="list-style-type: none"> ➤ Outcome of animals transferred to rescue groups – consideration when establishing agreements with rescue groups.
PROGRAMS TO ADDRESS OVERPOPULATION RATES AND HIGH EUTHANASIA RATES
<i>For inclusion</i>
<ul style="list-style-type: none"> ➤ Share success stories of animal adoption
<i>Declined</i>
<ul style="list-style-type: none"> ➤ Trap, neuter, release program – Does not fit within the biodiversity intentions of the DAMP
NUISANCE

Proposed Additions from Consultation

Domestic Animal Management Plan 2022-2025

<i>Declined</i>
➤ Review need of barking dog diary – This is a key requirement for evidence in a court proceeding and is consistent with other Councils in barking dog matter
<i>Already included</i>
➤ Preference to education to dog owners (barking dogs) rather than monitoring, use of external agencies etc (already occurs)
➤ Council partner with dog training
➤ Install more bins and review placement of bins – over time this will be done as part of Council's open space improvements program
➤
DOG ATTACKS
<i>For inclusion</i>
➤ Regular targeted officer park patrols in both on and off-leash parks
➤ Regular park patrols after hours weekdays and weekends
➤ Provide education regarding "effective control" & dog owner etiquette
➤ Consider inclusion of Council phone number on new signs (in case of emergency – dog attack)
➤ More education regarding "effective control" & dog owner etiquette
<i>Declined</i>
➤ Designated small dog off-leash fenced area in parks – Council has recently approved designs for a new dog park at Edwardes lake park. This includes an area for shy-dogs.
➤ Provide schedule of park patrols – Allows for irresponsible owners to avoid authorised officers
<i>Already included</i>
➤ Infringements for dog owners breaching legislation
<i>Follow up</i>
➤ Clarify purpose of random and regular property inspections – Relates to lapsed pet registrations and declared dangerous dogs
DOMESTIC ANIMAL BUSINESSES
<i>Follow up</i>
➤ Dog grooming businesses – Do they fit within definition
EPPING ANIMAL WELFARE FACILITY – CONTINUOUS IMPROVEMENT
<i>For inclusion</i>
➤ Promotion of services available at the EAWF
<i>Declined</i>
➤ Live release targets – will occur as part of in-house model contract in 2022
<i>Already included</i>
➤ Use of volunteers
➤ Higher standard of care for impounded animals
BIODIVERSITY
<i>For inclusion</i>
➤ Provide community education on importance the importance of biodiversity and respect for the environment during recreation activities
➤ Provide more information on cat proofing properties
<i>Declined</i>
➤ Install & manage cat traps along sensitive creek, grass & bushland areas – Council will work with the 'Friends of' groups in supporting such initiative but is not recommended to facilitate a program itself. .

Proposed Additions from Consultation

Domestic Animal Management Plan 2022-2025

<ul style="list-style-type: none"> ➤ Grants for cat enclosures – Council will continue to provide education on building/creating cat enclosures can be provided. Generally however providing accommodation or enclosures for pets is the responsibility of a pet owner and is at their discretion. It is not a public service with a broader community benefit. ➤ Upgrade off-leash areas to include fences – Council’s Open space strategy preferences multi-use spaces in parks and therefore fenced areas are minimised and used only when there are specific needs. Case by case needs are considered as part of planning for Council’s park improvements. ➤ Council provide poo bags (compostable bags) – Generally council expects owners to provide their own bags as part of their responsibility as an owner. ➤ Change sensitive creek areas to on lead only – all areas other than designated off-leash areas are on-lead. When council establishes any off-leash areas these are reviewed by Council’s Biodiversity Officer
<i>Follow up</i>
<ul style="list-style-type: none"> ➤ More frequent bin collections, always overflowing around parks – Council’s litter bin services aim to match services with demand. Residents are encouraged to report specific issues to Council.
COMMUNITY WELLBEING
<i>Declined</i>
<ul style="list-style-type: none"> ➤ Local dog walking groups or pet groups – Council is not intending to run dog walking groups or pet groups, but will support these by promoting them
<i>Already included</i>
<ul style="list-style-type: none"> ➤ Link aged care with animal support agencies
INCLUSIVE AND WELCOMING SERVICE FOR DIVERSE COMMUNITY
<i>For inclusion</i>
<ul style="list-style-type: none"> ➤ Investigate “Seniors for Seniors” program in partnership with Moreland and Whittlesea Councils
<i>Declined</i>
<ul style="list-style-type: none"> ➤ Encourage pet friendly venues – While businesses are welcome to explore these options, Council is not planning to specifically promote these. There are potentially risks in regards to compliance with legislation for example the Food Act, that need careful consideration and management by businesses.
<i>Already included</i>
<ul style="list-style-type: none"> ➤ Support for people to keep their pets when facing hardship ➤ Greater work with CALD communities ➤ More consultation with pet owners and animal related topics

8.6 DAREBIN TRANSPORT STRATEGY REFRESH AND ELECTRIC VEHICLE POLICY**Author:** Senior Transport Engineer**Reviewed By:** General Manager City Sustainability and Strategy

EXECUTIVE SUMMARY

This report recommends that Council consult with the community on proposed minor updates to the Darebin Transport Strategy and Strategic Transport Framework Plan, and that Council consults at the same time on two draft Policies to help facilitate more EV charging infrastructure in Darebin.

Consultation is proposed to run in March and April 2022 after which Council would consider community feedback in June 2022.

Minor updates proposed in the draft Darebin Transport Strategy to build on its success

The Transport Strategy provides guidance for Council improvements to transport infrastructure, for advocacy, and for improvements to the planning scheme. It includes a 'Framework Plan' which shows key transport routes. Minor changes to the Strategy are recommended including new actions to address COVID challenges and investigation of changing freight network needs.

The *Darebin Transport Strategy* was established in 2007 for a twenty-year period to 2027. The Strategy's effectiveness has been assessed and has found that the Strategy has worked well and will continue to provide effective guidance for achieving Council's current goals and meeting its statutory obligations. Significant improvements are evident on Darebin's roads:

- There has been a 15% reduction of all crashes in Darebin between 2014-2018, and a 59% reduction since 2007
- Council has invested in road safety improvements and reduced speed limits
- Council has attracted more funding from external sources in the past 5 years (up at \$594,000 on average per year from \$430,000 per year in 2014)

Draft EV policies proposed to increase EV charging infrastructure

Demand for electric vehicles has been growing rapidly. The proposed draft policies would maximise EV charging infrastructure installed in new developments, although within the constraints of the Victorian Planning system. It would enable EV charging infrastructure on Council land and would set policy to leverage private sector investment to deliver this.

Officer Recommendation

That Council:

- (1) Endorses the draft updates to the Darebin Transport Strategy (**Appendix A**) and draft EV Policies (Appendix C and D) for community consultation.

BACKGROUND / KEY INFORMATIONThe Role of the Darebin Transport Strategy and planning for Transport improvements

The Transport Strategy provides guidance for Council improvements to transport infrastructure, for advocacy, and for improvements to the planning scheme. It includes a 'Framework Plan' which shows key transport routes.

Note that the Strategy does not identify specific works needed to implement the directions – rather, this is done each year for a third of the City via Council's Local Area Placemaking Program (Your Street, Your Say). Council allocates budget annually for high priority works to improve transport networks including:

- Safety improvements such as new pedestrian crossings, signals, or changes to roads to slow traffic down.
- Footpath, cycleway, road, and curb and channel renewal including installation of pram crossings to improve accessibility.
- Speed reduction applications are submitted to the State Government and implementation is done with installation of signage and road marking
- Accessible parking spaces
- Adjustments to safety signage and line marking such as no-stopping areas

EV policy

Council does not currently have a specific policy related to EV charging infrastructure.

Previous Council Resolution

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

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 2: Prosperous, Liveable and Flourishing

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 2: Prosperous, Liveable and Flourishing

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

2.2 We will design and create public spaces where our people feel safe, welcome, and respected, including improving lighting and safety for people walking, wheeling, cycling and driving

2.4 We will foster local urban streetscapes and activity centres that connect our community, support economic recovery, and encourage people to live, work and play locally

DISCUSSION

Refresh of Darebin Transport Strategy

The Strategy's effectiveness has been assessed. This assessment found that the strategic direction and objectives in the Strategy have worked well and will continue to provide effective guidance for achieving Council's current goals and meeting its statutory obligations. Significant improvements are evident on Darebin's roads:

- There has been a 15% reduction of all crashes in Darebin between 2014-2018, and a 59% reduction since 2007
- Council has invested in road safety improvements and reduced speed limits
- Council has attracted more funding from external sources in the past 5 years (up at \$594,000 on average per year from \$430,000 per year in 2014)

Several recent changes and needs have been considered and reflected in the proposed refresh to the Darebin Transport Strategy. In summary;

- COVID-19 has changed transport patterns in Darebin and greater Melbourne. The strategy needs to ensure we can respond to disruptions to support our communities
- The current strategy does not detail Darebin's position on freight in much detail – there is an opportunity to fill this gap as the freight grows
- The current strategy does not contemplate the current rapid growth in the electric vehicle market
- The Strategic Transport Framework Plan needs to be updated to integrate all transport networks and reflect the changing needs of the Darebin community

Minor changes proposed

Minor changes to the Strategy are recommended including new actions to address COVID challenges and investigation of changing freight network needs. These are listed in **Appendix A** and explained in further detail in **Appendix E**. In summary these:

- Propose a new policy to strengthen guidance in planning decisions to include infrastructure to support sustainable transport in new development: *"Sustainable transport to be supported in new multi-residential, commercial, business and mixed-use developments"*
- Strengthen direction to encourage community safety around public transport
- Update the Strategic Transport Framework Plan to include cycling networks so that all transport networks are planned for in an integrated way
- Include provision to monitor COVID impact and if needed making temporary changes
- Incorporate monitoring of long term COVID impact and into Council's infrastructure planning
- Continue to manage parking to best meet local needs in a way that seeks to improve accessibility and meet economic development, safety and access needs
- Help community to use electric cars and bikes as demand grows

An acknowledgement of the Traditional Owners the Wurundjeri Woi wurrung people will be included in the Darebin Transport Strategy as part of this refresh with the following text -

Darebin City Council acknowledges the Wurundjeri Woi wurrung people as the Traditional Owners and custodians of the land and waters we now call Darebin. Council recognises their continuing connection to land, water and culture. Council pays respects to Elders past, present and emerging.

Draft Electric Vehicle Charging Policy on public land

The 2021-2025 Council Plan requires Council to develop an Electric Vehicle Policy and from the 2021-22 Action Plan: “Develop a policy for how Council may permit commercial or private electric vehicle charging infrastructure on our public streets”.

There is increasing community and industry demand that requires the organisation to have a consistent and strategic approach. Two draft EV Policies have been prepared that cover:

- The circumstances under which Council may permit public charging infrastructure on Council owned/operated land.
- EV charging requirements for new developments, including ‘future proofing’ parking spaces for future car charging facilities

Neither of the proposed draft policies cover requests for installing private charging infrastructure on public roads or public land to service private residential properties (for example those who have no off-street car parking). Therefore, at this stage, requests of this nature would not be granted. The questions and implications of this are complex with impacts on other residents and therefore will be explored further and would come to Council to consider in future.

Electric Charging Infrastructure on Council Land

The draft policy (see **Appendix C**) would enable Council to consider proposals to install publicly accessible EV infrastructure on Council managed land (e.g. kerbside parking, parks, sporting facilities, on-street/ off-street parking facilities). It reserves Council’s right to reject a proposal and ensures that Council retains rights to have infrastructure removed in future.

The policy does not rely on nor require Council to fund charging infrastructure. Rather, it enables Council to leverage private sector investment by considering proposals from commercial providers, or by securing funding from State & Federal Government. This approach is recommended because it is reasonable for EV users to fund the costs of charging (rather than ratepayers generally), and because there are commercial providers who have developed user pays business models.

The policy ensures that any commercial partnerships would follow Council’s procurement policy to ensure best value is achieved.

The draft policy would require that any commercial or private sector arrangements can be ended by agreement, and at either the end of the infrastructure lifetime or within 10 years (whichever is sooner).

When assessing an application for a public EV charging station, Council will consider:

- Public benefit, cost (financial and non-financial) and risk assessment
- Impact on walking and bike riding
- Impact on public infrastructure
- Expected and desired linger times
- Public use of the charging infrastructure

- The relevant urban design standards for each site, including advertising
- Potential for V2G technology to be utilised
- Access to renewable energy

EV and New Developments

This draft policy (see **Appendix D**) would require new developments to provide electric car and electric bicycle charging infrastructure, as well as enabling the future provision of electric vehicle charging infrastructure.

The Policy sets out the requirements for;

- Electric car charging infrastructure requirements for residential developments
- Electric car charging infrastructure requirements for non-residential developments
- Future provision requirements for residential developments
- Future provision requirements for non-residential developments
- Electric bicycle charging infrastructure requirements

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES

Financial Management

There are no specific financial management implications of the decision to release this Strategy for consultation, nor of the minor changes proposed in the draft Strategy itself.

While the Darebin Transport Strategy provides broad, strategic direction for Councils transport infrastructure programs, Council takes financial decisions about overall transport infrastructure improvements budgets annual during its budget development.

The EV policy specifically seeks to leverage private sector funding because it is fair for users, not ratepayers, to cover the costs of this infrastructure. This also means that this policy does not rely on Council funds. The policy would allow council to consider proposals from third party businesses to own, operate and maintain public charging infrastructure. The role of Council in this model is to provide land (with a lease agreement), and enforcement to ensure compliance with the EV parking restrictions. Both the leasing function and enforcement function are provided within Council's normal operating budgets.

Community Engagement

It is proposed to conduct community engagement in March and April 2022. A key aim for all community transport consultation throughout 2021-22 is to avoid overlap between projects and will reduce the risk of 'consultation fatigue'.

A Community Engagement Plan is being prepared which is being guided by the following objectives;

1. To inform the community of the Darebin Transport Strategy (Darebin Transport Strategy) refresh and the Electric Vehicle Policy
2. To understand if they support the proposed amendments to the Policies and Actions of the Darebin Transport Strategy,
3. To provide the community with an opportunity to provide feedback and suggestions for further amendments to the Darebin Transport Strategy and the EV Policy

A summary of the intended engagement approach is provided below;

Darebin Your Say Page (website)

- This website will be the primary point of contact with the community. It will include a survey and a link to the draft documents for community members to review and provide feedback
- This page will be promoted through
 - Darebin's existing community contacts,
 - social media,
 - posters,
 - newsletters and
 - Darebin Advisory committees
- The "Your Darebin" e-newsletter and printed Darebin Community News will also be used to promote this engagement.

Targeted engagements for identified stakeholder groups and individuals

- To ensure we undertake thorough and meaningful engagement we are planning to host two community workshops to discuss Darebin Transport Strategy refresh and EV Policy
- We will also be organising face to face meetings with local community groups and organisations for example East Preston Community Centre, Reservoir Neighbourhood House, Jika Jika Community Centre, Alphington Community Centre, PRACE, SPAN Community House,
- Engaging directly with Aboriginal and Torres Strait Islander communities through the Darebin Aboriginal Advisory Committee and the Wurundjeri Council

Other Principles for consideration

Overarching Governance Principles and Supporting Principles

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

Public Transparency Principles

- (a) Council decision making processes must be transparent except when the Council is dealing with information that is confidential by virtue of this Act or any other Act;
- (c) Council information must be understandable and accessible to members of the municipal community;
- (d) Public awareness of the availability of Council information must be facilitated

Strategic Planning Principles

- (e) strategic planning must provide for ongoing monitoring of progress and regular reviews to identify and address changing circumstances;

Service Performance Principles

- (d) a Council should seek to continuously improve service delivery to the municipal community in response to performance monitoring;

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

Transport is the third largest and fastest-growing source of emissions in Darebin, making up 18% of the total. Effective action is required to mitigate and adapt to climate change. A transition to electric vehicles is progressing, and the revised transport strategy and EV policy will provide direction to ensure the Darebin community benefits from this transition.

Equity, Inclusion, Wellbeing and Human Rights Considerations:

An Equity Impact Assessment (EIA) has been under on both the Darebin Transport Strategy and EV Policies in December 2021 and February 2022. The assessment raised several issues, which have been considered.

Darebin Transport Strategy

This refresh process will be an opportunity to strengthen efforts to combat transport disadvantage and similar issues. A summary of the main considerations raised during the EIA process included;

- COVID-19 has exacerbated disadvantage and is continuing to have impacts on people's mobility – consideration needs to be given around Council's level to support in addressing this
- There is a need to be clear and explicit in the connection between Transport and Climate Emergency.
- Consideration of the right to freedom of movement. It is important that people can easily access services, programs, venues, however it might not always be feasible (budget/resourcing constraints but also limited compatibility at times with competing aims)
- Safety, particularly for women, is a key consideration, notably on public transport and the last kilometre to home. Need to make ensure safety is part of the community consultation
- Important to recognise that this is Wurundjeri Woi Wurrung land over which sovereignty wasn't ceded. This needs to be captured and reflected in the Strategy refresh.
- Important to consider the connection between disability and transport/movement i.e. the challenges for people with disability, parents with young children, older people, etc.
- Locational disadvantage. Spatially, the northern and eastern areas of Darebin have higher rates of transport disadvantage. This is due to the lack of safe and connected active and public transport infrastructure and services.

Electric Vehicle Policies

- Consideration to be given to fair distribution of EV chargers across the municipality and the need to ensure accessibility is considered throughout the application process
- Important to reflect on the extent of contradiction of promoting EV's and the intention of the Transport Strategy
- The policy should be seen to support e-bikes as well - would be better for environment/alignment with Darebin Transport Strategy, as well as support to physical health for older people, some people with disability, parents with young children
- Lack of accessible parking is a key consideration for older people in Darebin - perception that this "rare" resource of parking spaces is restricted to EV vehicles
- Must give equal consideration to all stakeholder feedback.
- Acknowledging that EV chargers are not being placed on Council land, but Wurundjeri Woi-wurrung Country

Economic Development and Cultural Considerations

Transport and economic development are intrinsically linked. Improving the efficiency of Darebin's transport systems allows customers to access businesses, employees, and jobseekers to work, and goods to their destinations.

In-person events are resuming as COVID-19 restrictions are eased by the Victorian Government. This would result in increased travel to and from events both within and outside Darebin.

The refresh, including consultation, will consider and support the needs of our diverse community.

Operational Impacts

Tree management, waste collection and other operational needs and impacts have been considered as part of the Darebin Transport Strategy review process.

To ensure the EV charging infrastructure is used appropriately, regular monitoring and enforcement support will be required from Council's civic compliance unit.

The draft EV policy would enable Council to consider allowing EV charging on public land. Various other operational matters would be considered when making these future decisions.

Legal and Risk Implications

Council has legislated requirements under several state acts and policies related to transport. These include the Transport Integration Act, Road Management Act and Local Government Act.

The installation of EV infrastructure by third parties will be undertaken in accordance with Council's procurement or transparency policies applicable to ensure best value for community.

IMPLEMENTATION ACTIONS

- Community engagement on Darebin Transport Strategy and EV Policy (March-April 2022)
- Review feedback and update documents (April-May 2022)
- Brief councillors of consultation feedback and changes to draft documents (May 2022)
- Present final draft documents to Council for adoption (June 2022)

RELATED DOCUMENTS

- Council Briefing Report – Darebin Transport Strategy Refresh and EV Policy

Attachments

- Darebin Transport Strategy Summary of Changes 2022 (**Appendix A**) [↓](#)
- Going Places, Darebin Transport Strategy 2007-2027 (**Appendix B**) [↓](#)
- Electric Vehicle Charging on Council Land Policy (**Appendix C**) [↓](#)
- Electric Vehicle Charging Policy for Development (**Appendix D**) [↓](#)
- DTS Addendum Report 2022. (**Appendix E**) [↓](#)

DISCLOSURE OF INTEREST

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

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

Darebin Transport Strategy Changes Summary – 2022

Amended Policies

Policy No.	DTS (2007) Page Ref	Original Policy 2007	Amended Policy 2015	Amended Policy 2022
Policy 3	Page 7	Integrated Travel Plans (ITPs) will be required as part of planning permit applications for significant developments. ITPs outline how a development is intended to be accessed and, in particular, how it supports access by “sustainable modes” – walking, cycling, and public transport – including targets for each mode.	Sustainable transport will be facilitated in new developments through ITP, or new mechanisms as developed at a State level	<u>Policy 3 and 4 merged into a new Policy:</u> Sustainable transportation to be supported systematically in new multi-residential, commercial, business and mixed-use developments using the current ESD report submission requirements. Council will encourage sustainable transport choices at new developments using the conditioning of planning permits on a site by site basis.
Policy 4	Page 7	Travel Plans will be a condition on relevant planning permits. Travel Plans will be required for commercial, residential, business and mixed-used developments meeting size thresholds and, where appropriate, when car parking waivers are requested.	All planning permit applications must consider sustainable transport options. Consideration of sustainable transport options will be required for commercial, residential, business and mixed-used developments meeting size thresholds and, where appropriate, when car parking waivers are requested.	

Amended Actions

Action No.	DTS (2007) Page Ref	Original Action 2007	Amended Action 2015	Amended Action 2022
Action 3	Page 7	Prepare guidelines for Integrated Transport Plans (ITPs). These will help developers of large sites to provide consistent information and appropriate initiatives and infrastructure. They will also assist Council’s planners by providing a framework for assessments and clarifying Councils expectations to developers. See P3 above	<p>Review Council’s Travel Plan Guidelines for New Developments and seek a consistent State-wide approach to supporting pedestrian, bicycle and public transport use in new developments.</p> <p>Continue to implement and refine planning policies that support pedestrian, bicycle and public transport use through and in new developments.</p>	<p><u>Action 3 and 4 merged into a new Action;</u></p> <p>Support sustainable transportation in new multi-residential, commercial, business and mixed-use developments using Environmentally Sustainable Design (ESD) policies. Continue to implement and refine planning policies that support pedestrian, bike riding and public transport use in new developments.</p>
Action 4	Page 7	Continue to implement and refine Council’s Travel Plan Guidelines for New Developments and other policies that support pedestrian, cycle and public transport use in new developments. Reference to the guidelines should be included in the Planning Scheme where appropriate	<p>Review Council’s Travel Plan Guidelines for New Developments and seek a consistent State-wide approach to supporting pedestrian, cycle and public transport use in new developments.</p> <p>Continue to implement and refine planning policies that support pedestrian, cycle and public transport use through and in new developments.</p>	
Action 18	Page 16	Review the Darebin Cycling Strategy following VicRoads’ review of the Principal Bicycle Network. Bicycle routes in Darebin are currently divided into the Principal Bicycle Network, managed by VicRoads, and local bicycle routes managed by Council. Areas for review include development of the on-road and off road network, promotion and education, safety, cycle parking and maintenance	<p>Monitor and evaluate the delivery of the Darebin Cycling Strategy annually and review the Strategy in 2018 considering delivery of Actions and State and local planning and policy changes.</p>	<p>Progressively develop and update the Strategic Transport Framework Plan to inform bike related infrastructure priorities within Darebin and deliver these changes through local area traffic management projects such as Your Street, Your Say.</p>

Amended Actions

Action No.	DTS (2007) Page Ref	Original Action 2007	Amended Action 2015	Amended Action 2022
Action 8	Page 7	Prepare parking guidelines for new developments. Techniques that will be promoted in the guidelines may include unbundling of parking requirements from business rentals and housing, shared parking and contributions to sustainable transport measures in lieu of dedicated on-site parking. They will also include design guidelines to minimise the visual impact and enhance the pedestrian amenity of car parks.	<u>Action 8, Action 28 and Action 30 was incorporated into Action 29</u>	Continue to manage access to parking in areas where demand is greater than supply with consideration of accessibility, economic development, equity and improving the quality of parking supply in new development.
Action 28	Page 19	Research the effects of parking and investigate the role of parking pricing in Darebin. This may include working with interest groups, such as retailers, to gain better understanding of the dynamics of parking, reviewing the impact of reductions in parking rates on surrounding streets and surveying parking behaviour. Parking issues to be considered include the impact of pricing on parking demand and competitiveness of centres, the potential for diversion of customers to other centres, use of funds generated from parking revenue to support more sustainable travel modes, administrative costs and revenue.		
Action 29	Page 19	Develop a parking policy for Darebin. This will identify procedures for increasing the management of parking in areas where it is in high demand or where there is misuse of long- or short-term parking spaces. Measures may include time restrictions, parking charges, limiting use of roadside loading zones, providing alternative loading areas, increased enforcement, shared parking, signs and maps		
Action 30	Page 19	Improve parking availability information systems. This may include signs and maps showing motorists where they can park. The aim is to reduce circulating traffic and improve visitor service.		

New Actions

Action No.	DTS (2007) Page Ref	Original Action 2007	New Action 2022
N/A	N/A	<u><i>New Action for 2022</i></u>	Promote community safety around public transport, with emphasis on protecting at-risk members of the community. This includes embedding community safety into council's design practices, advocating for safe community travel and developing programs designed to promote safe travel.
N/A	N/A	<u><i>New Action for 2022</i></u>	Investigate and implement options to better manage freight transport. This will take into account the changing nature of freight, the freight industry, the transport network, key stakeholders and regulators.
N/A	N/A	<u><i>New Action for 2022</i></u>	Monitor changing transport behaviours and needs arising from COVID and make temporary adjustments if needed during outbreaks to support community safety.
N/A	N/A	<u><i>New Action for 2022</i></u>	Monitor long term changes in commuting and transport behaviours and incorporate this into Council's transport improvements planning via its Local Area Place Making programs.
N/A	N/A	<u><i>New Action for 2022</i></u>	Develop policies to manage increasing demand for commercial or private Electric Vehicle charging infrastructure.
N/A	N/A	<u><i>New Action for 2022</i></u>	Improve access to EV charging in Darebin.



GOING PLACES
Darebin Transport Strategy 2007 - 2027



FOREWORD

Going Places—the Darebin Transport Strategy is our plan for managing transport and traffic in the City of Darebin over the next 20 years. Its aim is to enable all Darebin residents to go wherever they want with ease while addressing the environmental and social issues caused by our existing car-based transport system.

Going Places builds on our Integrated Transport Plan (ITP), released in 2000, which established a framework for a smarter, more equitable and sustainable transport system. The ITP was successful in raising the profile of key local transport issues and led to a number of enhancements within the municipality including pedestrian, cycle and activity centre improvements, changes in travel behaviour and innovative policy development and application.

The recommendations of the ITP are still valid. However, new government policies and increased community concern about climate change and peak oil mean that an updated plan is needed to maintain Darebin's position at the leading edge of transport planning. Going Places is that update.

I hope you will come on the Going Places journey with us.

Mayor of Darebin



CONTENTS

“ The key to liveability is managing land use and transport networks to maintain the highest level of access to community, services and employment opportunities. ”

Meeting Our Transport Challenges—Connecting Victorian Communities
Victorian Government, May 2006

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INTRODUCTION

Background

In 2000, Darebin City Council released the Darebin Integrated Travel Plan (ITP). This document established a new approach to transport planning in Darebin, which recognised that transport networks and people's travel movements can be detrimental to other important aspects of the City that people value. Therefore, the ITP sought to balance the provision of good transport networks with concern for the environment, social welfare and the City's economic prosperity.

The ITP was reviewed in 2006. This review confirmed that it had been at the leading edge of sustainable transport practice and set an example for transport planning within Victoria and beyond. However, it also identified that some key circumstances have changed, warranting a reassessment of some of its directions.

Since the release of the ITP, the State Government has launched a number of important metropolitan and state-wide policy documents, including Melbourne 2030, the Metropolitan Transport Plan, Meeting our Transport Challenges, Linking Victoria and Growing Victoria Together. It is important that Darebin's transport planning is aligned with this broader policy context.

At the same time, public awareness of global issues such as climate change and peak oil has increased.

In light of these important changes, Council determined that a new transport plan is required. Going Places, the Darebin Transport Strategy (DTS), builds on the ITP, continuing Council's work in ensuring that the community can access its needs conveniently, safely and in a sustainable way.

Process

The DTS was developed through a highly collaborative process involving the Darebin community, key State Government staff, Darebin councillors and Council staff. The Darebin community was consulted three times during the development of the Strategy, resulting in over 1,200 responses.

A Steering Group was established to guide the development of the DTS. This included senior representatives of the Department of Infrastructure, VicRoads, the Department of Sustainability and Environment, the Department of Victorian Communities, the community and Darebin City Council. A Working Group was also set up to provide more detailed input into the Strategy. This group was made up of officers from the same organisations. An Internal Reference Group was established to ensure all aspects of Council operations were involved at key points during the development of the strategy.

The members of these groups are listed on page 27.



Context

There is increasing concern in the community about the impact that travel and transport options can have on important aspects of the environment, community, health and wellbeing and economy. In particular, the DTS responds to the following issues:

Climate change and air quality—motorised transport is a significant contributor to greenhouse gases and other emissions that are detrimental to air quality and our climate.

Obesity—the trend towards motorised transport and away from walking and cycling has led to poor health outcomes.

Disadvantaged—the elderly, youth, disabled or those with mobility issues require high quality public transport options.

Population growth—Melbourne's growing population—particularly to the north of Darebin—combined with a trend towards smaller households, has increased travel demand.

Peak oil and petrol price rises—the rising price and potential reduction in the availability of petrol places increased importance on good public transport, walking and cycling networks.

Increasing road congestion—despite improvements to the road network, congestion is increasing and is likely to continue to increase—particularly in terms of freight.

These issues are common across the developed world. In response, transport planning has shifted from planning for new roads to policies that create more efficient urban environments. These include:

Melbourne 2030—Planning for sustainable growth

Melbourne 2030 is a planning strategy for the whole metropolitan area, released in 2002. It establishes broad policies for how and where development and supporting transport infrastructure is to occur. Melbourne 2030 makes a strong link between development and public transport networks. In particular, it promotes new development around existing activity centres that are well-served by public transport, such as Preston, Reservoir and Northcote.

Linking Melbourne—Metropolitan Transport Plan

Linking Melbourne is a plan for the development and management of Melbourne's transport system. It details how the Principal Public Transport Network (PPTN) will be developed. This includes an extension of the Epping rail line to South Morang and the introduction of SmartBus routes (including the Green and Red Orbitals) which will link Darebin with other middle ring suburbs.

Meeting our Transport Challenges

Meeting our Transport Challenges outlines how Linking Melbourne will be implemented. It identifies planned expenditure in transport projects across Melbourne. These include the "Red Orbital" SmartBus and local bus service improvements in Darebin.

A focus on accessibility—an emphasis on moving people and goods, rather than cars. This often translates to prioritising public transport, walking and cycling over single occupant vehicles.

Transit-oriented development—an emphasis on developing new housing in locations with good public transport and convenient access to jobs, shops and services.

Local living—a focus on providing daily needs—such as local shops, schools and community services—within walking distance of where people live, to minimise their need to travel.

Travel behaviour change programs—encouragement for people to make responsible travel choices that recognise the detrimental impacts of motorised travel.

ASPIRATIONS

Vision

In 2027 Darebin is a community where transport plays a positive role in connecting residents, visitors and employers so that its social networks are strong, local and metropolitan opportunities are accessed easily and the local economy prospers. This is achieved while the people and businesses of Darebin increasingly live within their means, using natural and human resources wisely to reduce the negative environmental and social impacts of travel.

Objectives

Eight key objectives have been identified to guide future decisions about transport in Darebin. The objectives are outlined below.

To improve local and metropolitan accessibility

The focus of the DTS is on accessibility, rather than travel for the sake of it. One way of increasing accessibility is to bring destinations closer to where people live.

“Local living” aims to enable people to access their daily needs within walking distance of their homes, thereby reducing the need for them to drive (and, if they still choose to, reducing the distance that they have to drive). Daily needs may include convenience shops, a kindergarten, a primary school and local community services. “Local living” also has a number of other social and economic benefits, including supporting local businesses and contributing to a sense of community.

However, not all destinations can be viably provided within every neighbourhood, due to the size of their catchments. Therefore, the DTS seeks to ensure that these destinations can be accessed by ‘sustainable’ modes of travel—public transport and cycling. This means better links to central Melbourne and cross-town routes to centres in adjoining suburbs.

To increase the role of sustainable transport modes

Cars and trucks are the least energy-efficient form of travel (on land) and the greatest contributor to environmental pollution. Therefore, the DTS seeks to promote alternative, more sustainable ways of moving people and goods—walking, cycling, public transport and rail-freight.

This is achieved by increasing the attractiveness of those modes through improved services and facilities, priority over other modes, and reducing the attractiveness of the car through reduced priority and other travel demand management techniques.

To build new developments that reduce transport demands

The need to travel and the lengths of journeys can be influenced by the way land is developed. Building housing and key destinations such as jobs, services and shops closer to each other reduces the distances people need to travel, in turn increasing the chance of them utilising more sustainable modes. Concentrating housing closer to public transport increases the chance of residents using it to access more distant destinations.



To increase social inclusion for residents

The ability for Darebin's residents to access jobs, schools, community services and shops is an essential element of 'social inclusion'—the degree to which people are able to participate in community life. However, a significant number of Darebin's residents do not have easy access to a car. This is exacerbated by the fact that the north of the municipality, where car ownership is lowest, is also the part of Darebin that is least well-served in terms of public transport.

Therefore, the DTS seeks to enhance public transport and improve on community transport delivery in of the municipality. As funding for public transport and community transport is limited, this may require a redistribution of transport resources from well serviced areas of the municipality.

To improve health and environmental outcomes

Motorised transport is the second largest contributor to greenhouse gases in Victoria. It is also detrimental to air quality, noise and amenity. On the other hand, "active" modes of travel—walking and cycling—have minimal environmental impacts and foster increased personal health.

Therefore, the DTS seeks to reduce the need for travel and, where it is required to promote travel modes that minimise their impact on the environment and enhance personal health.

To improve community safety

Darebin has experienced a reduction in road accidents over the last few years. However, its roads can still be unsafe, particularly for vulnerable users such as pedestrians and cyclists. The number and vulnerability of these users is likely to increase with the ageing of Darebin's community and other external factors.

Therefore, the DTS seeks to continue to improve the safety and perceived safety of Darebin's transport networks.

“ I now walk to the shops instead of driving; 6km per week of less driving. Even small amounts add up. ”

Paula, 50, Northcote

To integrate quality urban design, economic development and access

Darebin reflects Melbourne's very car-based society. As a result, the economic prosperity of some of its businesses relies on vehicular access, parking for customers and freight deliveries. However, many people choose to or have no choice but to use other means of travel to access activity centres. In addition, traffic and car parks can adversely affect the pedestrian amenity of activity centres.

Therefore, the DTS seeks to provide good access to its centres and other employment areas by all modes of travel and to balance their needs in the design of streets while accommodating freight vehicles.

To engage stakeholders through effective communication

Travel behaviour can be influenced through education and marketing. The DTS seeks to inform the community so individuals can make knowledgeable choices about travel, building on the willingness shown to adopt more sustainable practices.

Some aspects of travel in Darebin, such as the main roads and train services, are not controlled by the Council. Therefore, Council will work closely with other organisations to ensure a coordinated approach to delivering transport in the municipality.

In order to meet these Objectives six areas of policies and actions have been identified.

LAND USE AND DEVELOPMENT

The way that land is used and developed has a fundamental impact on transport. It generates a need for people to travel to and from that development. How far it is from related uses influences the length of journeys between them. How far it is from public transport, how much parking it provides and how well it is designed influences how those journeys are made.

Melbourne 2030 encourages new development to be concentrated in activity centres in order to locate people close to public transport, shops and services. Darebin has two Principal Activity Centres (Preston and Northland), two Major Activity Centres (Reservoir and Northcote) and a Specialised Activity Centre (La Trobe Technology Park). Of these, Preston, Reservoir and Northcote contain railway stations, Northcote is also served by trams, and all have bus services. New development within and close to these centres will generate shorter trips due to the proximity of employment, shops and services, and support the use of public transport.

Recent years have seen a significant increase in planning applications for apartment developments, mainly in the south of the municipality. Depending on their location, these have the potential to increase the number of people who live close to jobs, public transport, shops and services.

The number of jobs within Darebin has been steadily declining over the last few years. This means that more people have to travel further to get to work. One response to this is to attempt to attract new employers to Darebin. Ideally, these should be in industries that match the skills of Darebin’s workforce and be located close to public transport. Another response is to encourage more Darebin residents to work from home, which is more common across Melbourne as a whole.

The design of new development influences people’s travel behaviour by making walking and driving more or less attractive. Development can encourage walking by addressing streets with windows and pedestrian entrances and providing verandahs or canopies over the footpath. Development can influence the likelihood of people driving to it through parking provision.



“ ... the development of... centres will encourage more local activities with shorter travel distances and greater opportunities to use public transport, cycling and walking. ”

Meeting Our Transport Challenges—Connecting Victorian Communities
Victorian Government, May 2006

Key concept: Local Living

“Local living” aims to enable people to access their daily needs within walking distance of their homes, thus reducing the need for them to drive (and, if they still choose to, the distance that they have to drive). Daily needs can include convenience shops, a kindergarten, a primary school, open space and local community services. “Local living” also has a number of other social and economic benefits, including supporting local businesses and contributing to the development of social cohesion and a sense of community.

Local living has steadily declined over the last hundred years as personal mobility has increased, household sizes have reduced, retail formats have expanded and the focus of employment has shifted from manufacturing towards service industries. However, increasing road congestion is now beginning to have an adverse impact on people’s willingness to travel longer distances, allowing the possibility that it may again be feasible to provide smaller format retail outlets with a daily needs convenience role, thereby expanding the offer of jobs and services in local areas. Indeed, the Darebin City Council Household Surveys undertaken between 1999 and 2005 indicate that residents are increasingly accessing their daily needs in local centres in Thornbury, Westgarth, Gilbert Road, Fairfield, Preston, Bundoora and Northland (local centre component).

Darebin already contains a number of residential neighbourhoods with local centres that are successfully supporting local living, such as those mentioned above. Others, however, have less capacity to support local living, due to a lack of provision for daily needs or poor public realm amenity. In some cases, these shortcomings may be overcome. For example, new residential development at higher densities can provide greater support for commercial activity, greater awareness can encourage people to use local facilities, and better paths can encourage walking and cycling. There is also potential for more localised distribution of community services.

POLICIES

P1 The development of new key destinations, such as large employers and retail developments, will be directed to existing activity centres well served by public transport. This will reduce the need for people to drive to them and enable multiple purpose trips.

P2 Greater housing densities will be encouraged within and close to activity centres and “higher order” public transport. This will reduce the need for their residents to travel by car.

P3 Integrated Travel Plans (ITPs) will be required as part of planning permit applications for significant developments. ITPs outline how a development is intended to be accessed and, in particular, how it supports access by “sustainable modes”—walking, cycling and public transport—including targets for each mode.

P4 Travel Plans will be a condition on relevant planning permits. Travel Plans will be required for commercial, residential, business and mixed-used developments meeting size thresholds and, where appropriate, when car parking waivers are requested.

P5 The development of large sites will be required to incorporate public pedestrian and cycle links where they can contribute to a desirable through route.

P6 New development will be required to contribute to a safe, attractive and comfortable pedestrian environment in abutting streets and public open spaces. This will be achieved through building orientation, site layout, minimising footpath crossovers, traffic management and the provision of facilities such as wide footpaths, verandahs, signage, dedicated pedestrian routes through car parks, good connections to public transport or the provision of public transport interchanges.

ACTIONS

A1 Prepare structure plans for Darebin’s activity centres. Structure Plans have already been prepared for Preston and Northcote, and the DTS supports their implementation. Plans are required for the remaining centres. These should identify opportunities for accommodating key destinations and higher housing densities—particularly around train stations—improving access to and the amenity of train stations and other public transport nodes, improving pedestrian and cycle links, enhancing pedestrian amenity and managing car parking.

A2 Undertake studies of Darebin’s small activity centres, and the housing surrounding them, to investigate ways to support greater local living. See Key concept: Local Living. These may include new shops and services, improved pedestrian links, higher-density housing in and around the centres, public realm improvements and programs to promote local purchasing. Priority will be given to the eastern and north-western neighbourhoods of Darebin, which currently have less capacity to support local living.

A3 Prepare guidelines for Integrated Transport Plans (ITPs). These will help developers of large sites to provide consistent information and appropriate initiatives and infrastructure. They will also assist Council’s planners by providing a framework for assessments and clarifying Council’s expectations to developers. See P3 above.

A4 Continue to implement and refine Council’s Travel Plan Guidelines for New Developments and other policies that support pedestrian, cycle and public transport use in new developments. Reference to the guidelines should be included in the Planning Scheme where appropriate.

A5 Prepare urban design guidelines for activity centres in Darebin. These will address the interface of private development with the public realm in terms of how it can support walking, cycling and public transport access.

A6 Review the potential for community services to be delivered more locally. Some community services have to be centrally located due to their size and catchment. However, other services may be able to be delivered more locally or co-located, including Maternal and Child Health Nurses, kindergartens and toy libraries.

A7 Advocate for developer contributions to be allocated to sustainable transport measures. These may include bus shelters, signage, footpath widening and special paving for the mobility-impaired.

A8 Prepare parking guidelines for new developments. Techniques that will be promoted in the guidelines may include unbundling of parking requirements from business rentals and housing, shared parking and contributions to sustainable transport measures in lieu of dedicated on-site parking. They will also include design guidelines to minimise the visual impact and enhance the pedestrian amenity of car parks.

Key Destinations within Darebin



PUBLIC TRANSPORT

Thinking about travel is usually dominated by the car, which offers a uniquely convenient, flexible and comfortable option for many people. However, a significant number of Darebin’s residents do not have easy access to a car because they are too young, too old, disadvantaged, disabled or belong to one of the 15% of Darebin’s households that do not own a car. With Darebin’s ageing population, the number of people without access to a car is set to increase.

The lack of car access is highest in the north, northeast and eastern parts of the municipality. For these people, walking, cycling and public transport are their only options for getting about.

Darebin has an extensive public transport system made up of trains, trams, buses and taxis. These services reach most parts of the municipality. In particular, they connect people to the most popular destinations both within the municipality and beyond.

However, some parts of the municipality—particularly the northwest and east—do not have frequent public transport services. In addition, many services do not run during the evenings or on Sundays. This makes it difficult for some residents to access jobs, services, shops and social opportunities.

In other parts of Darebin, different forms of public transport virtually duplicate each other, offering similar services at similar frequencies and times. Redistributing resources from these areas to other areas with poor public transport would ensure services are provided more equitably across the municipality and better reflect the community’s needs.

International evidence suggests that more people will use public transport if services run on time, if it is inexpensive, if waiting times are not too long, and if the services are relatively close by. Investing in more frequent public transport services and improving reliability through measures such as bus priority pays dividends in terms of the number of passengers.

In particular, more services, express services and better carriages would allow trains to present a real alternative to the private car for trips to work, shop and study in the inner city. In combination with the introduction of Orbital Bus Routes, this would allow other bus services to be focused on higher frequency local routes forming part of the Principal Public Transport Network (PPTN) and providing access to trains and orbital buses. Better quality facilities at train stations, tram and bus stops, better information and cheaper fares can also attract more people to use public transport.



“ ... the provision of attractive and well-patronised public transport alternatives is critical to Melbourne’s future liveability...” ”

Meeting Our Transport Challenges—Connecting Victorian Communities
Victorian Government, May 2006

However, because transport funding is limited, trade-offs are required to get the best out of the available resources. If public transport services are to be more frequent and reliable, passengers may need to walk a little further to get to them. Some bus passengers may also need to change services during their journey, where at present they may have a direct (albeit less frequent) service. This will require high quality facilities at transfer points, good integration of services and reliable service information.

Darebin currently suffers from extensive through movement, particularly from people travelling between their homes in the northern suburbs and jobs in the inner city and neighbouring municipalities. The population of Whittlesea, north of Darebin, is set to increase by more than 60,000 over the next 24 years. This will increase through traffic unless public transport services to these areas are improved.

Park-and-ride facilities are often located at train stations. However, while these can be effective in attracting people to use public transport, they take up considerable space in locations that may be more valuable for transit-oriented development and they increase local traffic congestion.

Key concept: Darebin Connections

“Darebin Connections” is a framework for the provision of public transport services within the municipality. It identifies four different levels of public transport:

- **Rapid Public Transport Services (RPTS)**—high quality, fast, high frequency services that are not affected by traffic congestion. These services provide connections between central Melbourne and major urban areas, and cross-town connections between suburbs. Within Darebin they include SmartBus routes and train services on the Epping and Hurstbridge lines.
- **Principal Public Transport Services (PPTS)**—fast, high frequency and high quality public transport services operating between activity centres with some priority over traffic. In conjunction with the RPTS, these services facilitate high speed and reliable access around the region. Within Darebin they include tram routes 112 and 86, and bus services forming part of the Principal Public Transport Network (PPTN).
- **Secondary Public Transport Services (SPTS)**—bus services that provide access to activity centres and Rapid and Principal Public Transport Services. Priority measures are appropriate at key congestion points to improve service reliability. SPTS include all bus services in Darebin that do not form part of the PPTN Bus Network.
- **Community Transport Services**—services that provide for groups whose needs are not met by regular passenger transport services. These include community transport for people with disabilities and the elderly, taxis and school bus services. Council will continue to identify opportunities to integrate the Community Transport Services with conventional public transport services to fill existing gaps.

012

Minimum levels of service quality have been developed for each of the proposed levels of public transport to retain existing passengers and, most importantly, attract new passengers. Higher levels of service may be provided where it is warranted by patronage and where the circumstances of a service require it.

Service Level Guidelines	Rapid Public Transport Services	Principal Public Transport Services	Secondary Public Transport Services
Service Strategy	<i>Peak:</i> Express / limited stop / all stop <i>Off Peak:</i> All stop	<i>Peak:</i> Express / limited stop / all stop <i>Off Peak:</i> All stop	All stop

Connections	Non-timed connections	Non-timed connections	Reasonable level of integration should be achieved
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Maximum Frequency			
Peak	10 minutes	15 minutes	20 minutes
Inter-peak	10 minutes	15 minutes	20 minutes
Evening	20 minutes	20 minutes	30 minutes
Weekends	20 minutes	20 minutes	30 minutes
Minimum Service Period			
Monday-Friday	5.00am - midnight	5.00am - midnight	6.00am - midnight
Saturday	7.00am - midnight	7.00am - midnight	7.30am - 11.00pm
Sunday	8.00am - 10.00pm	8.00am - 10.00pm	8.30am - 10.00pm
Minimum Reliability	95% within 5 min of schedule	95% within 5 min of schedule	95% within 5 min of schedule

Coverage Targets
100% of all residents should be within 400m of a service on a public transport network.
75% of residents should be within 800m of a rapid or principal public transport service.
Significant trip attractors should be located within 400m of a rail station or Orbital Bus Route.

These service level guidelines are intended to:

- provide a level of service consistent with a world-class city;
- ensure that an acceptable quality of service is provided on all public transport modes in the network;
- provide a consistent and fair basis for evaluating and prioritising existing services and proposed improvements; and
- acknowledge local conditions, differing organisations and practical realities that affect passenger transport service design and provision.



Policies

P7 Road-based public transport will be given priority over single occupant vehicles where possible.

P8 Council will address queries regarding traffic speeds/volumes and on-street parking issues in accordance with its standards and current best practice. Education, encouragement and enforcement solutions are preferred to engineering treatments.

Actions

A9 Review public transport provision in Darebin in line with the “Darebin Connections” framework. See Key concept: Darebin Connections. As a first step, Darebin proposes that the Department of Infrastructure bring forward its Bus Review to pilot the proposed service level guidelines and redistribution of resources.

A10 Expand and upgrade public transport services to growth areas north of Darebin. This may include higher train frequencies, early provision of bus services to new developments, extending the Epping train line to South Morang and Mernda, and a new train line between Lalor and Epping North.

A11 Introduce additional public transport services linking Darebin to surrounding areas. These may include extending Tram 112 to Reservoir Station, increasing bus coverage in areas with low car ownership and adding PPTN bus routes between Preston and Epping, between Northland and Clifton Hill, and within Reservoir.

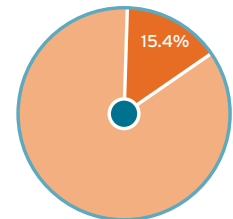
A12 Explore ways of giving trams and buses greater priority over cars. This may include adjusting traffic signals for preferential treatment, part-time tram/bus lanes, better access to passengers for set down and pick up, and improved enforcement.

A13 Improve public transport nodes and interchanges within Darebin. This may include station upgrades to accommodate more passengers and the facilitation of safer and easier interchange between different public transport services at main activity centres.

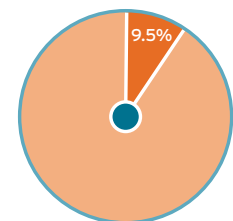
A14 Explore ways of making public transport more affordable and easier to use. This may include initiatives such as a short distance public transport fare, allowing bicycles on trams and buses, publicising taxis that are wheelchair accessible and have child restraints, providing bicycle storage at train stations, real-time information, more legible timetables, facilities at stations such as sub-newsagencies and coffee carts and so on.

A15 Develop a commuter Park-and-Ride strategy for Darebin. This will consider the role of park-and-ride facilities in light of Darebin’s land use and transport policies, and recommend locations for potential facilities.

Households without a vehicle
(2001 census)



Darebin



Melbourne

WALKING AND CYCLING

Increasing the rate of walking and cycling is a fundamental ingredient of a healthier, more inclusive and more sustainable future for Darebin's community. Walking and cycling are the least harmful forms of travel to the environment and they improve personal health. Most people can walk, whereas some members of the community are excluded from other forms of transport due to age, financial means and/or cultural background. Walking enables chance encounters, which foster a sense of community, and can help support local businesses by creating passing trade.

Walking is ideal for short trips, such as getting to school. These should increase with the proposed rise in "local living" (see page 8). Continued partnerships with schools through School Travel Plans (see page 22) are also expected to increase walking.

Cycling is suited to a variety of journeys, such as getting to work, particularly with Darebin's relatively flat topography. Walking and, increasingly, cycling are also integral components of any public transport trip.

Darebin already has a well connected street network that provides relatively direct routes in any direction. Most of its streets have footpaths on both sides and there are additional recreational trails such as those along the Darebin and Merri Creeks. Darebin also has a network of strategic bicycle routes along main roads.

However, more can be done to improve the safety, attractiveness, ease of use and awareness of Darebin's walking and cycle networks. This is particularly important given Darebin's ageing population, which

means that more people will need to walk to access local services and public transport in the future. Design of footpaths, shared trails and crossing points is important to cater for all abilities.

The DTS has a five-pronged strategy for increasing the rate of walking and cycling:

- Enhancing the actual and perceived safety of walking and cycling routes in terms of both traffic accidents and personal crime;
- Completing "missing links" throughout the network;
- Improving the amenity of footpaths and crossings;
- Increasing the priority of walking and cycling over traffic in Activity Centres; and
- Promoting and advertising these important modes.



Policies

P9 Pedestrian needs and safety outcomes will be considered in all transport infrastructure upgrades and road works. Whenever roads are being resurfaced or upgraded, Council will integrate pedestrian improvements such as wider footpaths and pram crossings and will consider the immediate and ongoing safety implications for all road users.

P10 All pedestrian projects will comply with a set of walking design and maintenance standards to be developed by Council. This will apply to both Council and private projects, and be focused on safety and accessibility, among other criteria.

P11 Monitoring and maintenance of pedestrian and cycle paths and public spaces will be increased. This will incorporate footpaths and shared paths in Council's Asset Management System.

Actions

A16 Sign the International Charter for walking. This will provide a guide for implementing and monitoring progress towards a more pedestrian-friendly environment.

A17 Develop high quality key pedestrian and cycle links across Darebin. These will be concentrated where there are existing busy pedestrian routes requiring improvement or where new links can be provided along desirable routes. Council-owned land holdings will be reviewed to assess their contribution to completing connections. Improvements may include new connections using abandoned or underutilised land, crossings of barriers such as rail lines, surface improvements, lighting, signage and seating.

A18 Review the Darebin Cycling Strategy following VicRoads' review of the Principal Bicycle Network. Bicycle routes in Darebin are currently divided into the Principal Bicycle Network, managed by VicRoads, and local bicycle routes managed by Council. Areas for review include development of the on-road and off-road network, promotion and education, safety, cycle parking and maintenance.

A19 Increase pedestrian and cycle priority over vehicles within activity centres and along local streets. Removing slip lanes, reducing traffic speeds and "tuning" traffic signals in pedestrians' favour can reduce barriers for pedestrians and cyclists, and create a more enjoyable and a safer environment.

A20 Improve public lighting. This is particularly critical for encouraging people to walk or use public transport for journeys to and from work in winter, for shift workers and evening outings.

A21 Develop pedestrian-friendly design and maintenance standards. These will address the location of public and commercial street furniture, vehicular crossovers, signage, access and safety adjacent to construction projects, maintenance in relation to shared paths, vandalism, littering and graffiti, and so on.

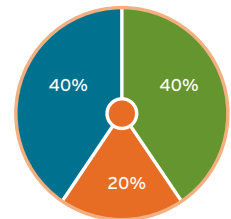
A22 Install secure bicycle parking where it is lacking in key public destinations. These may include shopping areas and local convenience stores.

A23 Better understand walking and cyclist issues and needs. This can be achieved in a number of ways, including surveys, analysing accident data and encouraging cyclists to report concerns.

A24 Ensure monitoring and maintenance of pedestrian and cycle paths are incorporated into Council's Asset Management System.

Average length of trips in Melbourne

Speech by Minister for Roads and Ports, Victorian Road Based Public Transport Advisory Council Summit
29 August 2007



- Less than 2km
- 2km - 5km
- Greater than 5km

THE ROAD NETWORK

Cars will continue to be the most popular form of transport for Darebin's community for some time to come. Trucks are also fundamental to the economic viability of local businesses. However, Darebin's roads are increasingly congested and the planned growth in population to the north of Darebin will further increase competition for road space.

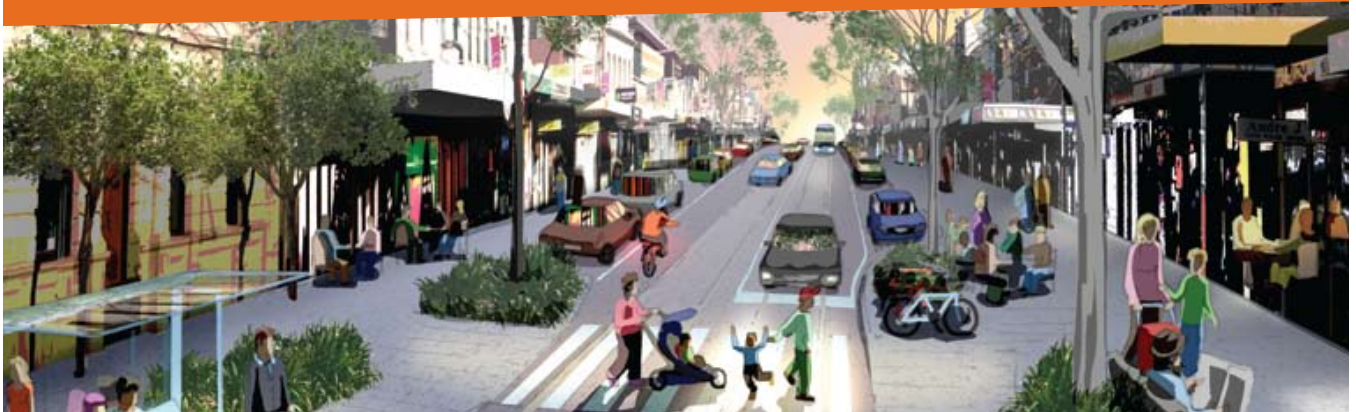
Overseas experience has shown that when "hemmed in" by developed areas on all sides, the level of traffic in urban areas eventually reaches a point where no amount of new road space can adequately cater for it. Even if there was space to build new roads or widen existing ones, each new or widened road quickly fills with additional traffic whose drivers are attracted from other, more congested roads or from public transport. There is increasing evidence that Darebin is reaching this point.

While the provision of additional public transport services will go some way towards addressing this issue, it will also be important to manage the roads to discourage increases in traffic and promote alternative modes of travel. The road network will be managed to give priority to the more sustainable modes of transport. In general, priority will be given to travel modes in the following order:

1. Pedestrians and cyclists
2. Public and community transport
3. High occupancy vehicles and taxis
4. Single occupancy vehicles
5. In addition, positive provision needs to be made for commercial vehicle serving of local centres and employment areas.

However, these priorities need to be varied to respond to local circumstances. This is particularly so on Strategic Corridors (see Key concept: Road Space Management Framework pg 18) where the movement of people and goods will generally (but not always) be given priority over pedestrians and cyclists. Priorities will also need to be varied along the length of individual roads in response to different land uses alongside.

Many businesses rely on easy access for goods delivery. If such access becomes difficult, these businesses may move elsewhere, taking their jobs with them. The continued viability of Darebin's businesses is critical to maintaining and increasing employment levels within the municipality, avoiding the need for people to travel long distances to work outside the city. Therefore, goods access must be maintained by the most appropriate means, even though this may sometimes adversely affect the amenity of surrounding streets.



“ We’ve downsized from two cars to one and I now use a bike/train combination to get to work every day. ”

Tony, 44, Northcote

Key concept: Road Space Management Framework

Darebin has developed a Road Space Management Framework to govern the future management and enhancement of its road network. This complements the existing hierarchy of arterial, collector and local streets.

The framework identifies the following street types:

- **Strategic Corridors (Primary Arterial Streets)**—major roads that either currently or are intended in the future to provide for significant regional and local movement. Within Darebin, these include Bell Street, the St Georges Road/Spring Street/High Street corridor and the Plenty Road/Albert Street/Grange Road corridor. These roads have been identified by VicRoads as “Preferred Traffic Routes” for regional traffic movement. However, this should be measured in terms of the movement of people and freight, rather than cars and trucks. A secondary priority is the provision of safe walking and cycling in these streets.
- **Primary Multimodal Streets**—roads that form part of the Principal Public Transport Network (PPTN) and do not provide for significant regional traffic. High priority should be given to public transport in these streets, in conjunction with walking and cycling in local centres.
- **Secondary Multimodal Streets**—roads that provide for local traffic or local public transport. Priority should be given to pedestrians and cyclists in these streets. Measures to give priority to public transport may also be appropriate if it would otherwise experience significant delays.
- **Local Multimodal Streets**—local streets in activity centres, business and residential areas where priority should generally be given to pedestrians and cyclists. Measures to control traffic speeds may be appropriate in busy pedestrian areas. In Streets that provide primary access to employment areas public transport priority should also be considered. Measures to support the use of residential streets as living space (not dominated by the car) may also be appropriate in “quiet” residential streets.

The actual allocation of road space and detailed management of different road users in each street will be determined on a case-by-case basis, based on the framework set out above, local conditions and consideration of potential impacts on surrounding areas due to displacement of traffic.

The importance of convenient parking in activity centres is recognised. However, first priority for kerbside space in centres will be given to public transport stops and platforms. Council will also review the use of parking pricing to encourage high turnover of spaces in areas where shoppers need ready access to shops, or to discourage car use when alternative transport modes could provide access to busy centres.

On Strategic Corridors, parking controls or removal may be considered to maximise people movement. Public transport stops–

including bus boarders and tram platforms– should have highest priority for kerbside space on these roads.

Road safety was identified by the community as its most important objective for the DTS. While road safety has been improving in Darebin in recent years, there are still a number of blackspots and problem areas such as the St Georges Road/Merri Parade roundabout and the intersection of Separation Street and High Street in Northcote. The perception of safety also needs to improve.

Policies

P12 No new roads will be built or existing roads widened to provide for single-occupant vehicles. Road space will be managed to facilitate improved public transport services, improve safety, provide high occupancy lanes or provide local access.

P13 Road space will be managed to give priority to sustainable modes. See Key concept: Road Space Management Framework, page 18.

P14 Residential streets surrounding activity centres will be monitored for spillover parking and enforcement of parking controls. Parking control enforcement should be consistent in order to act as a travel demand management tool.

Actions

A25 Implement the Road Space Allocation Framework. Work with stakeholders to implement projects to reallocate road space as per the Framework. High Street, St Georges Rd, Albert St, Grange Rd and activity centres are the priorities. Actions A12 and A19 should be implemented at the same time.

A26 Review and update the Darebin Road Safety Strategy. New initiatives to be considered include lower speed limits, video surveillance cameras, speed cameras, “speed trailers”, audio-tactile devices at pedestrian signals, and specific treatments in vulnerable locations such as schools, child care centres and identified blackspots.

A27 Advocate for reduced speed limits in high pedestrian areas. This will include the introduction of 40km/h or lower limits within activity centres including main roads that pass through centres.

A28 Research the effects of parking and investigate the role of parking pricing in Darebin. This may include working with interest groups, such as retailers, to gain a better understanding of the dynamics of parking, reviewing the impact of reductions in parking rates on surrounding streets and surveying parking behaviour. Parking issues to be considered include the impact of pricing on parking demand and competitiveness of centres, the potential for diversion of customers to other centres, use of funds generated from parking revenue to support more sustainable travel modes, administrative costs and revenue.

A29 Develop a parking policy for Darebin. This will identify procedures for increasing the management of parking in areas where it is in high demand or where there is misuse of long- or short-term parking spaces. Measures may include time restrictions, parking charges, limiting use of roadside loading zones, providing alternative loading areas, increased enforcement, shared parking, signs and maps.

A30 Improve parking availability information systems. This may include signs and maps showing motorists where they can park. The aim is to reduce circulating traffic and improve visitor service.

City of Darebin Road Hierarchy



- Strategic corridor
- Primary multi modal street
- Secondary multi modal street



EDUCATION AND MARKETING

Encouraging people to take personal responsibility for the impact of their own travel movements is a key element of a sustainable transport strategy. Darebin has implemented a range of initiatives to enable its residents, employees and businesses to make responsible transport choices. However, more can always be done to educate the community and promote more sustainable behaviour.

Darebin's community is constantly changing. Census data indicates that 28% of residents moved in the last five years. Therefore, travel behaviour change programs need to be repeated over time to influence new residents.



“ Council’s programs have got me into the routine of reducing my car use—I’ve easily halved my car use as a result. ”

Marcus, 31, Preston

Policies

P15 Darebin’s travel behaviour change programs, including Council’s own Green Travel Plan, will be continually monitored and adjusted. The Green Travel Plan identifies ways in which Council’s own travel needs can be met more sustainably. Other programs include working with schools, community groups, residents and user groups.

Actions

A31 Review Darebin’s behavioural change programs. Ensure current and ongoing programs are meeting expectations, continue to be worthwhile and are sufficiently integrated into all new systems and infrastructure delivered by Council.

A32 Pilot and test innovative sustainable transport initiatives. Council is open to innovative ideas and will support well-designed trials of promising ideas.

A33 Promote informed transport choices. This includes a wide range of initiatives including information packs to new residents, quality maps, advice and materials to event managers, free Bike Ed training and use of bicycles in primary schools, walking programs (Walking School Bus and recreational walking groups etc.), supporting community groups to take a leadership role in sustainable transport and local purchasing policies and campaigns.

A34 Communicate with residents, businesses and organisations about the DTS. This may involve a gap analysis of who is currently engaged, a web page, a clear identity for branding, an annual progress report, an annual “have your say” event, incentives to encourage engagement and an annual household survey. It may also include new tools for enabling community participation and increasing community capacity for behaviour change.

A35 Develop and build on successful school travel plans. This includes working through the “Love Living Local” framework to develop new plans in targeted areas and directing schools to other agencies—such as Bicycle Victoria—for help.

MAKING IT HAPPEN

The table overleaf summarises the actions required to implement the DTS and indicates their proposed timing. This includes a series of actions specifically related to implementation; shown opposite.

In order to evaluate the success of the DTS over time, a monitoring plan has been established. This contains three high level targets:

- Double the share of walking, cycling and public transport for all trips by 2027
- Double the share of walking, cycling and public transport for journey to work trips by 2027
- A reduction in accident rates on local roads equal to or greater than VicRoads' targets.

A number of other measurable goals have also been established to help track the success of the DTS over time:

- Increase the overall mode share for walking, cycling and public transport at a faster rate than the metropolitan average
- Increase the journey to work mode share for walking, cycling and public transport at a faster rate than the metropolitan average
- Reduce accident rates for cars, walking, cycling and public transport faster than the metropolitan average
- Reduce the average vehicle use in Darebin
- Increase the proportion of residents within 400m of a regular bus service and/or 800m of a tram/train service during weekdays off-peak
- Increase the proportion of residents within 400m of a regular bus service and/or 800m of a tram/train service on Sundays
- Increase the proportion of jobs within 400m of a regular bus service and/or 800m of a tram/train service during weekdays peak
- Improve the reliability of public transport services that run on arterial roads at a rate equal to or better than the metropolitan average
- Increase the absolute number of jobs in activity centres



“ A good walk to and from the train station at both ends of the day really helps keep my back mobile, it’s good exercise and I enjoy it! ”

Sandy, 47, Reservoir

- Maintain arterial road travel times and improve reliability
 - Traffic on Darebin’s major local roads decreases
 - Increase the number of residents who shop locally
 - Increase the proportion of residents taking part in sustainable travel programs
 - Increase the proportion of schools with an adopted School Travel Plan
 - Number of development applications with a travel plan as a proportion of all new development applications.
 - Increase the amount of annual funding received from external sources for DTS projects.
- The achievement of these targets will rely on the cooperative actions of many groups, including State Government, Council, residents and businesses.

Actions

A36 Establish effective implementation partnerships. For example, a high level coordination and collaboration partnership (CCP) with key stakeholders to review progress annually and resolve “road blocks” if they emerge, sub-groups to support the CCP on specific projects or programs and targeted partnerships with relevant partners and stakeholders.

A37 Review Council processes to identify ways to support the DTS. This may include reviewing work of other Council departments, incorporating DTS priorities when setting Council programs and budgets, ensure Council staff understand the DTS and its directions, review tender specifications to ensure they support the DTS, develop a more coordinated approach to walking programs across Council, investigating the benefits of a group to oversee Council’s walking initiatives and supporting innovation in thinking and program delivery.

A38 Advocate for the continuation of monitoring tools that allow progress on the DTS to be tracked. Tools such as detailed household travel surveys (such as VISTA by Department of Infrastructure) and VicRoads data collection processes are important to Strategies such as the DTS and should therefore be maintained and expanded.

IMPLEMENTATION PROGRAM

Action No.	Page No	Action	Immediate 0-2yrs	Short term 3-5yrs	Medium term 6-10yrs	Long term 11-20yrs
A1	9	Prepare and implement activity centre structure plans				
A2	9	Undertake small activity centre studies				
A3	9	Develop Integrated Travel Plan guidelines				
A4	9	Refine Travel Plan Guidelines for new developments				
A5	9	Develop activity centre urban design guidelines				
A6	9	Review the delivery of Community services				
A7	9	Advocate for development contributions for sustainable transport measures				
A8	9	Develop parking guidelines for new developments				
A9	14	Review public transport provision across Darebin				
A10	14	Advocate for public transport expansion to north of Darebin				
A11	14	Advocate for public transport links with surrounding areas				
A12	14	Explore ways to give trams and buses priority over cars				
A13	14	Improve public transport nodes and interchanges				
A14	14	Explore ways of making public transport more affordable and ease to use				
A15	14	Develop a park-and-ride strategy				
A16	16	Sign the International Charter for walking				
A17	16	Develop high quality pedestrian and cycle links				
A18	16	Review the Darebin Cycling Strategy				
A19	16	Provide priority to pedestrians and cyclists				
A20	16	Improve public lighting				

“ ... more ways must be found to give greater priority to on-road public transport to ensure faster, safer and more reliable and convenient services. ”

Meeting Our Transport Challenges—Connecting Victorian Communities
Victorian Government, May 2006

Action No.	Page No	Action	Immediate 0-2yrs	Short term 3-5yrs	Medium term 6-10yrs	Long term 11-20yrs
A21	16	Develop pedestrian-friendly design and maintenance standards				
A22	16	Install secure bicycle parking				
A23	16	Investigate walking and cyclist issues and needs				
A24	16	Incorporate pedestrian and cycle paths into asset management system				
A25	19	Implement the road space allocation framework				
A26	19	Review the Road Safety Strategy				
A27	19	Advocate for reduced speed limits				
A28	19	Research the effects of parking				
A29	19	Develop a parking policy				
A30	19	Install parking availability information systems				
A31	22	Review behavioural change programs				
A32	22	Develop and implement innovative sustainable transport initiatives				
A33	22	Promote informed travel choices				
A34	22	Communicate & engage with residents, businesses & organisations				
A35	22	Develop and build on school travel plans				
A36	24	Establish and build on implementation partnerships				
A37	24	Review Council processes to support the DTS				
A38	24	Advocate for monitoring tools to be maintained and expanded				

ACKNOWLEDGEMENTS

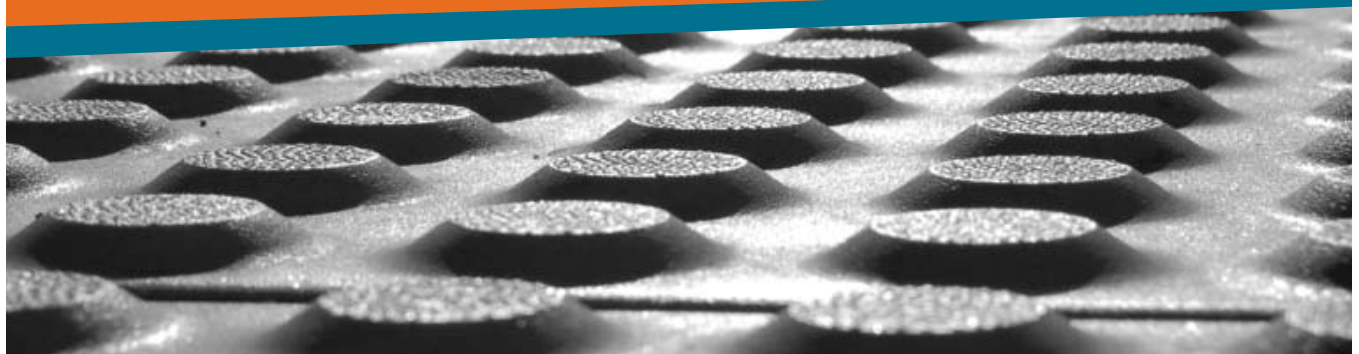
The preparation of the DTS was led by Darebin City Council. However, its development was a collaborative effort involving a number of state government departments and other stakeholders. In particular, Council would like to thank members of the Steering Group and Working Group who provided valuable guidance and input respectively.

Steering Group

Department of Infrastructure	Jim Betts, Director, Public Transport Division John Robinson, Executive Director
Department of Sustainability and Environment	Peter Watkinson, Regional Director
Department of Victorian Communities	Prue Digby, Executive Director
VicRoads	Rob Freemantle, Regional Manager, Metropolitan North West Region Ted Vincent, Director Regional Services
Community representative	John Collins
City of Darebin	Cr Peter Stephenson, Councillor (Chair) Michael Ulbrick, CEO

Working Group

Department of Infrastructure	Michael Pywell, Office of the Coordinator General Paul Hamer, Public Transport Division
Department of Victorian Communities	Eveline Kane, Local Government Victoria
VicRoads	Sam Pirrotta/Vince Punaro, Metropolitan North West Region
Department of Sustainability and Environment	David Kirkland/Lucy Botta
City of Darebin	Geoff Glynn (Chair)



Council staff

Silvia Tabban, Kate Myers, Katie Dickson, Finola O'Driscoll, Trisha Love, Sue LaGreca, Allan Wicks, Michelle Bennett, Roderick McIvor, Morgan Scholz, Tennille Temizyuz, Bich Thai, Anita Craven, Michael Ballock, Mike Webb, Paula Weekly, Suzanne Keil, Ginny Fletcher

Consultants

PBAI Australia

Geoff Anson Consulting

David Lock Associates

Applied Development Research

Metropolis Research

ARABIC

يوضح هذا المستند إستراتيجية المواصلات في مدينة داربين؛ 2007-2027 . ويحتوي المستند على موجز يوضح السياسات والاجراءات التي سيسعى مجلس المدينة إلى تطبيقها بالتعاون مع الشركاء والمساهمين. وللمزيد من المعلومات حول مضمون الاستراتيجية بلغتك، يرجى الاتصال هاتفياً على الرقم 8470 8470.

CHINESE

這份文件是2007-2027戴瑞賓交通運輸策略。該文件簡述市議會跟其合作夥伴和利益關係者將嘗試實施和採取的政策與行動。如果你想以你的語言查詢該策略內容的詳情，請致電8470 8470。

GREEK

Το έγγραφο αυτό αποτελεί τη στρατηγική για τις συγκοινωνίες στο Darebin, 2007-2027. Περιγράφει τις πολιτικές και ενέργειες που θα προσπαθήσει να εφαρμόσει ο Δήμος, με συνεργάτες και συμμετόχους. Αν θέλετε περισσότερες πληροφορίες για το περιεχόμενο της Στρατηγικής στη γλώσσα σας, παρακαλώ τηλεφωνήστε στο 8470 8470.

ITALIAN

Questo documento è la Strategia per i trasporti di Darebin 2007–2027. Delinea le linee politiche e le attività che il Comune intende mettere in atto insieme a partner e soggetti interessati. Se desiderate ulteriori informazioni nella vostra lingua sul contenuto della Strategia, siete pregati di telefonare al numero 8470 8470.

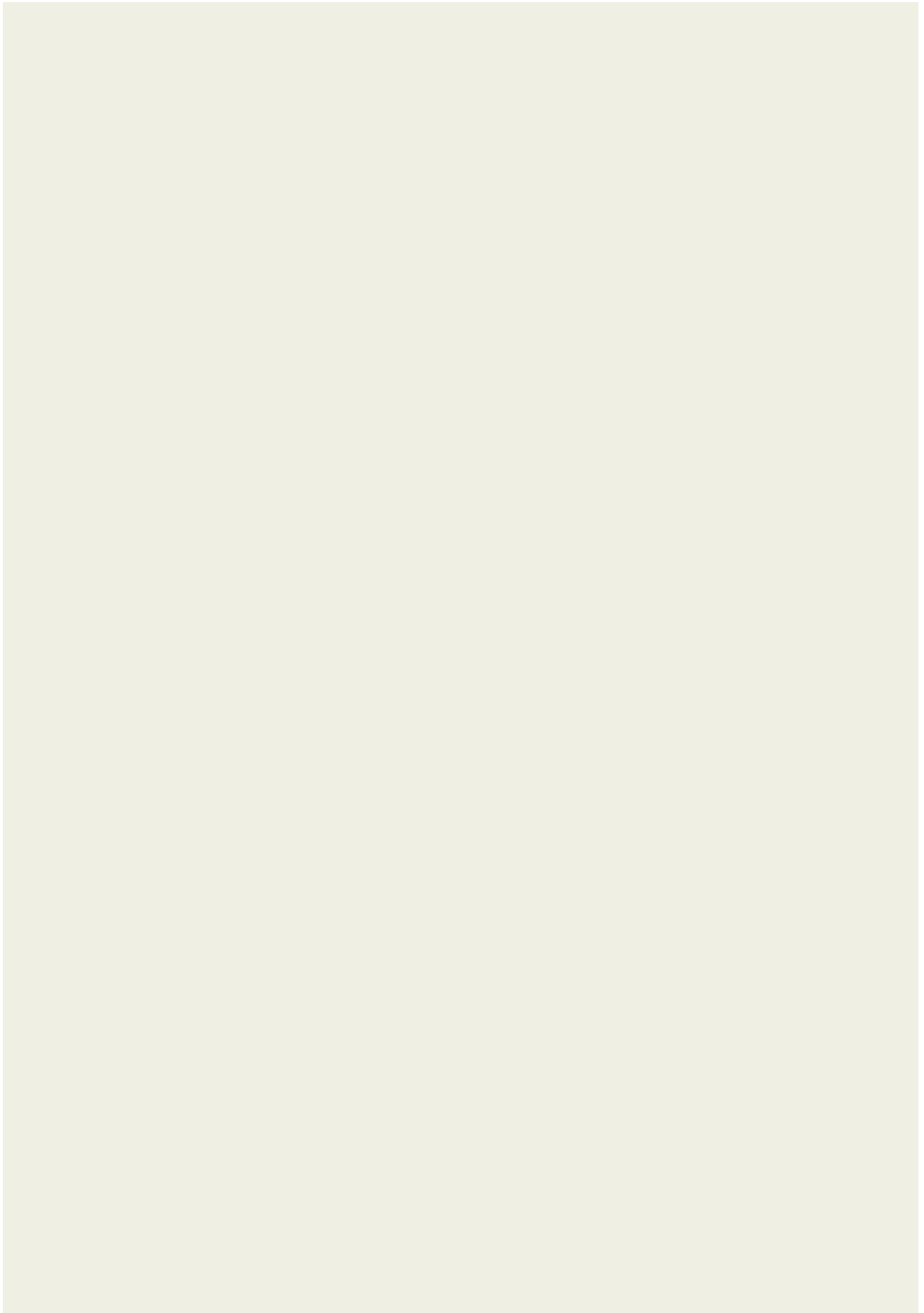
MACEDONIAN

Овој документ е Стратегија за превозот во Darebin; 2007-2027. Ги истакнува политиките и постапките кои Општината ќе ги преземе со партнерите и заинтересираниите. Ако сакате повеќе информации за содржината на Стратегијата на ваш јазик јавете се на 8470 8470.

VIETNAMESE

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City of
DAREBIN

For further information, contact:

Transport Management and Planning, Darebin City Council

Phone: 8470 8888

Multilingual Telephone Line: 8470 8470

274 Gower St, Preston, 3072

email: dts@darebin.vic.gov.au

website: www.darebin.vic.gov.au/dts

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Appendix 1

Review of Going Places – Darebin Transport Strategy 2007 – 2027

Introduction

It has been seven years since the release of the *Going Places - Darebin Transport Strategy 2007-2027* (DTS), during that time there have been a number of changes to local and state government policy and wider contextual developments.

In light of these changes, Darebin Council resolved to review the DTS and update its transport policies, actions and targets where necessary.

Generally the aspirations of the strategy remain current and do not need to change. Indeed, much of the State policy now aligns and supports the objectives of the DTS. This reflects the comprehensive and highly collaborative process undertaken to develop the strategy, involving the Darebin community, key State Government staff, Darebin councillors and Council staff. The Darebin community was consulted three times during the development of the strategy, resulting in over 1200 responses.

A number of policies and actions do need to be amended to reflect changes in the wider local and state government strategic environment, or where actions are now complete or need extending.

The following report presents a high level summary of the changes to each section of the DTS and forms an addendum to the existing strategy.

Changes to Strategic Context

A new Municipal Strategic Statement has been adopted by Council and has been approved by the Department of Environment, Land, Water and Planning in October 2015. This incorporates the Darebin Transport Strategy into the Darebin Planning Scheme for the first time and supports the direction of the strategy. The Reservoir Structure Plan 2012–2030, Urban Renewal Strategy – High Street and Plenty Road 2011-2020, and the Darebin Housing Strategy 2013–2031 have also been adopted by Council.

A Darebin Safe Travel Strategy 2010-2015 and Darebin Cycling Strategy 2013-2018, which are key actions of the DTS, have been adopted by Council and will support the delivery of the DTS.

A whole of municipality Traffic and Transport survey was conducted in 2015 to identify community priorities for traffic management. The outcome of this survey confirmed that the DTS objectives and approach remain in line with community expectation.

At a State Government level, Plan Melbourne, Cycling into the Future 2013-2023, Smart Roads Network Operating Plan, the Transport Integration Act, Victoria's Road Safety Strategy 2013-2022, and the Metropolitan Rail Network plan have all been adopted since the DTS was prepared. The Federal Government has also released the fourth edition of the *State of Australian Cities 2014-15*, the National Road Safety Strategy 2011–2020 and the National Cycling Strategy 2011–16.

Review of Going Places – Darebin Transport Strategy 2007 – 2027 (November 2015)

These strategies and plans have altered the transport landscape within Darebin, particularly through the delivery of the emerging Latrobe National Employment Cluster identified within Plan Melbourne. The expansion of the urban growth boundary has also increased the potential for further development to occur to Darebin's north.

The DTS has been reviewed with a view to maintaining consistency and adapting to changes to local and state government policy and wider contextual developments resulting from other policies and strategies. A full assessment of progress against delivery of the Actions and Targets, and changes that have been made to the Policies, Actions and Targets is attached as Appendix 2.

Through this review a number of the original Policies, Actions and Targets of the DTS are recommended for alteration, and a number of new items have been added. These changes have been summarised in the following sections:

Darebin Transport Strategy – review of content

Aspirations

The aspirations, including vision and objectives remain valid and continue to guide Council in delivering innovative, responsible and sustainable transport outcomes for the community in line with the goals of our Council Plan and Charter of Good Governance.

An extensive internal and external consultation was carried out in the development of this strategy over 12 months in 2006 and 2007. This included over 600 responses on travel habits and transport priorities of the community and over 340 responses on the high level principles emerging from the DTS. A random sample of 200 residents was then interviewed to determine their level of agreement with the principles, aims and objectives of the Final Draft DTS. While this formed the basis of the consultation with individuals in the community, other outreach activities occurred to seek feedback from residents and stakeholders such as State Government agencies, public transport operators, user groups, disability groups, environmental groups and many more.

The outcome of this process was a document considered to be ahead of its time, and used as an example of best practice. The DTS has eight objectives that have driven the way that Darebin delivers transport to its community through the various supporting policies and actions. These objectives are:

1. To improve local and metropolitan accessibility
2. To increase the role of sustainable transport modes
3. To build new development that reduce transport demands
4. To increase social inclusion for residents
5. To improve health and environmental outcomes
6. To improve community safety
7. To integrate quality urban design, economic development and access

8. To engage stakeholders through effective communication

Land Use and Development

The incorporation of the Darebin Transport Strategy into the Darebin Planning Scheme through a revised Municipal Strategic Statement (MSS) will support future implementation of the DTS. The new MSS is anticipated for approval in late 2015. The MSS also implements the Darebin Housing Strategy 2013-2033, which anticipates that by 2031 an additional 30,300 new residents will call Darebin home. A change in demographics is also expected during this period, with an ageing of the population, and a trend toward fewer people in each dwelling.

The new MSS recognises Darebin's network of Activity Centres at Preston Central, Northland East Preston, Reservoir and Northcote, and smaller Neighbourhood Centres at Fairfield, South Preston, Summerhill Village, Thornbury Village, Westgarth Village and Lancaster Gate. It also includes the La Trobe National Employment Cluster – an emerging key employment district for the region, which includes La Trobe University and the Northland Urban Renewal Precinct. The MSS identifies the following as key issues for transport in Darebin, which align strongly with the Darebin Transport Strategy (Figure 1):

- Integration of land use and transport planning to encourage sustainable transport use and reduce car dependency and associated road congestion and parking pressures;
- Effective and efficient planning and delivery of infrastructure, including transport, essential services, community facilities, and open space to meet existing and future demand;
- Equity of transport and infrastructure investment across the municipality, particularly in areas of entrenched social disadvantage; and
- Promotion of urban renewal opportunities resulting from rail grade separation investments at Bell Street, Reservoir Junction and Grange Road.

Further to the new MSS, Council has undertaken a series of planning scheme amendments to implement the new residential zones across Darebin. The application of the zones broadly reflects the directions of the Darebin Housing Strategy and facilitates greater housing densities within walkable catchments of activity centres and public transport services.

Detailed planning scheme amendments to promote more intensive development along the St Georges Road and Plenty Road corridors have also been adopted by Council and are anticipated to be approved by the Minister by early 2016.

At a state level, *Plan Melbourne* is the Victorian Government's vision for the city to 2050, which replaces *Melbourne 2030*. It provides a vision for the future and responds to the challenges of population growth, drives economic prosperity and liveability, while protecting the environment and heritage. Similar to the Darebin MSS it identifies the La Trobe National Employment Cluster as a key employment area.

When the DTS was originally released, jobs in Darebin were declining; this is no longer the case, which places a larger demand on transport in Darebin. With strong growth in the services sector, it

Review of Going Places – Darebin Transport Strategy 2007 – 2027 (November 2015)

can be said that Darebin continues to shift towards a post-industrial economy, which is reflected in a shift in transport demands.

Much has been achieved amongst the action items for Land Use and Development. Many of the structure plans for activity centres are complete and guidelines for travel plans have been developed. Plans for several identified strategic corridors and urban renewal precincts are currently underway.

Public Transport

Since the release of the DTS a number of public transport improvements have been achieved, including the completion of the SmartBus orbital routes, extension of the Epping train line to South Morang, and Stage 1 of the Tram Route 86 improvement project. However there are still further improvements that are needed including wider network coverage, particularly in the north of Darebin, greater connection between services and a higher frequency in services.

In 2010, the Victorian Department of Transport undertook a review of the bus services in the metropolitan area. The 2010 review aimed to simplify the bus network and ensure a 400m coverage of the bus routes. Some of the recommendations for Darebin were implemented, but in isolation, creating gaps in the network - especially in the northern part of the municipality. A continuing priority for Darebin will be the improvement in public transport connections to the north, particularly as the population of Whittlesea is predicted to increase by approximately 70% by 2031.

The key concept “Darebin Connections” remains the guiding framework for improvements to public transport in Darebin and Council is continuing to work with Public Transport Victoria (PTV) to achieve these aims.

Commuter park-and-ride as a strategy to improve station access and encourage increased use of public transport in Darebin is no longer supported in this strategy. Recent evidence shows it contributes to on road congestion and increasing parking at inner and middle suburban train stations incentivises people to drive. In practice this means that former non-drivers will commute part of the way by car. Examples in cities such as Adelaide, Sydney, San Francisco, Washington, Munich and Hong Kong have shown that an increase in train ridership can be achieved more effectively through transit-orientated development, improved public transport, walking/cycling access, and park and ride facilities closer to the point to origin (i.e. at the end of the train line).

A number of state government policies have been updated or introduced since the release of the DTS; particularly relevant to public transport are the Transport Integration Act (TIA) and SmartRoads Network Operating Plans (NOP). The TIA requires that the same integrated decision making framework be applied to all decisions affecting transport in Victoria, based on a balance of economic, social and environmental factors. The NOP were introduced by VicRoads to manage the competing demands of transport modes by designating a priority mode to each road at any given time of day, see section titled ‘The Road Network’ for more detail about this approach. Both these policies will impact how future decisions are made about transport improvements in Darebin.

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Figure 1 Darebin Transport Map –MSS 2015



Walking and Cycling

The context and aspirations of Walking and Cycling in Darebin are still relevant, with the overarching objective being to improve the safety, attractiveness, ease of use and awareness of the walking and cycling networks. The community identified the need for safe bike paths and safe road crossings for pedestrians as their second and third highest priorities through the 2015 Traffic and Transport survey.

Some action items have been changed to reflect the completion of tasks and the fact that Darebin has recently released a Cycling Strategy (2013-2018) and are currently developing a Walking Strategy in 2016. Detailed action items specific to these two modes and complementary to the DTS are contained in these new strategies.

The Road Network

The focus for management of Darebin's road network remains unchanged, being safety, priority for sustainable modes and managing congestion. The Road Space Management Framework, which identifies a hierarchy of street types and their intended purpose in Darebin, remains the main tool for guiding the integration of land use and transport planning on the road network. Since the release of this strategy, VicRoads, in consultation with Councils, developed the SmartRoads Network Operating Plans (NOP) for each municipality, which allocate priority to different modes at certain times of day on each road. The mode allocation in Darebin's NOP is aligned with the Road Space Management Framework and both should be a consideration in any changes to Darebin's road network.

Through the 2015 Traffic and Transport survey, the community informed us that better amenity when walking and cycling; the amount of traffic travelling through their neighbourhood; vehicle speeds; and rat running were their top neighbourhood concerns. To guide future funding and prioritisation of road improvements, a new action has been introduced: to prepare and implement a traffic management strategy.

Additionally, parking control remains a key concern and a number of issues have been identified that need to be addressed within a parking strategy for Darebin.

Education and Marketing

The context of this section remains relatively unchanged since the original release of the DTS, except for a broadening of the aspirations for travel change to also encourage safer travel behaviour and a mutual respect for other road users. Over the last five years 24% of Darebin residents have moved, reflecting a changing population, which means our travel behavioural change programs need to be repeated over time to reach new residents.

Making it Happen

This section focuses on actions to support the strategy such as partnerships with stakeholders, a monitoring plan and ensuring that other Council processes and strategies are aligned with the DTS. These remain relatively unchanged. The monitoring plan uses targets to measure the success and progress of the strategy; the key changes to the targets reflect current availability of data.

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Key Outcomes of the Review

Seven years into the strategy delivery, there are a number of key Actions that have been delivered and Targets that have been met. Key outcomes of the review have been summarised below.

a. Key achievements

Item No.	Original Text (2007)	Current Status	Comments	Revised Item (2015)
T1	Double the share of walking, cycling and public transport for all trips by 2027.	On track. Further work required	Though limited data is available, it indicates that the share of all trips made by walking, cycling and public transport in Darebin grew from 27.4% in 2007 to 31.1% in 2009. However, more recent data suggests that sustainable transport activity in Darebin is on track with an average 84% growth in bicycle volumes on St Georges Rd (2007-2014), -7% reduction on the number of entries at Darebin's train stations (2008/09 – 2013/14); and average 56% increase in patronage (2008/09 – 2011/12) on bus routes that operate in Darebin .	No change.
T2	Double the share of walking, cycling and public transport for journey to work by 2027.	On track. Further work required	The share of walking, cycling and public transport for journey to work increased from 28% in 2006 to 33% in 2011 ¹ a 34% increase over a 5-year period.	No change.
T7	Reduce the average vehicle use in Darebin.	On track. Further work required	The number of Private vehicle kilometres travelled per person in a weekday in Darebin decreased 32% between 2007 and 2009 ²	Reduce the number of private vehicle kilometre travelled in Darebin.
A12 Public Transport	Explore ways of giving trams and buses greater	On track	Stage 1 of the Tram Route 86 upgrade was completed in 2012 providing tram priority in High Street, Northcote. Part time tram lanes providing tram priority on Plenty Road, Preston were implemented at the same time. Council	No change.

¹ Australian Bureau of Statistics, Census Journey to Work

² VISTA. These reductions can be partially explained by a change in travel behaviour towards sustainable transport modes during the financial crisis, as well as a small an increase in the average vehicle occupancy in Darebin

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Item No.	Original Text (2007)	Current Status	Comments	Revised Item (2015)
	priority over cars.		continues to pursue completion of stages 2 and 3 which will improve tram priority.	
A13 Public Transport	Improve public transport nodes and interchanges within Darebin	On track	<p>Improvements have been made at Preston Central, Northland, in Northcote as part of Tram Route 86 and Reservoir at streetscape level. Parkiteers have been installed at Preston and Reservoir train stations. Further improvements and master plans are planned for more pedestrian and cyclist friendly streetscapes.</p> <p>Council has car share service adjacent to Merri, Croxton and Thornbury stations and near some tram stops on Route 86 to improve accessibility.</p> <p>Council took part in the Transit for All Research Project with Melbourne University and a number of other partners to explore innovative station design, level crossing removal, and access improvements.</p>	No change.
A16 Walk & Cycle	Sign the International Charter for Walking	Completed	Darebin signed the International Charter for Walking in 2008. Council is building on this by developing the Walking Strategy and Principal Pedestrian Network to aid strategic delivery	Develop and finalise a Walking Strategy and Pedestrian Priority Network by June 2016
A18 Walk & Cycle	Review the Darebin Cycling Strategy following VicRoads' review of the Principal Bicycle Network.	Completed	A new Darebin Cycling Strategy was endorsed for 2013 - 2018. Council continues to monitor and evaluate the delivery of the Darebin Cycling Strategy, and will review the strategy in 2018.	Monitor and evaluate the delivery of the Darebin Cycling Strategy annually and review the Strategy in 2018 considering delivery of Actions and State and local planning and policy changes

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Item No.	Original Text (2007)	Current Status	Comments	Revised Item (2015)
A26 Road Network	Review and update the Darebin Road Safety Strategy	On track	A new Safe Travel Strategy was endorsed for 2010- 2015, this is currently under review	Review and update the Darebin Safe Travel Strategy

b. Key challenges

Item No.	Original Text (2007)	Current Status	Comments	Revised Item (2015)
P4 Land Use	Travel Plans will be a condition on relevant planning permits	Further work required	Travel Plans are generally not supported by the Victorian Planning Scheme. Without this, or centralised regulation and wide acceptance of their implementation, in most cases they are not proving a useful mechanism to increase the use of sustainable transport. It is proposed that all planning permit application must consider sustainable transport options. Means to strengthen this process and sustainable travel outcomes will continue to be investigated	All planning permit applications must consider sustainable transport options
P5 Land Use	The development of large sites will be required to incorporate public pedestrian and cycle links where they can contribute to a desirable through route	Further work required	Experience has shown that Council has limited options to enforce the inclusion of pedestrian links in developments on private land unless they have been identified as part of an endorsed structure plan. However, Council strongly encourages and will continue to advocate for these links as part of larger scale proposals, particularly at strategic planning stages where there is greater scope for negotiation	No change
A29 Road network	Develop a parking policy for Darebin	Further work required	Initial investigations have been completed to inform the development of the strategy. In 2013 Council commissioned the mapping of parking supply and demand in Westgarth, Northcote, Fairfield, Preston and Reservoir to provide baseline data to improve parking management	No change

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Item No.	Original Text (2007)	Current Status	Comments	Revised Item (2015)
T6	Reduce accident rates for cars, walking, cycling and public transport faster than the metropolitan average	Further work required	While the average crash rate Darebin reduced by 10% between 2007 and 2013, the rate of reduction for Metropolitan Melbourne was 13% in the same period	No change
T10	Increase the proportion of jobs (including people working from home) within 400m of a regular bus service and and/or 800m of a tram/train service during weekdays peak	Further work required	The number of jobs grew in Darebin. However, the proportion of jobs within public transport catchments declined, which decreases transport choice for Darebin workers. Council will continue to advocate PTV for routes that serve our community.	Increase the proportion of jobs (including people working from home) within 400m of a regular bus service and and/or 800m of a tram/train service during weekdays peak

c. New Policies

Policy No.	New Policy	Comments	Status
P8-1 Public Transport	Ensure alterations to tram and bus stops have community benefit. Council will support all tram and bus stops in Darebin being made Disability and Discrimination Act (DDA) compliant	The Disability and Discrimination Act (DDA) stipulates that Victoria must achieve a significant increase in the number of level access stops and low-floor trams on the network by 2032. The Accessible Public Transport in Victoria Action Plan (2013-17) provides the actions and milestones to meet the 2032 target.	Ongoing
P8-2 Public Transport	Council supports improved public transport connections and level of service within Darebin, and to neighbouring	Historically, there has been a strong focus on improving public transport north-south into the CBD. However Council has also highlighted the importance of improving public transport connectivity within Darebin and between Darebin	Ongoing

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	municipalities	and neighbouring municipalities	
P8-3 Public Transport	Improve connections and access to public transport services by sustainable modes	A better integration between train, tram and bus is required, along with access to public transport by active transport	Ongoing
P14-1 Road Network	Encourage freight vehicles to use appropriate roads wherever possible to avoid the municipal road network	Freight is very important to Victoria’s economy but it also represents a challenge for the operation and maintenance of the local road network	Ongoing

d. New or changed Actions

Action No.	Original text (2007)	New or Changed Action	Comments	Status
A8-1 Land Use		Encourage opportunities for mixed use development around railway stations and improve bus, tram, walking and cycling accessibility in these areas	The need for a new action has been identified to support Policy 2, to increase housing density close to “higher order” public transport	New
A8-2 Land Use		Support mechanisms to increase private investment in transport infrastructure in Darebin	There are financial and political limitations to the funding of transport infrastructure in Darebin. There are, however, opportunities to explore alternative funding strategies or value capture strategies that could help deliver integrated transport solutions while ensuring positive outcomes for Council	New
A15 Public Transport	Develop a commuter Park-and-Ride strategy for Darebin		Evidence shows that provision of Park and Ride facilities negatively affect passenger behaviour encouraging driving to the railway stations: Removed reference to Park and Ride as not viewed as appropriate for Darebin	Removed
A27	Advocate for reduced speed limits in high	Advocate for reduced speed limits in	This action referred to the need to advocate for reduced speed limits	Changed

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Action No.	Original text (2007)	New or Changed Action	Comments	Status
Road Network	pedestrian areas	residential zones and activity centres to reduce the risk to road users and promote safer walking and cycling conditions	in high pedestrian areas. However, it is recommended to expand this action to include residential zones	
A30-1 Road Network		Prepare and implement a Traffic Management Strategy taking into account the Darebin SmartRoads Network Operating Plan and Victoria’s Transport Integration Act	The majority of trips in and through Darebin are still undertaken by private motor car. Given the level of development in and surrounding Darebin, it is expected that some additional traffic volumes will use local and arterial road networks. Council is developing a balanced and evidence based approach to managing traffic on the local road network	New
A35 Education & Marketing	Develop and build on successful school travel plans	Develop and build on successful active travel programs for students	Council is exploring new ways to engage schools, parents and children in walking and cycling to school other than School Travel Plans	Changed

e. New or changed Targets

Target No.	Original text (2007)	New or Changed Target	Comments	Status
T7	Reduce the average vehicle use in Darebin	Reduce the number of private vehicle kilometre travelled in Darebin	Vehicle Kilometre Travelled (VKT) is a more appropriate metric to gauge vehicle use.	Changed
T10	Increase the proportion of jobs within 400m of a regular bus service and/or 800m of a tram/train service during weekdays peak	Increase the proportion of people working from home, and of jobs within 400m of a regular bus service and/or 800m of a tram/train service during weekdays peak	There is a growing trend relative to telework and working from home, reducing the need for people to travel	Changed

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Target No.	Original (2007) text	New or Changed Target	Comments	Status
T13	Maintain arterial road travel times and improve reliability		Recent changes in State policy have shifted the focus to moving people instead of solely reducing travel times. Reliability of public transport is measured in Target 11. This approach is in line with the principles of the Darebin Transport Strategy	Removed
T16	Increase the proportion of residents taking part in sustainable travel programs	Increase the proportion of respondents who rate Council's performance at 6 or more on a 10 point scale in information and promoting cycling and walking	The Going Places Program which was Darebin's flagship sustainable transport program is no longer running and it is difficult to measure participants in other initiatives at Darebin. The mode share target tracked through Census and VISTA data may give some indication of how successful the programs are but there is no certainty that the programs have led to an increase in sustainable transport mode share. A more relevant target has been taken from the cycling strategy tracking the rating residents give to Council when promoting sustainable transport in Darebin	Changed
T20		Install 10 car share bays in Darebin per year	Car share can have a positive effect on reducing unnecessary vehicle trips and contributes to delaying the purchase of a second car	New
T21		Increase the proportion of residents living within 400m of Activity Centres, train, trams, and SmartBus corridors	The effective implementation of land use and transport policies in the DTS will assist in achieving greater densities within and close to activity centres and high order public transport. This target is crucial in monitoring this policy and in line with the MSS.	New

*Review of Going Places – Darebin Transport Strategy 2007 – 2027 (November 2015)****Summary of Policies, Actions and Targets***

Item No	Current Status	Revised Item
P1	On target - ongoing	No change
P2	On target - ongoing	No change
P3	On target - ongoing	Revised Policy
P4	On target - ongoing	Revised Policy
P5	On target - ongoing	No change
P6	On target - ongoing	No change
A1	On target - ongoing	No change
A2	On target - ongoing	No change
A3	Completed 2007	Revised Action
A4	Completed 2005	Revised Action
A5	On target - ongoing	No change
A6	On target - ongoing	No change
A7	Complete	No change
A8	On target - ongoing	No change. Incorporated into Action Item A29
New Action A8-1	N/A	New Action
New Action A8-2	N/A	New Action
P7	On target - ongoing	No change
P8	On target - ongoing	No change. Policy moved to the Road Network section.
New Policy P8-1	N/A	New Policy
New Policy P8-2	N/A	New Policy
New Policy P8-3	N/A	New Policy
A9	On target - ongoing	No change
A10	On target - ongoing	No change
A11	On target - ongoing	No change
A12	On target - ongoing	No change
A13	Further work	No change
A14	Further work	No change
A15	No longer supported	Removed Action
P9	On target - ongoing	No change
P10	On target - ongoing	No change
P11	On target - ongoing	No change
A16	Completed	Revised Action
A17	On target - ongoing	No change
A18	Completed	Revised Action
A19	On target - ongoing	No change
A20	On target - ongoing	No change
A21	On target - ongoing	No change
A22	On target - ongoing	No change
A23	On target - ongoing	No change
A24	On target - ongoing	No change
P12	On target - ongoing	No change

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Item No	Current Status	Revised Item
P13	On target - ongoing	No change
P14	On target - ongoing	No change
New Policy P14-1	N/A	New Policy
A25	On target - ongoing	No change
A26	Completed	Revised Action
A27	On target - ongoing	Revised Action
A28	On target - ongoing	No change. Incorporated into Action Item A29
A29	Further work	No change
A30	Further work	No change. Incorporated into Action Item A29
New Action A30-1	N/A	New Action
P15	On target - ongoing	No change
A31	On target - ongoing	No change
A32	On target - ongoing	No change
A33	On target - ongoing	No change
A34	On target - ongoing	No change
A35	Further work	Revised Action
A36	On target - ongoing	No change
A37	On target - ongoing	No change
A38	On target - ongoing	No change
T1	On target - ongoing	No change
T2	On target - ongoing	No change
T3	On target - ongoing	No change
T4	On target - ongoing	No change
T5	On target - ongoing	No change
T6	Behind target - ongoing	No change
T7	On target - ongoing	Revised target
T8	Further work	No change
T9	Further work	No change
T10	Further work	Revised target
T11	On target - ongoing	No change
T12	On target - ongoing	No change
T13	N/A	Removed target
T14	Not measured	Revised target
T15	Behind target - ongoing	No change
T16	Behind target - ongoing	Revised target
T17	N/A	Removed target
T18	N/A	Removed target
T19	On target - ongoing	No change
New Target T20	N/A	New Target
New Target T21	N/A	New Target

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Reporting on Policies, Actions and Targets

Land Use and Development

Policies

Policy No.	Original Policy (2007)	Current Status / Comment (2015)	Revised Policy (2015)
P1	The development of new key destinations, such as large employers and retail developments, will be directed to existing activity centres well served by public transport. This will reduce the need for people to drive to them and enable multiple purpose trips.	<p><i>Plan Melbourne</i> changed the categorisation of activity centres. All former Principal and Major Activity Centres are now referred to as activity centres.</p> <p><i>Plan Melbourne</i> included a new category of National Employment Clusters, including the emerging La Trobe National Employment Cluster</p> <p>It will be important to ensure that the “Emerging La Trobe National Employment Cluster”, including Northland Activity Centre is well served by public transport and non-motorised modes of transport.</p>	No change
P2	Greater housing densities will be encouraged within and close to activity centres and “higher order” public transport. This will reduce the need for their residents to travel by car.	<p>A number of new planning policies have been developed which support the implementation of this policy:</p> <p>The Darebin Housing Strategy 2013 – 2033 has been adopted.</p> <p>A new Municipal Strategic Statement (MSS) and a series of amendments to implement the new residential zones (generally in accordance with the Housing Strategy) across Darebin have been adopted by Council and are currently being reviewed for approval by State Government.</p> <p>Planning scheme amendments to implement the St Georges Road Land Use and Urban Design Framework and Plenty Road Land Use and Urban Design Framework into the Planning Scheme through new zones and design controls</p>	No change

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Policy No.	Original Policy (2007)	Current Status / Comment (2015)	Revised Policy (2015)
		<p>have also been adopted and anticipated for approval in the near future.</p> <p>Gilbert Rd Corridor Built Form Guidelines are being developed for implementation via a future planning scheme amendment.</p> <p>The “Emerging La Trobe Employment Cluster” provides an opportunity to implement this policy, but it is important that Centre is well served by public transport and non-motorised modes of transport.</p>	
P3	<p>Integrated Travel Plans (ITPs) will be required as part of planning permit applications for significant developments. ITPs outline how a development is intended to be accessed and, in particular, how it supports access by “sustainable modes” – walking, cycling, and public transport – including targets for each mode.</p>	<p>Under the Planning Scheme ITPs are required for large developments in Priority Development Zones. However, there is value in expanding this requirement to other zones including development areas in the Planning Scheme for all significant developments. This falls within the existing Policy.</p> <p>Council will need to review and develop guidelines for when these should be prepared (e.g. for what size development) and what the ITP's should contain as per action A3. Council should also advocate for a consistent State-wide approach to how sustainable transport can be best facilitated in new developments</p>	<p>Sustainable transport will be facilitated in new developments through ITP, or new mechanisms as developed at a State level</p>
P4	<p>Travel Plans will be a condition on relevant planning permits. Travel Plans will be required for commercial, residential, business and mixed-used developments meeting size thresholds and, where appropriate, when car parking waivers are requested.</p>	<p>Further work required.</p> <p>Travel Plans are generally not supported by the Victorian Planning Scheme. Without this, or centralised regulation and wide acceptance of their implementation, in most cases they are not proving a useful mechanism to increase the use of sustainable transport. It is proposed that all planning permit application must consider sustainable transport options. Means to strengthen this process and sustainable travel outcomes will continue to be investigated.</p>	<p>All planning permit applications must consider sustainable transport options. Consideration of sustainable transport options will be required for commercial, residential, business and mixed-used developments meeting size thresholds and, where appropriate, when car parking waivers are requested.</p>

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Policy No.	Original Policy (2007)	Current Status / Comment (2015)	Revised Policy (2015)
P5	The development of large sites will be required to incorporate public pedestrian and cycle links where they can contribute to a desirable through route.	Further work required. Experience has shown that Council has limited options to enforce the inclusion of pedestrian links in developments on private land unless they have been identified as part of an endorsed structure plan. However, Council strongly encourages and will continue to advocate for these links as part of larger scale proposals, particularly at strategic planning stages where there is greater scope for negotiation	No change
P6	New development will be required to contribute to a safe, attractive and comfortable pedestrian environment in abutting streets and public open spaces. This will be achieved through building orientation, site layout, minimising footpath crossovers, traffic management and the provision of facilities such as wide footpaths, verandas, signage, dedicated pedestrian routes through car parks, good connections to public transport or the provision of public transport interchanges.	Studies supporting this approach have been completed in the following local centres: St Georges Road Land Use and Urban Design Framework, Plenty Road Land Use and Urban Design Framework, , Junction Urban Masterplan, Northcote Streetscape Masterplan, Reservoir Streetscape Masterplan Gilbert Rd Corridor Built Form Guidelines are under development	No change.

Actions

Action No.	Original Action Item (2007)	Current Status / Comment (2015)	Revised Action Item (2015)
A1	Prepare structure plans for Darebin's activity centres. Structure Plans have already been prepared for Preston and Northcote, and the DTS supports their implementation. Plans are required for the remaining centres. These should identify opportunities for accommodating key destinations and higher housing densities – particularly around train stations – improving access to and the	Ongoing The Reservoir Structure Plan - August 2012-2030 has now been prepared. The Northland Structure Plan and the Emerging La Trobe National Employment Cluster (NEC) are currently under development. According to <i>Plan Melbourne</i> La Trobe NEC	No change

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Action No.	Original Action Item (2007)	Current Status / Comment (2015)	Revised Action Item (2015)
	amenity of train stations and other public transport nodes, improving pedestrian and cycle links, enhancing pedestrian amenity and managing car parking.	includes Northland, Latrobe University and the Austin Hospital. Initial investigations into Fairfield Neighbourhood Centre and surrounds are currently underway.	
A2	Undertake studies of Darebin's small activity centres, and the housing surrounding them, to investigate ways to support greater local living. See Key concept: Local Living. These may include new shops and services, improved pedestrian links, higher density housing in and around the centres, public realm improvements and programs to promote local purchasing. Priority will be given to the eastern and north-western neighbourhoods of Darebin, which currently have less capacity to support local living.	Ongoing. Studies have been completed in the following local centres: St Georges Road Land Use and Urban Design Framework, Plenty Road Land Use and Urban Design Framework, and Oakover Village Transport Study have been prepared. Gilbert Rd Corridor Built Form Guidelines are under development Studies of local shopping precincts along: St Georges Road, at Preston Central Eastern Edge, Tyler Street, Summerhill Village, Lancaster Gate Regent Village, Miller on Gilbert. Neighbourhood Action Plans have been completed in for Preston East, Walker Street in Northcote and East Reservoir, these support inclusion and access for these areas. Upgrade of small retail centres throughout Darebin continues. Audit planned for 2015/2016 to understand progress and needs moving toward the future.	No change.
A3	Prepare guidelines for Integrated Transport Plans (ITPs). These will help developers of large sites to provide consistent information and appropriate initiatives and infrastructure. They will also assist Council's planners by providing a framework for assessments and clarifying Council's expectations to developers. See P3 above.	Requires reviewing to reflect best practise and changes in strategic framework in Victoria. In order to respond to the policy statement (P3) Council would need to review and develop guidelines for when ITPs should be prepared (e.g. for what size development), what the ITP's should contain and how they should be monitored.	Review Council's Travel Plan Guidelines for New Developments and seek a consistent State-wide approach to supporting pedestrian, bicycle and public transport use in new developments. Continue to implement and refine planning policies that support pedestrian, bicycle and public transport use through and in new developments.

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Action No.	Original Action Item (2007)	Current Status / Comment (2015)	Revised Action Item (2015)
A4	Continue to implement and refine Council's Travel Plan Guidelines for New Developments and other policies that support pedestrian, cycle and public transport use in new developments. Reference to the guidelines should be included in the Planning Scheme where appropriate.	Completed in 2005 Requires reviewing to establish if provides a viable means of supporting pedestrian, bicycle and public transport use in new developments, or if there are other means of achieving this outcome.	Review Council's Travel Plan Guidelines for New Developments and seek a consistent State-wide approach to supporting pedestrian, cycle and public transport use in new developments. Continue to implement and refine planning policies that support pedestrian, cycle and public transport use through and in new developments.
A5	Prepare urban design guidelines for activity centres in Darebin. These will address the interface of private development with the public realm in terms of how it can support walking, cycling and public transport access.	Urban Renewal Strategy for High Street and Plenty Road 2011- 2020, and Junction Urban Masterplan have been prepared. JUMP implementation is planned for 2015/2016 and beyond. St Georges Road Land Use and Urban Design Framework and Plenty Road Land Use and Urban Design Framework have been prepared. Gilbert Rd Corridor Built Form Guidelines are under development Reservoir Streetscape Masterplan has been completed and implementation will occur over the next few financial years. Proposed master plan for High Street Thornbury for 2015/2016 (pending budget process). Guideline documents such as Green Streets Streetscape Strategy, Urban Forest Strategy and Open Space Strategy have been developed. Signage Strategy for whole of Darebin under development Further work has been done with Northcote, Preston and Reservoir Structure Plans. Northland Urban Renewal Precinct Design Code will also assist in development of urban design guidelines.	No change

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Action No.	Original Action Item (2007)	Current Status / Comment (2015)	Revised Action Item (2015)
A6	Review the potential for community services to be delivered more locally. Some community services have to be centrally located due to their size and catchment. However, other services may be able to be delivered more locally or co-located, including Maternal and Child Health Nurses, kindergartens and toy libraries.	<p>Services already exist for a broad range of the community; however ongoing review is required to consider the changing demographic of the community.</p> <p>The following important community facilities have been improved or constructed since 2007: Reservoir Neighbourhood House, North East Community Hub, Keon Park Children's Hub. These provide local services to communities in the north. The new Reservoir Library will also provide improved services to this community.</p> <p>The 2014 Darebin Community Jury recommended that Council invest in the construction of a new Neighbourhood House in East Preston. Neighbourhood Action Plans have been completed in for Preston East, Walker Street in Northcote and East Reservoir, these support inclusion and access for these areas.</p> <p>Co-location of services has been implemented in Neighbourhood Houses in Darebin as well as at the Northland Youth Centre. Darebin is working with the Department of Human Services to explore a new service model in their facilities at Whitelaw St, East Reservoir.</p>	No change.
A7	Advocate for developer contributions to be allocated to sustainable transport measures. These may include bus shelters, signage, footpath widening and special paving for the mobility-impaired.	Darebin's previous Developer Contribution Plan has expired and Council is currently investigating the creation of a new DCP.	No change
A8	Prepare parking guidelines for new developments. Techniques that will be promoted in the guidelines may include unbundling of parking requirements from business rentals and housing, shared parking and contributions to sustainable transport measures in lieu of dedicated on-site parking. They will also include	To be undertaken as part of the development of a parking strategy.	No change. Incorporated into Action Item A29

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Action No.	Original Action Item (2007)	Current Status / Comment (2015)	Revised Action Item (2015)
	design guidelines to minimise the visual impact and enhance the pedestrian amenity of car parks.		
New Action A8-1		The need for a new action has been identified to support Policy 2, to increase housing density close to “higher order” public transport.	Encourage opportunities for mixed use development around railway stations and improve bus, tram, walking and cycling accessibility around them.
New Action A8-2		There are financial and political limitations to the funding of transport infrastructure in Darebin. There are, however, opportunities to explore alternative funding strategies or value capture strategies that could help deliver integrated transport solutions while ensuring positive outcomes for Council	Support mechanisms to increase private investment in transport infrastructure in Darebin.

Public Transport

Policies

Policy No.	Original Policy (2007)	Current Status / Comment (2015)	Revised Policy (2015)
P7	Road-based public transport will be given priority over single occupant vehicles where possible.	Implemented in line with VicRoads SmartRoads Network Operating Plans.	No change.
P8	Council will address queries regarding traffic speeds/volumes and on-street parking issues in accordance with its standards and current best practice. Education encouragement and enforcement solutions are preferred to engineering treatments.	This is more relevant to the Road Network section of the DTS.	No change. Policy moved to the Road Network section.
New Policy P8-1		The Disability and Discrimination Act (DDA) stipulates that Victoria must achieve a significant increase in the number of level access stops and low-floor trams on the network by 2032. The Accessible Public Transport in Victoria Action Plan (2013-17) provides the actions and milestones to meet the 2032	Ensure alterations to tram and bus stops have community benefit. Council will support all tram and bus stops in Darebin being made Disability and Discrimination Act (DDA) compliant.

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Policy No.	Original Policy (2007)	Current Status / Comment (2015)	Revised Policy (2015)
		target.	
New Policy P8-2		Historically, there has been a strong focus on improving public transport north-south into the CBD. However Council has also highlighted the importance of improving public transport connectivity within Darebin and between Darebin and neighbouring municipalities.	Council supports improved public transport connections and level of service within Darebin, and to neighbouring municipalities.
New Policy P8-3		Better integration between train, tram and bus is required, along with access to public transport by active transport modes.	Improve connections and access to public transport services by sustainable modes. This includes access by walking, cycling and proximity to car share vehicles.

Actions

Action No.	Original Action Item (2007)	Current Status / Comment (2015)	Revised Action Item (2015)
A9	Review public transport provision in Darebin in line with the “Darebin Connections” framework. See Key concept: Darebin Connections. As a first step, Darebin proposes that the Department of Infrastructure bring forward its Bus Review to pilot the proposed service level guidelines and redistribution of resources.	<p>The intent of the Key concept: “Darebin Connections” is to have public transport services that serve different needs with appropriate level of service to encourage increased patronage and serve the local community. Public Transport Victoria (PTV) is currently developing an On-Road Public Transport Plan which will spell out their approach to providing Bus and Tram services.</p> <p>Council has provided input to PTV’s development of the <i>On-Road Public Transport Plan</i> and the <i>Rail Network Development Plan</i>.</p> <p>Council should continue to work with Public Transport Victoria for improved public transport service coverage and frequency in line with the “Darebin Connections” framework, including the completion of gaps in the bus network in the northern areas of Darebin.</p>	No change.

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Action No.	Original Action Item (2007)	Current Status / Comment (2015)	Revised Action Item (2015)
A10	<p>Expand and upgrade public transport services to growth areas north of Darebin. This may include higher train frequencies, early provision of bus services to new developments, extending the Epping train line to South Morang and Mernda, and a new train line between Lalor and Epping North.</p>	<p>Ongoing.</p> <p>South Morang rail extension was completed in 2011/12 and Darebin is supporting the City of Whittlesea's campaign to extend this to Mernda. This remains important with the strong population growth expected in the City of Whittlesea in the next 10 years.</p> <p>In July 2013 Council expressed its support for advocacy for the prioritisation of funding and delivery of the projects included in the <i>Rail Network Development Plan</i> including the proposal for future higher train frequency on the South Morang Rail, and a rail extension to Mernda.</p> <p>The network of premium orbital SmartBus routes was extended to service Darebin between 2009 and 2010. The 903 and 902 services expanded public transport to the north of Darebin.¹</p> <p>SmartBus services run more often and for longer hours than most bus services.</p> <p>SmartBus services are currently under review.</p>	No change
A11	<p>Introduce additional public transport services linking Darebin to surrounding areas. These may include extending Tram 112 to Reservoir Station, increasing bus coverage in areas with low car ownership and adding PPTN bus routes between Preston and Epping, between Northland and Clifton Hill, and within Reservoir.</p>	<p>Council advocated for the extension of Tram 11 (former Tram Route 112) in 2010 and continues to advocate for Grade Separations at Reservoir and Bell Stations to support higher frequency public transport.</p> <p>Council has provided input to Public Transport Victoria's (PTV) <i>On-Road and Rail Network Development Plans</i>. This included advocacy for bus services that connect key destinations in</p>	No change

¹ SmartBus has been designed to complement Melbourne's radial train and tram network by providing 'cross-town' connections to train stations, tram lines, schools, universities, hospitals, shopping centres. Services run along major arterial roads, making journey times shorter and journeys more direct for passengers.

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Action No.	Original Action Item (2007)	Current Status / Comment (2015)	Revised Action Item (2015)
		Darebin and in Moreland, Banyule, Whittlesea and Hume. Effective public transport connections also need to be developed as part of the emerging La Trobe National Employment Cluster.	
A12	Explore ways of giving trams and buses greater priority over cars. This may include adjusting traffic signals for preferential treatment, part-time tram/bus lanes, better access to passengers for set down and pick up, and improved enforcement.	Stage 1 of the Tram Route 86 upgrade was completed in 2012 providing tram priority in High Street, Northcote. Part time tram lanes providing tram priority on Plenty Road, Preston were implemented at the same time. Council continues to pursue completion of stages 2 and 3 which will improve tram priority.	No change.
A13	Improve public transport nodes and interchanges within Darebin. This may include station upgrades to accommodate more passengers and the facilitation of safer and easier interchange between different public transport services at main activity centres.	Council will continue to advocate for improvements to public transport nodes and interchanges within Darebin. Responsibility for stations and public transport stops is held by Public Transport Victoria or the relevant service provider. Council has limited ability to influence decisions at these locations. Improvements have been made at Preston Central and Northland, and parkiteers have been installed at Preston and Reservoir train stations. Further improvements are planned at Reservoir Station and La Trobe University. Council has car share service adjacent to Merri, Croxton and Thornbury stations and near some tram stops on Route 86 to improve accessibility. PTV has outlined its intention to improve integration between modes through the Rail Network Development Plan. Council took part in the <i>Transit for All</i> Research Project with Melbourne University and a number of other partners to explore innovative station design, level crossing removal, and access improvements.	No change.

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Action No.	Original Action Item (2007)	Current Status / Comment (2015)	Revised Action Item (2015)
A14	<p>Explore ways of making public transport more affordable and easier to use. This may include initiatives such as short distance public transport fare, allowing bicycles on trams and buses, publicising taxis that are wheelchair accessible and have child restraints, providing bicycle storage at train stations, real-time information, more legible timetables, facilities at stations such as sub-newsagencies and coffee carts and so on.</p>	<p>Council has limited capacity to improve the usability of public transport. Instead Council works to influence and to advocate to the State Government agencies and transport operators for prioritise funding of public transport investments; better provision of public transport services; and passenger information and services. Council also present proposals to State Agencies requesting improvements in existing services that could benefit Darebin residents.</p> <p>From January 2015 PTV introduced changes fares: a free trams zone in the CBD, and travel in zones 1+2 for the price of zone 1 fare (if travelling in zone 2, passenger can still get the cheaper zone 2 fare).</p> <p>Council has advocated to the Victorian Government for better passenger communication and information systems to provide passengers with accurate travel time information.</p> <p>Council is participating in the Bike On Buses (BOB) Trial in 2015 to assess the option of installing bike racks on buses. Secure bike parking Parkiteers have been installed at Preston and Reservoir train stations in partnership with PTV.</p> <p>Council took part in the Transit for All Research Project with Melbourne University and a number of other partners to explore innovative station design and access improvements.</p>	No change.
A15	<p>Develop a commuter Park-and-Ride strategy for Darebin. This will consider the role of park-and-ride facilities in light of Darebin's land use and transport policies, and recommend locations for potential facilities.</p>	<p>Evidence shows that provision of Park and Ride facilities negatively affect passenger behaviour encouraging driving to the railway stations: Removed reference to Park and Ride as not viewed as appropriate for Darebin.</p>	Action removed.

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Walking and cycling

Policies

Policy No.	Original Policy (2007)	Current Status / Comment (2015)	Revised Policy (2015)
P9	Pedestrian needs and safety outcomes will be considered in all transport infrastructure upgrades and road works. Whenever roads are being resurfaced or upgraded, Council will integrate pedestrian improvements such as wider footpaths and pram crossings and will consider the immediate and ongoing safety implications for all road users.	Since the release of the DTS in 2007 the Road Management Plan and the Australian Standards have been updated to reflect pedestrian needs and safety requirements.	No change
P10	All pedestrian projects will comply with a set walking design and maintenance standards to be developed by Council. This will apply to both Council and private projects, and be focused on safety and accessibility, among other criteria.	Since the release of the DTS in 2007 the Road Management Plan and the Australian Standards have been updated to reflect pedestrian needs, safety requirements and maintenance requirements.	No change
P11	Monitoring and maintenance of pedestrian and cycle paths and public spaces will be increased. This will incorporate footpaths and shared paths in Councils Asset Management System.	In 2013 Council included shared paths into Council's Road Management Plan. Monitoring and maintenance is now undertaken in line with this Plan. In 2012 Council completed a Condition Assessment of footpaths and roads (which included on-road bicycle facilities).	No change

Actions

Action No.	Original Action Item (2007)	Current Status / Comment (2015)	Revised Action Item (2015)
A16	Sign the International Charter for Walking. This will provide a guide for implementing and	Completed.	Develop and Finalising a Walking Strategy and Pedestrian Priority Network by June

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Action No.	Original Action Item (2007)	Current Status / Comment (2015)	Revised Action Item (2015)
	monitoring progress towards a more pedestrian-friendly environment.	Darebin signed the International Charter for Walking in 2008. Council is building on this by developing a Walking Strategy and Principal Pedestrian Network to aid strategic delivery	2016. Monitor and evaluate the delivery of the Strategy annually.
A17	Develop high quality key pedestrian and cycle links across Darebin. These will be concentrated where there are existing busy pedestrian routes requiring improvement or where new links can be provided along desirable routes. Council-owned land holdings will be reviewed to assess their contribution to completing connections. Improvements may include new connections using abandoned or underutilised land, crossings of barriers such as rail lines, surface improvements, lighting, signage and seating.	Ongoing Improvements to cycling links are managed through the Darebin Cycling Strategy, completed in 2013. An Action Plan for pedestrian improvements was finalised in 2009, and is largely complete. Future works will be managed through a new Walking Strategy.	No change
A18	Review the Darebin Cycling Strategy following VicRoads' review of the Principal Bicycle Network. Bicycle routes in Darebin are currently divided into the Principal Bicycle Network, managed by VicRoads, and local bicycle routes managed by Council. Areas for review include development of the on-road and off road network, promotion and education, safety, cycle parking and maintenance.	Completed. A new Darebin Cycling Strategy was endorsed for 2013 - 2018. Council continues to monitor and evaluate the delivery of the Darebin Cycling Strategy, and will review the strategy in 2018.	Monitor and evaluate the delivery of the Darebin Cycling Strategy annually and review the Strategy in 2018 considering delivery of Actions and State and local planning and policy changes.
A19	Increase pedestrian and cycle priority over vehicles within activity centres and along local streets. Removing slip lanes, reducing traffic speeds and "tuning" traffic signals in pedestrians' favour can reduce barriers for pedestrians and cyclists, and create a more enjoyable and a safer environment.	Ongoing. This is an ongoing consideration in all capital works projects.	No change

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Action No.	Original Action Item (2007)	Current Status / Comment (2015)	Revised Action Item (2015)
A20	Improve public lighting. This is particularly critical for encouraging people to walk or use public transport for journeys to and from work in winter, for shift workers and evening outings.	Ongoing In 2013 Council liaised with energy providers to improve the street lighting along key local roads and around main destinations in Westgarth and Dundas Street in Thornbury. This is an ongoing activity.	No change
A21	Develop pedestrian-friendly design and maintenance standards. These will address the location of public and commercial street furniture, vehicular crossovers, signage, access and safety adjacent to construction projects, maintenance in relation to shared paths, vandalism, littering and graffiti, and so on.	Ongoing Since the release of the DTS in 2007 the Road Management Plan and the Australian Standards have been updated to reflect pedestrian needs, safety requirements and maintenance requirements. In addition to these National and State guidelines, a number of new Darebin policies including the Footpath Activities Policy, the Vehicle Crossing Policy, and Council's Road Management provide local context and guidance. In 2013 Council included shared paths into Council's Road Management Plan. Monitoring and maintenance is now undertaken in line with this Plan.	No change
A22	Install secure bicycle parking where it is lacking in key public destinations. These may include shopping areas and local convenience stores.	Ongoing. Council continues to install on-street cycle parking and has partnered with PTV to install Parkiteers at railway stations in Darebin. Currently there are secured Parkiteers at Preston and Reservoir Stations. Bike hoops have been installed across the municipality averaging 70 per year. In addition, four new bike corrals have been installed at Miller Street, Preston; Railway Place and Gilles Street, Fairfield; and Mason Street, Northcote.	No change
A23	Better understand walking and cyclist issues and needs. This can be achieved in a number of ways, including surveys, analysing accident data and encouraging cyclists to report	Ongoing In 2009 Council commissioned the Walking Strategy Technical Report to identify the list of projects that can be delivered to	No change

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Action No.	Original Action Item (2007)	Current Status / Comment (2015)	Revised Action Item (2015)
	concerns.	<p>improve pedestrian amenity and accessibility in activity centres and transit stops. An update of this report and the development of a Pedestrian Priority Network (PPN) is expected to be completed in 2015. Council has actively participated in metropolitan forums to investigate better techniques to continuously investigate walking and cycling issues.</p> <p>In 2012 Council set up the Darebin Bicycle Advisory Committee to seek community feedback and provide advice on cycling issues.</p>	
A24	Ensure monitoring and maintenance of pedestrian and cycle paths are incorporated into Council's Asset Management System.	<p>Ongoing</p> <p>In 2012 Assets Management commissioned a condition assessment of Council's off-road bike facilities and trails for inclusion into Council's Asset Management System. A similar process was completed for footpaths and roads.</p> <p>In 2013 Council included shared paths into Council's Road Management Plan. Monitoring and maintenance is now undertaken in line with this Plan.</p>	No change

The Road Network

Policies

Policy No.	Original Policy (2007)	Current Status / Comment (2015)	Revised Policy (2015)
P12	No new roads will be built or existing roads widened to provide for single-occupant vehicles. Road space will be managed to facilitate improved public transport services,	<p>Ongoing</p> <p>Council continues to work with State and Federal agencies to support effective use of the existing transport network.</p>	No change

Appendix 2 – Darebin Transport Strategy Review

Policy No.	Original Policy (2007)	Current Status / Comment (2015)	Revised Policy (2015)
	improve safety, provide high occupancy lanes or provide local access.		
P13	Road space will be managed to give priority to sustainable modes. See Key Concept: Road Space Management Framework, page 18.	Ongoing Council continues to work with State and Federal agencies to support effective use of the existing transport network.	No change
P14	Residential streets surrounding activity centres will be monitored for spillover parking and enforcement of parking controls. Parking control enforcement should be consistent in order to act as a travel demand management tool.	Ongoing In a 2012/2013 Council undertook research into the parking supply and demand in five activity centres in Darebin: Northcote, Preston, Westgarth, Fairfield and Reservoir. The research identified that, as expected, parking demand within activity centres along High St is high, but sufficient. At this point the impacts from spillover parking are minimal. Council will continue to monitor and explore parking behaviour and means (PODS, paid parking, etc.) to best manage parking demand.	No change
P8	Council will address queries regarding traffic speeds/volumes and on-street parking issues in accordance with its standards and current best practice. Education encouragement and enforcement solutions are preferred to engineering treatments.	Ongoing Standard processes have been developed to ensure consistency and adherence with best practice regarding traffic speeds/volumes and on-street parking issues. New assessment criteria for prioritising Darebin's precincts for Local Area Traffic Management (LATM) improvements are being investigated. These improvements would support greater local living through improved conditions for walking, cycling, and public transport. Education, encouragement and enforcement solutions including Drive With Your Heart, Not So Fast and regular communication with police are ongoing.	This policy originally sat under the heading of <i>Public Transport</i> , however, it is more relevant to this section. No change

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Policy No.	Original Policy (2007)	Current Status / Comment (2015)	Revised Policy (2015)
New Policy P14-1		Freight is very important to Victoria's economy but it also represents a challenge for the operation and maintenance of the local road network.	Encourage freight vehicles to use appropriate roads wherever possible to avoid the municipal road network

Actions

Action No.	Original Action Item (2007)	Current Status / Comment (2015)	Revised Action Item (2015)
A25	Implement the Road Space Allocation Framework. Work with stakeholders to implement projects to reallocate road space as per the Framework. High St, St Georges Rd, Albert St, Grange Rd and activity centres are the priorities. Actions A12 and A19 should be implemented at the same time.	<p>Ongoing.</p> <p>Road space allocation is regularly considered as part of the Capital Works program. VicRoads' SmartRoads framework is also considered in these projects.</p> <p>Some examples of recent road space re-allocation on main roads are the tram route 86 upgrade project in High St, Northcote; re-claiming the Cheddar Road slip lane in Reservoir as part of the Reservoir Structure Plan and the potential re-claiming of the Oakover Road slip lane in High St, Preston as part of the Junction Master Plan.</p> <p>Council has also used the road space allocation framework to manage collector roads:</p> <ul style="list-style-type: none"> • Wood Street: marking of parking bays and removing the centre-line with good outcomes for safer speeds • Raglan St: marked parking and bicycle lanes • Broadway: marked parking and bicycle lanes • Intersection of Laurel St and Holly St - raised intersection • Cramer St: removal of parking and introduction of a wide median and bike lane 	No change

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Action No.	Original Action Item (2007)	Current Status / Comment (2015)	Revised Action Item (2015)
A26	Review and update the Darebin Road Safety Strategy. New initiatives to be considered include lower speed limits, video surveillance cameras, speed cameras, “speed trailers”, audio-tactile devices at pedestrian signals, and specific treatments in vulnerable locations such as schools, child care centres and identified blackspots.	On track. A new Safe Travel Strategy was endorsed for 2010- 2015, this is currently under review.	Review and update the Darebin Safe Travel Strategy. Initiatives to be considered include lowered speed limits in residential areas, and specific treatments and programs that enhance the safety of vulnerable road users including pedestrians, cyclists, children and the elderly.
A27	Advocate for reduced speed limits in high pedestrian areas. This will include the introduction of 40km/h or lower limits within activity centres including main roads that pass through centres.	Council continuously advocates for speed reduction that will improve road safety in key destinations and local areas. In 2013/14 VicRoads conducted a review of the speed limit guidelines and is supportive of speed limit reductions in many of Darebin's activity centres and local roads from 60kmh to 50 km/h and 40kmh. Local roads speed limit change from 50 km/h to 40 kmh: Summer State (Network of streets in the south-west corner of City of Darebin) Council also achieved the reduction in the speed limit from 60 Km/h to 50 Km/h in the following roads. <ul style="list-style-type: none"> • Dunne Street between Bolderwood Parade to Plenty Road • Hughes Parade between Mahoneys Road and High Street • Massey Avenue between Hughes Parade and Broadhurst Avenue • Banbury Road between Broadhurst Avenue and Edwardes Road • Edwardes Road between Banbury Road and Newlands Road • Newlands Road between Edwardes Road and Henty Street • Dundas Street between High Street and Chifley Drive • Chifley Drive between Murray Road and Dundas Street 	Advocate for reduced speed limits in residential zones and activities centres to reduce risk to road users and promote safer walking and cycling conditions.

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Action No.	Original Action Item (2007)	Current Status / Comment (2015)	Revised Action Item (2015)
		<ul style="list-style-type: none"> Raglan Street between Victoria Street and Albert Street Victoria Street between Dundas Street and Westgarth Street Jeffrey Street between Heidelberg Road and Westgarth Street 	
A28	Research the effects of parking and investigate the role of parking pricing in Darebin. This may include working with interest groups, such as retailers, to gain better understanding of the dynamics of parking, reviewing the impact of reductions in parking rates on surrounding streets and surveying parking behaviour. Parking issues to be considered include the impact of pricing on parking demand and competitiveness of centres, the potential for diversion of customers to other centres, use of funds generated from parking revenue to support more sustainable travel modes, administrative costs and revenue.	<p>In 2013 Council commissioned the mapping of parking supply and demand in Westgarth, Northcote, Fairfield, Preston and Reservoir to provide baseline data to improvement parking management.</p> <p>To be undertaken as part of the development of a parking strategy.</p>	Incorporated into Action Item A29
A29	Develop a parking policy for Darebin. This will identify procedures for increasing the management of parking in areas where it is in high demand or where there is misuse of long- or short-term parking spaces. Measures may include time restrictions, parking charges, limiting use of roadside loading zones, providing alternative loading areas, increased enforcement, shared parking, signs and maps.	<p>Further work required</p> <p>Initial investigations have been completed to inform the development of the strategy. In 2013 Council commissioned the mapping of parking supply and demand in Westgarth, Northcote, Fairfield, Preston and Reservoir to provide baseline data to improve parking management</p> <p>The Strategy will also respond to previous Actions A8, A28 and A29.</p>	No change
A30	Improve parking availability information systems. This may include signs and maps showing motorists where they can park. The aim is to reduce circulating traffic and improve	To be undertaken as part of the development of a parking strategy.	Incorporated into Action Item A29

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Action No.	Original Action Item (2007)	Current Status / Comment (2015)	Revised Action Item (2015)
	visitor service.		
New Action A30-1		The majority of trips in and through Darebin are still undertaken by private motor car. Given the level of development in and surrounding Darebin, it is expected that some additional traffic volumes will use local and arterial road networks. Council is developing a balanced and evidence based approach to managing traffic on the local road network.	Prepare and implement a Traffic Management Strategy taking into account the Darebin SmartRoads Network Operating Plan and Victoria's Transport Integration Act. The Strategy should introduce new assessment criteria for prioritising Darebin's precincts for Local Area Traffic Management (LATM) improvements. These improvements would support greater local living through improved conditions for walking, cycling, and public transport.

Education and Marketing

Policies

Policy No.	Original Policy (2007)	Current Status / Comment (2015)	Revised Policy (2015)
P15	Darebin's travel behaviour change programs, including Council's own Green Travel Plan, will be continually monitored and adjusted. The Green Travel Plan identifies ways in which Council's own travel needs can be met more sustainably. Other programs include working with schools, community groups, residents and user groups.	Ongoing Council is continuously implementing travel behavioural change programs and working with the community and council staff to offer green travel options. Since 2007 over 20 programs have been delivered. Some examples of these programs are: <ul style="list-style-type: none"> Green Travel Plan updated in 2013 and monitored by the Environment Action Team through annual staff surveys. Ongoing travel behaviour change initiatives with schools such as Bike Ed and Cycle Training for parents. Programs with residents and community groups include 	No change

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Policy No.	Original Policy (2007)	Current Status / Comment (2015)	Revised Policy (2015)
		<p>public transport training for older adults and international students</p> <p>Council gains input from residents, community groups on our travel behaviour change programs through the Darebin Bicycle Advisory Committee, and wider consultations.</p>	

Actions

Action No.	Original Action Item (2007)	Current Status / Comment (2015)	Revised Action Item (2015)
A31	<p>Review Darebin’s behavioural change programs. Ensure current and ongoing programs are meeting expectations, continue to be worthwhile and are sufficiently integrated into all new systems and infrastructure delivered by Council.</p>	<p>Ongoing</p> <p>In 2012 Council commissioned a review of its Travel Behaviour Change programs. This supported the continuation and replication of some programs, and indicated that others were no longer providing value for money for Council.</p> <p>Programs run since 2007 that have been completed:</p> <ul style="list-style-type: none"> • Going Places Sustainable Travel Reward Scheme completed in 2013. • Love Living Local Program • Streets Ahead Active Travel Program for Schools • Shimmy back street bike route promotional campaign • <i>Be Bright at Night</i> – winter bike light initiative 2013 • <i>How Are You Getting Home Tonight</i> promotion and events. • <i>Happiness Cycle</i> where High School students built their 	No change

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Action No.	Original Action Item (2007)	Current Status / Comment (2015)	Revised Action Item (2015)
		<p>own bikes</p> <p>Ongoing behaviour change initiatives include:</p> <ul style="list-style-type: none"> • Council Green Travel Plan • Cycle Training Programs catering for a range of levels including beginner and intermediate riders and bike maintenance. • Annual Ride to Work Day events and promotions through community events and engagement with workplaces • Bike Valet Parking at Council events such as Kite Festival and Carols in All Nations • Drive With Your Heart Program working with neighbourhoods to contact activities on their street to slow motorist down • Provision and update of TravelSmart maps • Supporting schools to deliver Bike Ed to primary school students and encourage active travel to school • Encouraging and supporting high schools to offer Fit2Drive sessions for Year 11 students. • Not So Fast – program to encourage motorists to adhere to the speed limit. • Wiser Walker and Wiser Traveller training for older adults. 	
A32	<p>Pilot and test innovative sustainable transport initiatives. Council is open to innovative ideas that will support well-designed trials of promising ideas.</p>	<p>Ongoing.</p> <p>We continue to pilot are range of innovative sustainable transport initiatives including:</p>	No change

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Action No.	Original Action Item (2007)	Current Status / Comment (2015)	Revised Action Item (2015)
		<ul style="list-style-type: none"> • Walk to School Month • Bicycle counter on St Road bike path • Bike repair stations • Social bike rides 	
A33	Promote informed transport choices. This includes a wide range of initiatives including information packs to new residents, quality maps, advice and materials to event managers, free Bike Ed training and use of bicycles in primary schools, walking programs (Walking School Bus and recreational walking groups, etc.), supporting community groups to take a leadership role in sustainable transport and local purchasing policies and campaigns.	Ongoing. Council has promoted informed travel choices within the community since 2007 through Development Travel Plans, Workplace Travel Plans, School Travel Plans, Bike Training for the community and schools, TravelSmart maps, Bike Lights Campaigns, at community events such as the Kite Festival, and within school communities.	No change
A34	Communicate with residents, businesses and organisations about the DTS. This may involve a gap analysis of who is currently engaged, a web page, a clear identity for branding, an annual progress report, an annual “have your say” event, incentives to encourage engagement and an annual household survey. It may also include new tools for enabling community participation and increasing community capacity for behaviour change.	Ongoing. Council achieve this through activities such as street parties, support to residents, speed reduction initiatives, partnerships with shop owners to install bike corrals near businesses, cycling confidence training for parents, sustainable transport training for senior residents, bicycle maintenance workshops, and participation in council events to promote sustainable and safe transport.	No change
A35	Develop and build on successful school travel plans. This includes working through the “Love Living Local” framework to develop new plans in targeted areas and directing schools to	Ongoing Council is exploring new ways to engage schools, parents and children in walking and cycling to school other than School	Develop and build on successful active travel programs for students. This includes supporting schools who adopt school travel plans, promoting and providing skill-based

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Action No.	Original Action Item (2007)	Current Status / Comment (2015)	Revised Action Item (2015)
	other agencies – such as Bicycle Victoria – for help.	Travel Plans.	programs to students and parents, and directing schools to other active travel stakeholders and agencies.

Making it Happen
Actions

Action No.	Original Action (2007)	Update on Action (2015)	Revised Action (2015)
A36	<p>Establish effective implementation partnerships. For example, a high level coordination and collaboration partnership (CCP) with key stakeholders to review progress annually and resolve “road blocks” if they emerge, sub-groups to support the CCP on specific projects or programs and targeted partnerships with relevant partners and stakeholders.</p>	<p>Ongoing</p> <p>Currently partnerships are pursued on an as-need basis. Recurrent changes to State and Federal organisational structures have made it challenging to maintain partnerships with these levels of government.</p> <p>Northern Horizons was developed as a partnership with neighbouring municipalities to pursue common sustainable transport goals for the northern region. The Regional Grade Separation Project was a result from a partnership with Moreland City.</p> <p>Council partners with other municipalities through the Metropolitan Transport Forum aiming for better sustainable transport outcomes.</p> <p>Council engages residents through the Darebin Transport Advocacy Committee (2014), and Darebin Bicycle Advisory Committee and other Council Advisory Committees. Support for resident’s neighbourhood events with a sustainable transport component is provided through promotion and provision of basic resources.</p>	No change

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Action No.	Original Action (2007)	Update on Action (2015)	Revised Action (2015)
A37	<p>Review Council processes to identify ways to support the DTS. This may include reviewing work of other Council departments, incorporating DTS priorities when setting Council programs and budgets, ensure Council staff understand the DTS and its directions, review tender specifications to ensure they support the DTS, develop a more coordinated approach to walking programs across Council, investigating the benefits of a group to oversee Council’s walking initiatives and supporting innovation in thinking and program delivery.</p>	<p>Ongoing.</p> <p>The Council Plan 2013-2017 supports the objectives set in the DTS. Input has been provided to the following Darebin strategies and plans: Health and Wellbeing, MSS, Community Engagement, Business Development and Employment, Community Safety, Disability Access and Inclusion, Active Healthy Ageing, Food Security Policy, Road Management Plan, Housing, GreenStreets Streetscape, Goods on Footpath, Permit Parking Scheme, Climate Change and Peak Oil, Leisure, relevant Structure Plans, Urban Design Frameworks and Masterplans, to align them with the DTS. A review of strategies and plans has shown that Council’s policies support the DTS.</p>	No change.
A38	<p>Advocate for the continuation of monitoring tools that allow progress on the DTS to be tracked. Tools such as detailed household travel surveys (such as VISTA by Department of Infrastructure) and VicRoads data collection processes are important to strategies such as the DTS and should therefore be maintained and expanded.</p>	Ongoing.	No change

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Monitoring Plan Targets

Target No.	Target (2007)	Current Status	Progress on targets (2014)	Revised Target (2015)
T1	Double the share of walking, cycling and public transport for all trips by 2027.	On track. Further work required	<ul style="list-style-type: none"> The share of all trips made by walking, cycling and public transport in Darebin grew from 27.4% in 2007 to 31.1% in 2009. An average 84% growth in bicycle volumes was recorded on St Georges Rd (2007-2014). 7% reduction on the number of entries at Darebin's train stations (2008/09 – 2013/14). Average 56% increase in patronage (2008/09 – 2011/12) on bus routes that operate in Darebin.² 	No change.
T2	Double the share of walking, cycling and public transport for journey to work by 2027.	On track. Further work required	The share of walking, cycling and public transport for journey to work increased five basis points from 28% in 2006 to 33% in 2011 ³ which represents a 34% increase over a 5-year period	No change.
T3	Reduction of accident rates on local roads equal or greater than VicRoads	On target. Ongoing	Darebin's rate of accidents on local and arterial roads dropped faster than the Victorian target.	No change.

² Victorian Integrated Survey of Transport Activity (VISTA) 2007 and 2009. The Department of Economic Development, Jobs, Transport and Resources (former DTPLI) is currently processing the latest version of VISTA 2012 data to become available in 2015/16. VISTA is the only survey that measures all-purpose trips.

³ Australian Bureau of Statistics, Census Journey to Work

Appendix 2 – Darebin Transport Strategy Review

Target No.	Target (2007)	Current Status	Progress on targets (2014)	Revised Target (2015)
	targets.		<p>Between 2007 and 2013 the number of crashes on local roads has dropped by 3%. During the same period the crashes on arterial roads in Darebin have dropped by 13%.</p> <p>Victoria's road safety strategy aims to reduce deaths and serious injuries on all roads by 30% over ten years, 2013-2022.⁴</p>	
T4	Increase the overall mode share for walking, cycling and public transport at a faster rate than the metropolitan average.	On target. Ongoing	<p>Darebin's walking, cycling and public transport mode share grew faster than the Metropolitan Melbourne⁵. The combined mode share of walking, cycling and public transport in Darebin increased by 3.7 points from 27.4% in 2007 to 31.1% in 2009. Representing a growth rate of 14%.</p> <p>In Metropolitan Melbourne (excluding Darebin) the combined mode share of walking, cycling and public transport decreased from 21% in 2007 to 20.4% in 2009 representing a 2% decrease.</p>	No change.
T5	Increase the journey to work mode share for walking, cycling and public transport at a faster rate than the metropolitan average	On target. Ongoing	Darebin's journey to work walking, cycling and public transport mode share grew 17% between 2006 and 2011, which is faster than the Metropolitan Melbourne average of 12% ⁶ .	No change.
T6	Reduce accident rates for cars, walking, cycling and public transport faster than the metropolitan average.	Further work required	While the average crash rate Darebin reduced by 10% between 2007 and 2013, the rate of reduction for Metropolitan Melbourne was 13% in the same period ⁷ .	No change.
T7	Reduce the average vehicle use in Darebin.	On track. Further work	Vehicle Kilometre Travelled (VKT) is a more appropriate metric to gauge vehicle	Reduce the number of private Vehicle Kilometre

⁴ VicRoads, CrashStats

⁵ VISTA

⁶ Australian Bureau of Statistics, Census Journey to Work

⁷ VicRoads, CrashStats

Appendix 2 – Darebin Transport Strategy Review

Target No.	Target (2007)	Current Status	Progress on targets (2014)	Revised Target (2015)
		required	use. The number of private vehicle kilometres travelled per person in a weekday in Darebin decreased 32% between 2007 and 2009. ⁸	Travelled per person in Darebin.
T8	Increase the proportion of residents within 400m of a regular bus service and/or 800m of a tram/train service during weekdays off-peak.	Further work	The proportion of residents living within 400m of a regular bus service and/or 800m of a tram/train remained fairly static between 2006 and 2011 at around 95%. ⁹ However, the proportion of residents reduces to 75% when considering services operating at least every 30 minutes after 10 pm on a weekday. Continue to advocate to State Government agencies for better public transport services and frequencies.	No change.
T9	Increase the proportion of residents within 400m of a regular bus service and/or 800m of a tram/train service on Sundays.	Further work	The proportion of residents is 65% when considering services operating at every 30 minutes after 8 pm on a Sunday which includes train, tram and bus routes 250, 902 and 903. Coverage increases to 86% once 40-60min services are considered	No change.
T10	Increase the proportion of jobs within 400m of a regular bus service and and/or 800m of a tram/train service during weekdays peak.	Further work	There is a growing trend relative to telework and working from home, reducing the need for people to travel	Increase the proportion of jobs (including people working from home) within 400m of a regular bus service and and/or 800m of a tram/train service during weekdays peak.
T11	Improve the reliability of public transport services that run on arterial roads at a rate equal to or better than the	On target. Ongoing	The reliability of metropolitan buses and trams remained unchanged at 99% between 2007 and 2014 ¹⁰ . Though this is not completely within the control of Council, it is still useful to	No change.

⁸ VISTA. These reductions can be partially explained by a change in travel behaviour towards sustainable transport modes during the financial crisis, as well as a small an increase in the average vehicle occupancy in Darebin

⁹ Analysis conducted by Tract Consultants in 2015 for Darebin City Council using Geographic Information Systems (GIS) and data from the Australian Bureau of Statistics Census and Public Transport Victoria (PTV) timetables.

¹⁰ Public Transport Victoria (PTV)

Appendix 2 – Darebin Transport Strategy Review

Target No.	Target (2007)	Current Status	Progress on targets (2014)	Revised Target (2015)
	metropolitan average.		measure the performance of PT services for the community for advocacy purposes.	
T12	Increase the absolute number of jobs in activity centres.	On target. Ongoing	Between 2009 and 2014 there was a 19.5% increase in the number of jobs in the five activity centres: Reservoir, Preston, Northcote, Westgarth, and Fairfield ¹¹ . In 2014 Westgarth and Preston reported a strongest employment growth compared to 2009 (44% and 29% respectively). Fairfield reported the slowest employment growth (1.1%) in the same period.	No change
T13	Maintain arterial road travel times and improve reliability.	N/A	Recent changes in State policy have shifted the focus to moving people instead of solely reducing travel times. Darebin welcomes this approach as it is in line with the principles of the Darebin Transport Strategy. Council is providing input to the Metropolitan North West Transport Plan, and has provided feedback to the Principal Traffic Flow Network. ¹²	Remove target
T14	Traffic on Darebin's major local roads decreases.	Ongoing	Recent traffic data on Darebin's busiest local roads show an average of 1105 vehicles per day. This data will be reviewed every three years. Council supports a reduction of traffic on all local roads. Therefore the wording of the target needs to be amended slightly to remove the word 'major'. Reducing the traffic on local roads will be challenging due to growing population pressures around Darebin.	Traffic on Darebin's local roads decreases.
T15	Increase the number of residents who shop locally.	Behind target. Ongoing	The five most commonly identified shopping centres for daily shopping needs are Preston Market, Northland, Northcote Plaza, Fairfield Shopping Centre and	No change.

¹¹ Census of Land Use and Employment

¹² Darebin's population is expected to increase by around 30,000 people over the next 20 years while a further 500,000 people are expected to move into the growth areas directly to our north. In light of these changes this target is only achievable through increased local living, and increased travel by public and active transport options

Appendix 2 – Darebin Transport Strategy Review

Target No.	Target (2007)	Current Status	Progress on targets (2014)	Revised Target (2015)
			Edwardes Street Reservoir. In 2014 83% of people surveyed chose to shop in one of these centres compared to 99% in 2007. ¹³	
			Preston District and High St Northcote report an increase in the number of residents visiting these locations for their shopping needs.	
T16	Increase the proportion of residents taking part in sustainable travel programs.	Behind target. Ongoing	The Going Places Program which was Darebin's flagship sustainable transport program is no longer running and it is difficult to measure participants in other initiatives at Darebin. The mode share target may give some indication of how successful the programs are but there is no certainty that the programs have led to an increase in sustainable transport mode share. A more relevant target has been taken from the cycling strategy. The average 3-year period (2013-2015) score was 6.41	Increase the proportion of respondents who rate Council's performance at 6 or more on a 10 point scale in providing information about and promoting cycling and walking
T17	Increase the proportion of schools with an adopted School Travel Plan.	N/A	Six primary schools have participated in the development of School Travel Plans since 2007. However Council is now working with schools to develop sustainable travel initiatives in a more flexible manner. Given this, and the range of levels of engagement between schools, it is considered impractical to retain this or another similar target.	Target removed
T18	Number of development applications with a travel plan as a proportion of all new development applications.	N/A	Travel plans were made a condition for planning permits. However, monitoring and implementation have been a challenge as they are not enforced. This is an issue throughout Melbourne and Victoria. The mode share targets above will give an indication of how well we are tracking.	Target removed
T19	Increase the amount of annual funding received from external sources for DTS projects.	On target. Ongoing	The amount of annual funding received from external sources increased from nearly \$270,000 in 2007 to an average of \$430,000 per year until 2014. This equates to over 2 million dollars in grants from different State and Federal departments to deliver sustainable transport programs and infrastructure since the adoption of the DTS in 2007.	No change.
New Target T20			Car share can have a positive effect on reducing unnecessary vehicle trips and contributes to delaying the purchase of a second car.	Install 10 car share bays in Darebin per year.

¹³ Darebin Household Survey

Appendix 2 – Darebin Transport Strategy Review

Target No.	Target (2007)	Current Status	Progress on targets (2014)	Revised Target (2015)
New Target T21			Achieving greater densities within and close to activity centres and high order public transport is a key policy of the DTS. This target is crucial in monitoring this policy and in line with the MSS.	Increase the proportion of residents living within 400m of Activity Centres, train, trams and SmartBus corridors.



Electric Vehicle Charging Policy (b): Policy for public charging infrastructure on Council land

<p>Purpose</p>	<p>Uptake of electric cars, bicycles and other vehicles is increasing rapidly in Darebin and will accelerate significantly over the next few years. This is partly because new vehicle models are becoming available in the Australian market and lower purchase costs. Darebin City Council ("Council") has an opportunity to ensure that the community enjoys the benefits from this trend.</p> <p>There are businesses that have established commercial models where they provide and fund EV infrastructure, and cover their costs by charging vehicle users. This provides an opportunity to increase EV infrastructure, funded by users of Electric Vehicles, rather than by ratepayers generally.</p> <p>This policy seeks to facilitate the community uptake and ownership of electric vehicles by specifying conditions under which Council may allow EV Charging service providers ("service providers") to install public EV charging stations on Council land.</p> <p>To promote convenient electric car charging options for all residents in Darebin, particularly for those without off-street car parking, Council is seeking to expand the network of public EV charging stations across the municipality.</p> <p>This policy should be read in conjunction with Electric Vehicle Charging (a): Policy for New Developments.</p> <p>Council is committed to responding to the climate emergency and restoring a safe climate. As outlined in the Darebin Climate Emergency Plan 2017-2022, Council is working towards a zero-emissions transport system. Currently, 15% of Darebin community emissions are from transport. This is also the fastest-growing source of emissions. Supporting the transition away from the use of internal combustion engine vehicles (ICE) is one important step towards achieving a zero-emissions transport system in Darebin.</p>
<p>Scope</p>	<p>The scope of this policy relates to EV charging infrastructure in public spaces and Council land only. The following are out of the scope of this policy:</p> <ul style="list-style-type: none"> - Private EV charging infrastructure (on-street or off-street) - Council fleet transition
<p>Definitions and Abbreviations</p>	<p>E-bike – Electric Bicycle EV – Electric Vehicle* ICE- Internal Combustion Engine PPN – Principal Pedestrian Network V2G – Vehicle to Grid technology</p>



	<p>*This policy uses the term ‘Electric Vehicle’ as an umbrella term that includes any type of vehicle (not just cars) that is powered by electricity. This includes (but is not limited to) electric cars, electric bikes, electric buses, electric trucks, electric motorbikes, electric scooters etc.</p>
<p>Policy Statement(s)</p>	<ul style="list-style-type: none"> ▪ Electric Vehicle charging stations for public use on land managed by Council <p>This policy sets out how Council may permit commercial EV charging infrastructure on public land, in order to expand the network of EV chargers in Darebin and provide equitable access to EV charging for all residents and visitors.</p> <p><u>Provision of public EV charging infrastructure</u></p> <ul style="list-style-type: none"> ▪ Council will consider formal applications from service providers to install EV charging infrastructure on Council managed public spaces ▪ Council will reserve the right to decline an application for public EV charging stations ▪ Council will seek to leverage private sector investment as its preferred service model and thereby foster a sustainable service model where costs are born by users rather than ratepayers. <p><u>Operation</u></p> <ul style="list-style-type: none"> ▪ Council may require full life-cycle responsibility to be held by the service provider, including installation and consultation costs, operation, and maintenance. This includes submitting planning permit applications for associated signs and works. ▪ Service providers will be responsible for leading consultation with electricity network service providers to ensure appropriate capacity. ▪ Any agreement with a service provider will be able to be terminated at the end of the charging infrastructure life, or within 10 years, whichever is sooner. Removal of the infrastructure would be the responsibility of the service provider. <p><u>Locations for public EV charging infrastructure</u></p> <p>Council will work with service providers to identify appropriate sites for charging stations and consult adjacent land owners and occupants and other impacted stakeholders prior to installation.</p> <p>Locations that Council may consider for public EV charging infrastructure include any locations where there is currently public parking available:</p> <ul style="list-style-type: none"> ▪ Council managed off-street carparks ▪ Council managed parks ▪ Sporting, recreation and leisure centres, libraries, and other community facilities ▪ On-street carparks on Council managed roads <p>When selecting an appropriate site for an EV charging station, Council will consider:</p> <ol style="list-style-type: none"> a) Demand for EV charging in the area, with the intent that the amount of infrastructure would match demand. b) A preference for off-street parking locations, to minimise interference with the Principal Pedestrian Network (PPN), other active travel routes, public transport and other uses of public space (eg. On street dining)



	<ul style="list-style-type: none"> c) A preference for preserving biodiversity, including nature strips and other green spaces d) Benefits to local economy in attracting visitors e) Proximity to facilities including restrooms, seating, food and water, key destinations and activity centres f) Access to existing grid connection with appropriate capacity g) Physical space for charger, transformer, and parking bay, so that charging station does not encroach on other nearby uses or create a safety hazard h) Locations where there are multiple parking spaces available to cater well for all types of vehicles. i) Visibility of the charging station, including signage j) Any other factors considered relevant by Council <ul style="list-style-type: none"> ▪ In Council carparks, a specified EV charging space would be reserved strictly for EV charging. Vehicles not using the EV charger, including EVs, will not be allowed to occupy the spaces. <p><u>Parking Restrictions</u></p> <ul style="list-style-type: none"> ▪ All public EV charging stations will be accompanied by parking restrictions to ensure their efficient use and accessibility by multiple users. <ul style="list-style-type: none"> a) Restrictions may vary for different locations, charger types and preferred linger times. <p><u>Application requirements and processes</u></p> <ul style="list-style-type: none"> ▪ Council will establish a clear and transparent process for applications from service providers and these may be updated from time to time. ▪ Council may seek applications or proposals periodically from service providers. Should it do so, it will ensure that this is managed in line with any of council's procurement or transparency policies applicable to ensure best value for community. 		
<p>Organisational Values</p>	<p>Council's organisational values enable and support the effective design and application of this policy by guiding staff in the course of their work.</p> <table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <p>We Make a Difference: We are driven by our desire to make a difference for the people we serve. Our work is purposeful and creates a positive impact for the community. We are proud to work here. Our work matters.</p> <p>We are Accountable: We are empowered to own and take responsibility for our actions. We follow through on our commitments and deliver on our promises. We make it happen.</p> <p>We are Collaborative: We are united by a common purpose to serve the community. We work together, connecting within our teams and across</p> </td> <td style="width: 50%; vertical-align: top;"> <p>We have Integrity: We act with integrity and transparency in conversations and decision-making. Through open and clear communication, we build trust. We're honest. We walk the talk.</p> <p>We show Respect: We are diverse, inclusive, respectful and caring. We encourage everyone to have a voice and we listen to each other. We recognise one another's contributions and treat people fairly. We look after each other.</p> <p>We are Creative: We are bold, courageous and innovative. We try new things, experiment and continuously</p> </td> </tr> </table>	<p>We Make a Difference: We are driven by our desire to make a difference for the people we serve. Our work is purposeful and creates a positive impact for the community. We are proud to work here. Our work matters.</p> <p>We are Accountable: We are empowered to own and take responsibility for our actions. We follow through on our commitments and deliver on our promises. We make it happen.</p> <p>We are Collaborative: We are united by a common purpose to serve the community. We work together, connecting within our teams and across</p>	<p>We have Integrity: We act with integrity and transparency in conversations and decision-making. Through open and clear communication, we build trust. We're honest. We walk the talk.</p> <p>We show Respect: We are diverse, inclusive, respectful and caring. We encourage everyone to have a voice and we listen to each other. We recognise one another's contributions and treat people fairly. We look after each other.</p> <p>We are Creative: We are bold, courageous and innovative. We try new things, experiment and continuously</p>
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	the organisation. We are inclusive and collaborative. We are one.	improve. We are open-minded, creative and forward-thinking. We are leaders.
Breach of Policy	Breaches of policies are treated seriously. Any concerns about non-compliance should be reported immediately to the owner of this policy.	

GOVERNANCE

Parent Strategy/ Plan	Darebin Climate Emergency Plan 2017-2022 key direction 4 – Zero emissions transport.
Related Documents	This policy should be read in conjunction with Council's: <ul style="list-style-type: none"> Electric Vehicle Charging (a): Policy for New Developments Council Plan Action Plan Darebin Transport Strategy
Supporting Procedures and Guidelines	N/A
Legislation/ Regulation	N/A
Author	Transport Planner, Sustainable Transport Unit
Policy Owner/ Sponsor	Sustainable Transport Unit
Date Effective	TBC
Review Date	This Policy will be reviewed every 5 years
Version Number	TBC
Document ID	TBC
Content enquiries	Sustainable Transport Unit – Transport@darebin.vic.gov.au

! All Darebin policies and procedures must be developed through the lens of key Darebin strategies, plans and related considerations. See the **Darebin Policy Review Lens** to inform and guide policy development and review.



Electric Vehicle Charging Policy (a): Policy for New Developments

<p>Purpose</p>	<p>Uptake of electric cars, bicycles and other vehicles is increasing rapidly in Darebin and will accelerate significantly over the next few years. This is supported by new vehicle models becoming available in the Australian market and lower purchase costs. Darebin City Council (“Council”) has an opportunity to ensure that the community enjoys the benefits from this trend.</p> <p>This policy seeks to facilitate community uptake and ownership of electric vehicles by specifying conditions under which new developments are required to install EV charging stations and electrical infrastructure for future provision in new residential and commercial developments.</p> <p>There are existing tools in place that guide the inclusion of EV charging infrastructure in new developments. These tools include; Sustainable Design Assessments, Sustainable Management Plans and the Built Environment Sustainability Scorecard.</p> <p>Currently, there is no statutory requirement to provide EV charging infrastructure. However, this Policy has considered future trends and has done all of the work in assessing what the minimum level need would be for keeping developments free from potentially expensive retrofit charging solutions in the future. This Policy goes further than the above tools to provide certainty to developers on the minimum expectations of Council at the outset of any planning application.</p> <p>Council is committed to responding to the climate emergency and restoring a safe climate. As outlined in the Darebin Climate Emergency Plan 2017-2022, Council is working towards a zero-emissions transport system. Currently, 15% of Darebin community emissions are from transport. This is also the fastest-growing source of emissions. Supporting the transition away from the use of internal combustion engine vehicles (ICE) is one important step towards achieving a zero-emissions transport system in Darebin.</p>
<p>Scope</p>	<p>This Policy applies to all Council employees. Most applicable to Statutory Planning, Capital Delivery and City Futures teams</p> <p>The scope of this policy relates to new, private developments only. The following are out of the scope of this policy:</p> <ul style="list-style-type: none"> - Council-led and public developments - Public parking facilities - Public EV charging infrastructure (on-street or off-street)
<p>Definitions and Abbreviations</p>	<p>BESS – Built Environment Sustainability Scorecard</p> <p>E-bike – Electric Bicycle</p> <p>ESD – Environmentally Sustainable Development</p> <p>EV – Electric Vehicle*</p>



	<p>SDA – Sustainable Design Assessment SMP – Sustainability Management Plan ICE- Internal Combustion Engine</p> <p>*This policy uses the term ‘Electric Vehicle’ as an umbrella term that includes any type of vehicle (not just cars) that is powered by electricity. This includes (but is not limited to) electric cars, electric bikes, electric buses, electric trucks, electric motorbikes, electric scooters etc.</p>
<p>Policy Statement(s)</p>	<ul style="list-style-type: none"> ▪ Electric vehicle charging stations and electrical infrastructure for future provision requirements in new residential and non-residential developments <p>This policy provides guidance for new developments to provide electric car and electric bicycle charging infrastructure, as well as enabling for the future provision of electric vehicle charging infrastructure. The requirements are based on BESS tool but goes beyond the minimum requirements to ensure that Darebin is positioned at the forefront of EV support and transition in Victoria.</p> <p>It is preferable that planning applications include the provision and installation of on-site renewable energy generation (for example a rooftop solar photovoltaic system) and battery storage, in addition to the charging infrastructure requirements outlined below.</p> <p>This policy requires that types of developments outlined in the table below include the following standards in their planning application:</p>



Type of Development	Application requirements	Electric car charging infrastructure and future provision requirements	E-bike charging requirements
Accommodation / Mixed Use with residential component:			
<ul style="list-style-type: none"> 3-9 dwellings; or Development of a building for accommodation (other than dwelling) with a gross floor area of between 100sqm to 999sqm. 	Sustainable Design Assessment (SDA)	<ul style="list-style-type: none"> A minimum of 20% car parks built with electric car charging infrastructure; and 75% of all car parking spaces be built with future provision requirements 	<ul style="list-style-type: none"> At least 1 charging point be provided for electric bicycle charging At least 50% of bike parking spaces are on-ground
<ul style="list-style-type: none"> 10 or more dwellings; or Development of a building of accommodation (other than dwelling) with a gross floor area of 1000sqm or more. 	Sustainability Management Plan (SMP)	<ul style="list-style-type: none"> A minimum of 20% car parks built with electric car charging infrastructure; and 75% of all car parking spaces be built with future provision requirements. 	<ul style="list-style-type: none"> At least 25% of bike parking spaces have charging points At least 50% of bike parking spaces are on-ground
Alternatively, to the above requirements:			
<ul style="list-style-type: none"> A minimum of 20% of car parks to be shared and built with higher capacity electric car charging infrastructure - minimum of 22kW 32A three phase 			
Non-residential			
<ul style="list-style-type: none"> Development of a non-residential building with a gross floor area between 100sqm to 999sqm; or Alterations and additions of 100sqm to 999sqm. 	Sustainable Design Assessment (SDA)	<ul style="list-style-type: none"> A minimum of 5% of car parks built with electric car charging infrastructure; and 20% of all car parking spaces be built with future provision requirements 	<ul style="list-style-type: none"> At least 1 charging point be provided for electric bicycle charging where there is a requirement for bicycle parking



	<ul style="list-style-type: none"> ▪ Development of a non-residential building with a gross floor area of 1000sqm or more; or ▪ Alterations and additions of 1000sqm or more. <p style="text-align: center;">Sustainability Management Plan (SMP)</p> <ul style="list-style-type: none"> ▪ A minimum of 5% of car parks built with electric car charging infrastructure; and ▪ 20% of all car parking spaces be built with future provision requirements <p style="text-align: center;">Alternatively, to the above requirements:</p> <ul style="list-style-type: none"> ▪ A minimum of 5% of car parks built with fast electric car charging infrastructure - minimum of 50kW DC <ul style="list-style-type: none"> ▪ At least 25% of bike parking to be provided with charging points in each bike parking area ▪ At least 50% of bike parking spaces are on-ground <p>Planning applications should demonstrate that they meet these standards as follows:</p> <ul style="list-style-type: none"> ▪ Minimum infrastructure requirements as outlined in this policy may be delivered through a Sustainability Management Plan or Sustainable Design Assessment, and any supporting sustainable design tool, where the developer would choose 'EV charging' as an option. ▪ The proposed location of the charge point(s) and/or infrastructure and cabling is to be drawn, dimensioned and labelled on the plans. The proposed electric car/bicycle charging infrastructure requirements shown on the plans. <p>The development should meet the technical specifications outlined in Appendix A to this policy "Technical requirements for EV charging equipment in residential developments". These technical requirements may be updated from time to time by Council's Manager Climate Emergency and Sustainable Transport or any position that is successor to that role.</p>		
<p>Organisational Values</p>	<p>Council's organisational values enable and support the effective design and application of this policy by guiding staff in the course of their work.</p> <table border="1" style="width: 100%;"> <tr> <td data-bbox="523 1585 986 1986"> <p>We Make a Difference: We are driven by our desire to make a difference for the people we serve. Our work is purposeful and creates a positive impact for the community. We are proud to work here. Our work matters.</p> <p>We are Accountable: We are empowered to own and take responsibility for our actions. We follow through on our commitments and deliver on our promises. We make it happen.</p> <p>We are Collaborative: We are united by a common purpose to serve the</p> </td> <td data-bbox="986 1585 1452 1986"> <p>We have Integrity: We act with integrity and transparency in conversations and decision-making. Through open and clear communication, we build trust. We're honest. We walk the talk.</p> <p>We show Respect: We are diverse, inclusive, respectful and caring. We encourage everyone to have a voice and we listen to each other. We recognise one another's contributions and treat people fairly. We look after each other.</p> </td> </tr> </table>	<p>We Make a Difference: We are driven by our desire to make a difference for the people we serve. Our work is purposeful and creates a positive impact for the community. We are proud to work here. Our work matters.</p> <p>We are Accountable: We are empowered to own and take responsibility for our actions. We follow through on our commitments and deliver on our promises. We make it happen.</p> <p>We are Collaborative: We are united by a common purpose to serve the</p>	<p>We have Integrity: We act with integrity and transparency in conversations and decision-making. Through open and clear communication, we build trust. We're honest. We walk the talk.</p> <p>We show Respect: We are diverse, inclusive, respectful and caring. We encourage everyone to have a voice and we listen to each other. We recognise one another's contributions and treat people fairly. We look after each other.</p>
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	community. We work together, connecting within our teams and across the organisation. We are inclusive and collaborative. We are one.	We are Creative: We are bold, courageous and innovative. We try new things, experiment and continuously improve. We are open-minded, creative and forward-thinking. We are leaders.
Breach of Policy	Breaches of policies are treated seriously. Any concerns about non-compliance should be reported immediately to the owner of this policy.	

GOVERNANCE

Parent Strategy/ Plan	Darebin Climate Emergency Plan 2017-2022 key direction 4 – Zero emissions transport.
Related Documents	This policy should be read in conjunction with Council's: <ul style="list-style-type: none"> • Electric Vehicle Charging (b): Policy for public charging infrastructure on Council land Council Plan Action Plan Darebin Transport Strategy
Supporting Procedures and Guidelines	N/A
Legislation/ Regulation	N/A
Author	Transport Planner, Sustainable Transport Unit
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Appendix A:

Technical requirements for EV charging equipment in residential developments

Electric car charging infrastructure requirements for residential developments:

- The electrical supply capacity must be sufficient to supply on average 50% of the rated capacity of each EV charger, during off-peak hours (11pm-7am)
- The electrical system is to supply Level 2 (Mode 3) 7kW, 32A single phase EV charging at a minimum.

Electric car charging infrastructure requirements for non-residential developments:

- The electrical system is to supply Level 2 (Mode 3) 7kW, 32A single phase EV charging at a minimum, while 22kW, 32A three phase EV charging is recommended for most applications.

Future provision requirements for residential developments:

- Electrical infrastructure (including distribution boards, supply capacity, metering, conduits and cable trays (without the EV charger unit) provided must support Level 2 (Mode 3) 7kW 32Amp EV car charging.

Future provision requirements for non-residential developments:

- Electrical infrastructure (including distribution boards, supply capacity, metering, conduits and cable trays (without the EV charger unit) provided must support Level 2 (Mode 3) 7kW 32Amp EV car charging at a minimum, while 22kW 32A three phase EV charging is recommended for most applications.

In all the above cases, a load management system must be installed where the combined power required to charge all cars in spaces with EV chargers, or the future provision of EV chargers, exceed the development's electrical supply infrastructure for charging EVs.

Electric bicycle charging infrastructure requirements:

- An external general power outlet at 10 or 15A is to be located next to a secure on-ground bicycle hoop located at the ground level of the building or a car park that's easily accessible from the street. Electric bicycle parking should allow for more space than the bicycle space requirements at Clause 52.34-6 of the Darebin Planning Scheme as they are typically longer and/ or wider than standard bicycles.

Refresh of Going Places – Darebin Transport Strategy 2007 – 2027

Introduction

In 2007 Darebin Council endorsed Going Places - Darebin Transport Strategy 2007- 2027 (DTS), which outlined a series of policies and action items to guide the fulfillment of Council's vision for transport for the next 20 years, as well as targets against which to measure its performance. The intent was for this to be periodically refreshed to determine Council's performance in delivering on that vision, and to make adjustments to the strategy in response to changes in the strategic context. The most recent DTS refresh was undertaken in 2014. Since then many aspects of the strategic context have changed and it was deemed a suitable time to undertake another refresh of the DTS.

The Vision of the original DTS, is considered to be a sound basis for the transport strategy and the refresh of the DTS will look to build upon this rather than alter it. The Aspirations, through its objectives, are also considered to still be relevant in 2022, if not more so, and should also be further enhanced by minor policy and action changes included the DTS refresh. The changes will reflect council's further commitment to achieving these objectives, as well as required changes to maintain the strategy's relevance and compatibility with changes in the strategic and contextual environment within Federal, State and Local government policy and the community.

The following report presents a summary of the changes to each section of the DTS and forms an addendum to the existing strategy.

Changes to Strategic Context

The strategic context in which the Darebin Transport Strategy operates has changed markedly since the most recent review of the DTS was undertaken in 2014 at both the local and state government level but also due to major events which have impacted people and behaviours such as the global COVID-19 pandemic.

Since the last review of the DTS, Darebin has endorsed several new policies that impact the strategic context it operates in. In 2018 Council endorsed the *Safe Travel Strategy (2018-2028)*, which seeks to improve road safety by creating safer road environments which protect vulnerable road users. The *Walking Strategy (2018-2028)* was created to ensure that walking is a safe, attractive, and easy choice in Darebin to support the transport network, improve community health and inclusivity. This included the development of the *Darebin Principal Pedestrian Network (PPN)* which outlined the priority areas for pedestrians using the road network, improving the way we manage, monitor and upgrade facilities within Darebin. The *Car Sharing Policy (2015)* was introduced to manage the increased use of car sharing facilities, managing their requirement for shared parking spaces. Darebin is also part of the *Northern Trails Strategy* with other northern suburban councils, which aims to improve walking and cycling connections between these local areas.

The management of Darebin's road infrastructures has been updated through the introduction of new strategies and plans. The *Asset Management Strategy (2015-19)* and *Asset Management Plan (2017)* is

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designed to support Council's objects for the management all Darebin's infrastructure, and the *Road Asset Management Plan (2016)* looks to improve how the road related infrastructure, including roads and road areas, will be maintained. A new *Graffiti Management Strategy (2019-2023)* and associated *Graffiti Management Action Plan (2019-2023)* were introduced to manage the effects of graffiti on infrastructure, include those related to roads.

In 2017 Darebin Council declared a Climate Emergency in the City of Darebin. Subsequently, Council endorsed the *Darebin Climate Emergency Plan (2017-2022)*, which outlined the key directions required for Darebin to reach the goals of limiting climate change and improving climate change resilience within the community. Given the impacts of vehicle emissions on climate change, the declaration of Climate Emergency has impacts on the policies and action items within the DTS.

Several major projects in Darebin and the surrounding area have impacted the DTS refresh. A number of level crossing removals included in the Level Crossing Removal Project have been either completed or planned. These include completed projects at Reservoir Station and Grange Rd in Alphington, and projects not yet completed at Oakover Road, Bell Street, Cramer Street and Murray Road in Preston, and Keon Parade in Reservoir. The extension of the Mernda railway line to Mernda, completed in 2018, has resulted in upgraded services between Darebin and northern suburbs. The rail network in Darebin will be affected by the announced Suburban Rail Loop. The Suburban Rail loop is still in the planning phase, but it is a large public transport project that will have impacts on the DTS.

Major road projects in surrounding areas will also affect the DTS and how passenger vehicles and freight will access Darebin and pass through. The North East Link is currently under construction and will connect the northern suburbs with the eastern suburbs, which will likely alter vehicular movements. Darebin will also be impacted by upgrades to the M80 Ring Road which represents a major arterial used by many of the council's residents and businesses

The State Government has released a number of new strategies and policies since 2014 that affect the DTS. *Movement and Place Guidelines* were introduced in 2019 to replace the use of the Network Operating Plans to manage transport in Victoria and the competing needs of different transport modes and uses. The *Movement and Place Guidelines* seek to acknowledge the different roles that roads play as both a connector of places, conduit of people and materials, and as a destination. These different uses are prioritised on a location by location basis to ensure that roads are managed in accordance with their best uses.

The *Victorian Road Safety Strategy 2021-2030 (2021)* and associated *Victorian Road Safety Action Plan 2021-2023 (2021)* aims to halve deaths by 2030 and put us on a strong path to eliminate all road deaths by 2050 through a range of infrastructure and behaviour change projects and programs.

Plan Melbourne is the Victorian Government's vision for the city to 2050, which replaces *Melbourne 2030*. It provides a vision for the future and responds to the challenges of population growth, drives economic prosperity and liveability, while protecting the environment and heritage. This was revised in 2017, building on the original 2014 document, embedding the 20-minute neighbourhood concept into major infrastructure projects, helping to create and connect neighbourhoods that enable people to meet most of their everyday needs within 20-minutes of their home. It has since been updated with population data from 2019.

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Several released strategies had a more direct impact on the DTS. The *Victorian Cycling Strategy 2018-2028 (2018)* guides planning and investment to get more people to cycle for transport, including by providing missing links in bicycle infrastructure. In 2021 *Strategic Cycling Corridors* were introduced to further guide the prioritisation of infrastructure upgrades in the Victorian bicycle network. The *Victorian Freight Plan (2018)* and *Principal Freight Network (2021)* provided guidelines for how Victoria will manage the movement of heavy vehicles and transportation of materials through the transport network. The introduction of the *Principal Public Transport Network (2017)* updated the road network for the prioritisation of public transport over other modes. *Victoria's Bus Plan (2021)* is a long term plan to update the bus network, the bus fleet and bus system to deliver a modern, productive and environmentally sustainable network.

The COVID-19 pandemic has drastically altered travel, work, land use and behaviour in 2020, 2021 and 2022, which has had an impact on the DTS refresh. COVID-19 has accelerated the transition towards increased working from home, which has altered the way people use their homes, their requirements of their homes, the transport needs of people.

The DTS outlines a series of targets to measure the strategy's performance. The severely disrupted travel patterns resulting from COVID-19 have resulted in difficulties measuring our progress towards a number of those targets as the conditions during the measurement period were very different to those during previous measurements in 2007 and 2014. These have been managed as best as possible however these differences should be noted during reading.

Darebin Transport Strategy – review of content

Aspirations

The aspirations, including vision and objectives remain valid and continue to guide Council in delivering innovative, responsible and sustainable transport outcomes for the community in line with the goals of our Council Plan and Charter of Good Governance.

The vision and objectives are appropriate to help manage the challenges of growing population in Darebin including in relation to safety and congestion.

An extensive internal and external consultation informed the development of this strategy over 12 months in 2006 and 2007. During this consultation Council received over 600 responses on travel habits and transport priorities of the community, and over 340 responses on the high level principles emerging from the DTS. A random sample of 200 residents was then interviewed to determine their level of agreement with the principles, aims and objectives of the Final Draft DTS. While this formed the basis of the consultation with individuals in the community, other outreach activities occurred to seek feedback from residents and stakeholders such as State Government agencies, public transport operators, user groups, disability groups, environmental groups and many more.

The outcome of this consultation process was a transport strategy which was used as an example of best practice. The DTS has eight objectives that have driven the way that Darebin delivers transport projects and programs to its community through the various supporting policies and actions. These objectives are:

1. To improve local and metropolitan accessibility

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2. To increase the role of sustainable transport modes
3. To build new development that reduce transport demands
4. To increase social inclusion for residents
5. To improve health and environmental outcomes
6. To improve community safety
7. To integrate quality urban design, economic development and access
8. To engage stakeholders through effective communication

These aspirations were not changed as a result of the 2014 DTS review. These aspirations remain relevant in 2022 and no change as been assessed as being necessary to account for the recent changes in context, need or behaviour.

Land Use and Development

Since the 2014 Darebin Transport Strategy review several new policies and plans have been developed which impact land use in Darebin. The *Housing Change Framework* was introduced to help Darebin achieve higher population densities around major transport hubs and activity centres whilst maintaining liveability. In order to achieve this an updated *Developer Contributions Plan* has been developed to help ensure that developers contribute to the ongoing amenity and liveability of Darebin neighbourhoods. *Environmentally Sustainable Design* reports are now required to be submitted with new planning applications to ensure that new developments consider their future impacts and seek to mitigate them. These are supported by the recently developed *Good Design Guide*.

Structure plans have been finalised for Fairfield Village and the Junction Urban Master Plan (JUMP), with future structure plans in development for Central Preston Activity Centre and Heidelberg Road Corridor. Detailed planning scheme amendments to promote more intensive development along the St Georges Road and Plenty Road corridors were approved by Council and gained ministerial approval since the most recent DTS review.

The COVID-19 pandemic has accelerated many of the trends that we had begun to see in land use change, particularly around work locations and walkable neighbourhoods. The number of people working from home has dramatically increased since the beginning of the pandemic and it is anticipated that the number of people working from home will not return to pre-pandemic levels. As such, the requirements of houses and apartments have changed as dedicated work space is seen as more important. Design of well serviced and connected neighbourhoods where services are within walking distance have also become more important.

There are further Structure Plans, Master Plans and Urban Design Guidelines being prepared for major activity centres that will help guide future development in Darebin as the population densities continue to increase around activity centres.

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Public Transport

In recent years there have been several big infrastructure projects for public transport that have impacted the City of Darebin. The South Morang railway line was extended to Mernda in 2018, bringing more people through Darebin by rail. In addition to this there have been several level crossing removals delivered or currently being constructed as part of the LXP within Darebin. The Reservoir Station redevelopment and level crossing removal has been completed, which has dramatically improved the movement of people in the area. Darebin advocated for the inclusion of a bus interchange as part of the project, which was included and has improved the capacity for multimodal trips in the northern part of Darebin. Another level crossing removal was completed on Grange Road in Alphington, which improves the capacity on a strategic north-south arterial road connecting Darebin with the Eastern Freeway.

Further level crossing removals are currently under construction on Bell Street, Oakover Road, Cramer Street, Gower Street and Keon Parade. This will include the redevelopment of Bell and Preston railway stations. Darebin has been vocal in its advocacy for multimodal interchanges at these new stops, including Parkiteer services and bus connections. Darebin also successfully advocated for the inclusion of Oakover Road in the LXP and conducted traffic analysis and data collection to build the case for its inclusion. Darebin will continue to advocate for better outcomes as part of the Suburban Rail Loop and possible future Melbourne Metro 2 projects.

Darebin has been working with Yarra Trams to create new tram priority treatments on roads, specifically looking at smaller projects that can have immediate benefits for tram travel times. These include turn bans, parking alterations, part time tram lanes and tram stop rationalisation. Darebin has also been supporting Yarra Trams and advocating for upgraded, DDA compliant tram stops. The Gilbert Road terminus is currently under development and Darebin continues to advocate for the tram line's extension along Gilbert Road.

After the release of *Victoria's Bus Plan*, Darebin is keen to work with bus operators and the state government to improve bus services and route coverage as part of bus service reviews. Darebin is also keen to use this opportunity to improve bus connections between Darebin and neighbouring municipalities, particularly providing a high quality connection across the Eastern Freeway to Kew and Hawthorn.

A new action item has been included in 2022 to promote community safety around transport, particularly for those who are vulnerable. Council's current efforts to improve community safety in transport should be formalised in the DTS to reflect the current practice and promote further improvements in this area, as well as demonstrating to residents the commitment Darebin has to this.

Walking and Cycling

In 2018 Darebin released the *Darebin Walking Strategy (2018-2028)*, which was a direct action from the DTS that was updated in 2015, succeeding the signing of the *International Charter for Walking*. The *Walking Strategy* also incorporated the creation of the *Principal Pedestrian Network* for Darebin, which helps prioritise infrastructure and funding needs for pedestrian projects.

Subsequent to the completion of the *Darebin Cycling Strategy (2013-2018)*, it was decided that this strategy was still mostly adequate and learnings from this would be taken onwards in the management of the

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network for bike riders. The *Strategic Transport Framework Plan* has been updated (see attached) to reflect the new priority routes that have been identified and established.

Walking and cycling connections have been upgraded in the Streets For People project (2018), which looked at key routes that connected to the main strategic cycling corridors in Reservoir, Preston, Northcote and Thornbury. New bicycle and walking infrastructure will now be developed and delivered as part of the Your Street, Your Say project on a rolling three-year basis.

Given the changed format of the development and delivery of bike infrastructure and the lack of a dedicated cycling strategy beyond 2018, an action item (A18) has been changed to reflect this current state.

Further upgrades to pedestrian and bicycle policy have occurred since the previous review. These include increased monitoring of shared use paths as part of the updated Road Management Plan, an updated Graffiti Management Policy and Signage Strategy. Pedestrian safety has been improved through the implementation of over 10,000 lighting upgrades to LEDs which will also reduce energy consumption, the *Green Streets Policy* and the advocacy for improved cycling and pedestrian infrastructure as part of the Level Crossing Removal Program. Darebin worked with the Department of Transport to provide pop-up bike lane trials at several locations during the COVID-19 pandemic restrictions.

The Road Network

Darebin continues to manage the road network with a focus on creating a safe transport network, and providing network priority for sustainable transport modes to reduce congestion, improve liveability and reduce transport related emissions.

There has been significant improvement in road safety since the start of the DTS, with crashes on local roads reduced by 29% between 2014 and 2018, down to 20.4 crashes per 100,000 population per year. The Darebin *Safe Travel Strategy (2018-2028)* has been developed and implemented, which aims to further improve safety on local roads.

Darebin's roads are now being managed in accordance with the new Movement and Place Guidelines, which supersedes VicRoads' Network Operating Plans. Darebin's Local Area Traffic/Place Management projects, including Streets for People and now Your Street, Your Say are focused on delivering improved road networks for all road users through the implementation of infrastructure works in local areas. Other opportunities arise periodically to implement small projects outside of Your Street, Your Say, such as the James St pop-up park trial and these are addressed on a case by case basis.

There are some key gaps of missing policy and strategy within Darebin and these have been added as action items in this DTS refresh.

- Investigate and implement options to manage the increased need for freight due to increased populations, major infrastructure works, increased working from home and online commerce.
- The COVID-19 pandemic has revealed a lack of flexibility in the road network in response to sudden changes in travel behaviour. To address this issue options should be investigated that allows council to change the function of the transport network using lessons learnt during the COVID-19 pandemic.

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- The increased uptake of electric vehicles will require management of the charging infrastructure associated with them. As well as the creation of *Electric Vehicle Policies for New Developments and for Public Spaces* (both of which are included in this policy refresh) further policies will need to be created to manage all aspects of EV charging. A target has also been added to increase the number of charging bays within Darebin, to help manage the transition away from internal combustion engine vehicles.
- Parking remains a key concern and a number of issues have been identified that need to be addressed within Darebin. There is no current parking strategy and all parking issues are being managed through council's internal processes and policies. A new *Parking Permit Policy* is currently under development. Action Item A29 has been updated to reflect the change in how parking is managed within council.

Education and Marketing

Council has worked with Schools across Darebin to identify safety challenges and needs and has addressed high risk actions across the City. It currently works with schools in a third of the City every year via its Local Area Placemaking Program (Your Street, Your Say).

Darebin has implemented the Octopus Schools program, which engages schools in a broad program to improve informed transport choices and provide opportunities to engage in sustainable transport. Darebin also supported schools to run the Bike Ed program, engage in the Ride2School day and Walk to School month.

Darebin also engages with the broader community to promote informed transport choices. Darebin has worked with Banyule and Boroondara Councils and other local community partners to deliver workshops to improve transport knowledge, and journey planning and bike riding skills in the community. Workshops and webinars were delivered online when COVID-19 pandemic restrictions were put in place. Darebin works with WeCycle to run popular free monthly bike checks for the community. Come and Try E-bike sessions were run in the community, allowing people who wouldn't normally ride bikes to try e-bikes as a transport option. Darebin offers one-on-one one bike lessons to the community to teach first time riders how to ride a bike. We also run seasonal workshops teaching the community how to repair and maintain their own bike, and improve their on-road bike handling skills. Darebin continues to update its TravelSmart maps, to promote informed transport and route choices in the community.

Within Council the Love Your Commute program provides staff with bike riding training and loans for public transport fares and bicycle purchases. Lift sharing bays are available for booking by staff who car-pool to work. A new e-bike fleet was established in 2021, with regular e-bike training offered to staff and Councillors. End of trip facilities have been upgraded at council offices.

Making it Happen

This section focuses on actions to support the strategy such as partnerships with stakeholders, a monitoring plan and ensuring that other Council processes and strategies are aligned with the DTS. These remain relatively unchanged. The monitoring plan uses targets to measure the success and progress of the strategy; the key changes to the targets reflect current availability of data.

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There have been significant challenges accessing the data for many targets, as the original targets use data from 15 years ago. The COVID-19 pandemic has drastically altered the measurements for many targets in 2020, 2021 and 2022. As a result many targets use data from 2018 or 2019 to give a better reflection of more ‘standard’ road and transport conditions.

Strategic Transport Framework Plan



The *Strategic Transport Framework Plan* has been updated since the 2015 DTS review to include the following:

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- *Strategic Cycling Corridors* were introduced by the state government in 2020. Several of these routes are in Darebin.
 - o St George's Road Path / Northern Pipes Trail / Reservoir Rail Trail (Classification level C1)
 - o Dundas St / Oakover Rd (C1)
 - o Hurstbridge Line Shimmy Route (C1)
 - o Dunne Street / Broadway / Edwardes Street (C2)
 - o Gower Street / Cramer Street (C2)
 - o Christmas St Shimmy Route (C2)
- Other routes have been added to the 'Key Cycling Corridor' routes. These have been included through previous route-based projects, such as Streets for People or formalised Shimmy Routes, and existing routes with high cyclist volumes.
- Additional Level Crossing Removal projects have been included at Grange Rd, Alphington and Keon Parade, Reservoir.

The rest of the Transport network remains unchanged in a strategic context. Separately from the *Strategic Transport Framework Plan*, the *Principal Pedestrian Network* has been completed since the past DTS review as a result of the *Walking Strategy 2018-2028*.

Key Outcomes of the Review

Since the previous Transport Strategy review, there are a number of key Policies, Actions that have been delivered and Targets that have been met. Key outcomes of the review have been summarised below.

a. Key achievements

Item No.	Original Text (2014)	Current Status	Comments	Revised (2022)	Item
T3	Reduction of accident rates on local roads equal or greater than VicRoads targets.	On track	Crashes on local roads reduced by 29% between 2014 and 2018 and by 49% since 2007, down to 20.4 crashes per 100,000 population per year. The current state government target is a 50% reduction by 2030.		
T6	Reduce accident rates for cars, walking, cycling and public transport faster than the	On track / More to be done	15% reduction of all crashes in Darebin between 2014-2018, and a 59% reduction since 2007. Between 2014-2018, Greater		

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Item No.	Original Text (2014)	Current Status	Comments	Revised (2022)	Item
	metropolitan average		Melbourne has experienced a 49% reduction in crashes resulting in fatalities or serious injuries.		
T19	Increase the amount of annual funding received from external sources for DTS projects	On track	<p>Average annual funding from external sources for DTS projects in the past 5 years is \$594,000, including Black spot programs (average \$460,750 per year from 2018-2021), VicHealth grants, TAC grants, and SSRIP safe travel grants. This is up from an average of \$430,000 per year in 2014.</p> <p>In the past 5 years Council has received over \$2 million in external funding for DTS related projects.</p>		
A8-1 Land Use	Investigate opportunities for mixed use development around railway stations and improve bus, tram, walking and cycling accessibility around them.	Ongoing	Darebin encourages mixed use development around railway stations through the Housing Change Framework Plan, which was updated in 2015 and encourages substantial upgrading of development, including mixed use developments, within 400m of train stations and tram stops, or have frontages to major public transport corridors. The Level Crossing removals at Reservoir, Bell, Preston and Alphington have provided excellent opportunities for council to advocate for sustainable connections	No change.	
P8-3 Public Transport	Improve connections and access to public transport services by sustainable modes. This includes access by	Ongoing	Council strongly advocated for bus interchanges at Reservoir Station and for bus stops to be situated closer to Bell Station as part of Level Crossing Removal Project	No change.	

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Item No.	Original Text (2014)	Current Status	Comments	Revised (2022)	Item
	walking, cycling and proximity to car share vehicles.		works. Council has also advocated for improved cycling parking facilities to be included as part of the Preston Station redevelopment and other Level Crossing Removal Project works, Council's Streets for People projects included several upgrades to bike and pedestrian routes that connect with high volume public transport corridors. Darebin now has 90 car share spaces with the majority being in locations near major public transport routes.		
P9 Walking and Cycling	Pedestrian needs and safety outcomes will be considered in all transport infrastructure upgrades and road works. Whenever roads are being resurfaced or upgraded, Council will integrate pedestrian improvements such as wider footpaths and pram crossings and will consider the immediate and ongoing safety implications for all road users.	Ongoing	Council continues to consider pedestrian safety and amenity, and the needs of the community as a whole, as part of any new infrastructure works. This allows Council to minimise disruptions and project costs by upgrading pedestrian facilities concurrently with existing works. The upgrading of pedestrian and cycling assets in the process of road maintenance is completed according to the Road Asset Management Plan.	No Change	
P12 Road Network	No new roads will be built or existing roads widened to provide for single-occupant vehicles. Road space will be managed to facilitate	Ongoing	Council continues to allocate roadspace to sustainable transport rather than the throughput of single occupant vehicles for both new projects and existing roads. On rare occasions roadspace may	No change	

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Item No.	Original Text (2014)	Current Status	Comments	Revised (2022)	Item
	improved public transport services, improve safety, provide high occupancy lanes or provide local access.		be allocated to address specific safety issues at intersections, such as when providing fully controlled right turns in response to accident blackspots (eg, Cheddar Rd and Dole Ave, Reservoir)		
A26 Road Network	Review and update the Darebin Safe Travel Strategy. Initiatives to be considered include lowered speed limits in residential areas, and specific treatments and programs that enhance the safety of vulnerable road users including pedestrians, cyclists, children and the elderly.	Ongoing	The Darebin Safe Travel Strategy (2018-2028) was developed and endorsed by council in 2018. This strategy supports higher participation rates in low impact modes of travel and uses an innovative approach to protect these vulnerable road users and make Darebin a safer and more sustainable place to travel.	No change	

b. Key challenges

Item No.	Original Text (2014)	Current Status	Comments	Revised (2022)	Item
T7	Reduce the private vehicle kilometres travelled (VKT) per person in Darebin	More to be done	Between 2007 and 2018, Darebin experienced a 2% decrease in private vehicle kilometres travelled per person on a weekday. However, in the same time period, private VKT per person on a weekend day has grown by 37%.		
P5 Land Use	The development of large sites will be required to incorporate public pedestrian and cycle links where they can contribute to a	Ongoing	Whilst it remains difficult to enforce the creation of pedestrian and bike path links through new developments, Council has had some success encouraging developers to provide access links where these can bring shared	No change	

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Item No.	Original Text (2014)	Current Status	Comments	Revised (2022)	Item
	desirable through route		benefits for both developers and Council.		
A11 Public Transport	Introduce additional public transport services linking Darebin to surrounding areas. These may include extending Tram 112 to Reservoir Station, increasing bus coverage in areas with low car ownership and adding PPTN bus routes between Preston and Epping, between Northland and Clifton Hill, and within Reservoir.	Ongoing	<p>Council will continue to advocate strongly for better bus connections across the Yarra River, and to improve bus connections to surrounding municipalities as part of Victoria’s Bus Plan.</p> <p>The extension of route 11 along Gilbert Rd remains a key advocacy priority for council.</p> <p>Council will continue to advocate for the Suburban Rail Loop and Melbourne Metro 2 to provide additional rail connections between Darebin and surrounding areas.</p>	No change	
A29	Develop a parking policy for Darebin. This will identify procedures for increasing the management of parking in areas where it is in high demand or where there is misuse of long- or short-term parking spaces. Measures may include time restrictions, parking charges, limiting use of roadside loading zones, providing alternative loading areas, increased enforcement, shared parking, signs and maps.	Ongoing	<p>Following consultation on a draft parking strategy for the City, Council decided in 2019 not to introduce changes and to retain its local approach to reviewing and updating parking restrictions.</p> <p>Council is currently reviewing its parking permit policy as outlined in the Council Plan.</p> <p>Council has updated its consultation approach in regards to local parking management to reflect Council’s Community Engagement Policy.</p>	Develop policies and procedures to equitably manage the demand and supply of parking within Darebin. These will focus on the management of parking around activity centres, management of parking permits, managing the parking requirements of new developments, and improving the quality of parking	

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Item No.	Original Text (2014)	Current Status	Comments	Revised (2022)	Item
				supply.	
A38 Making It Happen	Advocate for the continuation of monitoring tools that allow progress on the DTS to be tracked. Tools such as detailed household travel surveys (such as VISTA by Department of Infrastructure) and VicRoads data collection processes are important to strategies such as the DTS and should therefore be maintained and expanded.	Ongoing	Data collection has been particularly difficult for this review, as travel behaviour has been so radically affected by the COVID pandemic and movement restrictions. Consequently, some of the data has been available, but not directly comparable to previous iterations, whilst other data has not been available at all. The most recent Households Survey was completed in 2014. This has resulted in some targets being unable to be assessed against previous benchmarks.		

c. New or changed Policies

Policy No.	New or Changed Policy	Comments	Status
P3	Sustainable transportation to be supported systematically in new multi-residential, commercial, business and mixed-use developments using the current ESD report submission requirements. Council will encourage sustainable transport choices at new developments using the conditioning of planning permits on a site by site basis.	The improvements in commonly available mapping and route planning technology has made the Integrated Transport Plans obsolete for new developments. The provision of sustainable transport has since been incorporated into the existing Environmentally Sustainable Design (ESD) reports, and the old policy no longer is relevant to the planning assessment process. This has been changed to reflect the more holistic approach being reflected in the current approvals process.	Altered after merging P3 and P4.

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d. New or changed Actions

Action No.	New or Changed Action	Comments	Status
A3	Support sustainable transportation in new multi-residential, commercial, business and mixed-use developments using Environmentally Sustainable Design (ESD) policies. Continue to implement and refine planning policies that support pedestrian, bike riding and public transport use in new developments.	As per the changes to Policy 3 (Merging and changing P3 and P4), this Action Item change reflects the decreased relevance of Integrated Travel Plans for new developments as a result of improvements in commonly available mapping and route planning technology. The Action Item maintains the intents of the previous items whilst reflecting the current practices of using the planning approval process to improve sustainable transport outcomes.	Altered after merging A3 and A4.
A15-1	Promote community safety around public transport, with emphasis on protecting at-risk members of the community. This includes embedding community safety into council's design practices, advocating for safe community travel and developing programs designed to promote safe travel.	Council's efforts to improve community safety in transport should be formalised in the DTS to reflect the current practice and promote further improvements for pedestrians and public transport users.	New Action Item
A18	Progressively develop and update the Strategic Transport Framework Plan to inform bike related infrastructure priorities within Darebin and deliver these changes through local area traffic management projects such as Your Street, Your Say.	A review of the previous Cycling Strategy found that wholesale changes were not needed and that cycling considerations are better integrated into overall transport network considerations as part of the Transport Framework. Identifying priority infrastructure improvements for all modes including safety, walking, driving and cycling across Darebin is currently being done on a Local Area basis with a third of the City covered each year via the Your Street, Your Say project. This allows for effective	Changed Action Item

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Action No.	New or Changed Action	Comments	Status
		integrated planning for all modes.	
A29	Continue to manage access to parking in areas where demand is greater than supply with consideration of accessibility, economic development, equity and improving the quality of parking supply in new development.	<p>Council is undertaking a review of the current Parking Permit Policy.</p> <p>Requests for changes to parking restrictions are currently considered on a local basis. Parking around activity centres is generally managed on a precinct basis. This includes measuring parking supply and demand and using progressive parking restrictions for sites within 5 minutes' walk of the activity centre.</p> <p>Council has updated its consultation approach in regards to local parking management to reflect Council's Community Engagement Policy.</p>	Changed Action Item
A30-2	Investigate and implement options to better manage freight transport. This will take into account the changing nature of freight, the freight industry, the transport network, key stakeholders and regulators.	The current Transport Strategy has very limited focus on the role freight plays in the road network. Given recent trends towards the delivery of goods to residential areas, enhanced by the shifts due to the pandemic, as well as the increased movement of goods across the road network, council should investigate options to manage the increased movement of heavy vehicles. This Action Item reflects this need.	New Action Item
A30-3	Monitor changing transport behaviours and needs arising from COVID and make temporary adjustments if needed during outbreaks to support community safety.	The pandemic has seen significant changes in the way that the road network has been used in 2020 and 2021. This may result in the need for changes to be made in the future to how the road network is managed during these times of societal flux where behaviours change drastically.	New Action Item

Review of Going Places – Darebin Transport Strategy 2007 – 2027

Action No.	New or Changed Action	Comments	Status	
A30-4	Monitor long term changes in commuting and transport behaviours and incorporate this into Council’s transport improvements planning via its Local Area Place Making programs.	This action item reflects the need to continually monitor long term travel behaviour trends and ensure these are captured in Councils Local Area Place Making programs to enable the transport network to remain resilient and adaptive to the community’s needs.	New Item	Action
A30-5	Develop policies to manage increasing demand for commercial or private Electric Vehicle charging infrastructure.	Electric vehicle usage is increasing and the demand for additional charging infrastructure is increasing, so developing policies to manage this is important Further policy development will be required for how charging infrastructure will be managed in public spaces, such as public streets, for private charging infrastructure.	New Item	Action
A30-6	Improve access to EV charging in Darebin.	Electric vehicle usage is increasing and the demand for additional charging infrastructure is increasing, so it is important for council to manage the transition to lower emission vehicles through the provision of charging infrastructure. This includes leveraging private sector investment, or funding opportunities through State & Federal Government.	New Item	Action

Review of Going Places – Darebin Transport Strategy 2007 – 2027

e. New or changed Targets

Target No.	Original text (2007)	New or Changed Target	Comments	Status
T22		Increase the number of Electric Vehicle charging bays with charging infrastructure in approved public locations.	Measures the outcomes of new Action Item 30-5, which seeks to increase the amount of charging capacity within Darebin in association with the development of policies to manage the transition to electric vehicles.	New

Summary of Policies, Actions and Targets

Item No	Current Status	Revised Item
P1	Ongoing	No change
P2	Ongoing	No change
P3	Ongoing	Revised Policy
P4	Ongoing	Merged with P3
P5	Ongoing	No change
P6	Ongoing	No change
A1	Ongoing	No change
A2	Ongoing	No change
A3	Ongoing	Revised Action
A4	Ongoing	Merged with A3
A5	Ongoing	No change
A6	Ongoing	No change
A7	Ongoing	No change
A8-1	Ongoing	No change
A8-2	Ongoing	No change

Review of Going Places – Darebin Transport Strategy 2007 – 2027

Item No	Current Status	Revised Item
P7	Ongoing	No change
P8-1	Ongoing	No change
P8-2	Ongoing	No change
P8-3	Ongoing	No change
A9	Ongoing	No change
A10	Ongoing	No change
A11	Ongoing	No change
A12	Ongoing	No change
A13	Ongoing	No change
A14	Ongoing	No change
A15-1	New Action	New Action
P9	Ongoing	No change
P10	Ongoing	No change
P11	Ongoing	No change
A16	Ongoing	No change
A17	Ongoing	No change
A18	Completed	Revised Action
A19	Ongoing	No change
A20	Ongoing	No change
A21	Ongoing	No change
A22	Ongoing	No change
A23	Ongoing	No change
A24	Ongoing	No change
P12	Ongoing	No change
P13	Ongoing	No change

Review of Going Places – Darebin Transport Strategy 2007 – 2027

Item No	Current Status	Revised Item
P14	Ongoing	No change
P8	Ongoing	No change
P14-1	Ongoing	No change
A25	Ongoing	No change
A26	Ongoing	No change
A27	Ongoing	No change
A29	Ongoing	Updated Action Item
A30-1	Ongoing	No change
A30-2	New Action	New Action
A30-3	New Action	New Action
A30-4	New Action	New Action
A30-5	New Action	New Action
P15	Ongoing	No change
A31	Ongoing	No change
A32	Ongoing	No change
A33	Ongoing	No change
A34	Ongoing	No change
A35	Ongoing	No change
A36	Ongoing	No change
A37	Ongoing	No change
A38	Ongoing	No change
T1	On track / more to be done	No change
T2	On track / more to be done	No change
T3	On track	No change
T4	On track	No change

Review of Going Places – Darebin Transport Strategy 2007 – 2027

Item No	Current Status	Revised Item
T5	On track	No change
T6	On track / more to be done	No change
T7	More to be done	No change
T8	On track / more to be done	No change
T9	On track / more to be done	No change
T10	On track	No change
T11	On track / more to be done	No change
T12	On track	No change
T14	On track	No change
T15	More to be done	No change
T16	On track / more to be done	No change
T19	On track	No change
T20	On track	No change
T21	More to be done	No change
T22	N/A	New Target

8.7 CONTRACT AWARD - CT2021147 SUPPLY & DELIVER 2 X SIDE LOADING GREEN WASTE TRUCKS**Author:** Infrastructure Maintenance and Fleet Capital Project Officer**Reviewed By:** General Manager Operations and Capital

PURPOSE

The purpose of this report is to seek approval to award contract CT2021147 for the supply & delivery of two dual controlled side loading green waste compaction trucks.

EXECUTIVE SUMMARY

Diversion of food organics from landfill is becoming a priority for councils in Victoria. Food waste represents a significant proportion of Australia's waste and contributes to greenhouse gas emissions. Collecting it has the potential to divert a significant amount of waste from landfill, producing a valuable compost product and with a positive impact on recycling.

Darebin is expanding the existing food organics & garden organics (FOGO) collection service to all residents who currently have access to Council's kerbside collection service. Currently, access to food and green waste collection service in Darebin is optional and bins are provided to the resident on request at an additional cost.

Due to expansion of the current food and green waste collection service, two additional side loading multipurpose green waste compaction trucks are required to be purchased and delivered prior to the end of the 2021/2022 financial year.

Officer Recommendation

That Council:

- (1) Awards contract CT2021147 for the supply & delivery of two dual controlled side loading multipurpose green waste compaction trucks to _____ at a cost of \$ _____ (incl. GST and estimated on-road costs).
 - (2) Authorises the Chief Executive Officer to finalise and execute the contract documents on behalf of Council.
-

BACKGROUND / KEY INFORMATION

Council currently provides 80-litre mobile bins for the fortnightly collection of green waste. In 2020/21 financial year this service was provided to approximately 37,300 tenements and approximately 12,500 tonnes of food and organic was collected.

Council has resolved to roll-out universal FOGO from 1 July 2022 as a priority of kerbside collection reforms. On 1 July 2022 Council will introduce a consolidated waste charge for the kerbside collection service. Council also resolved to roll-out a universal FOGO service and bins to residents who don't currently access the service.

This will increase the number of service users by approximately 40%. As a result it is necessary to purchase additional waste collection trucks to ensure the universal FOGO service can begin at the beginning of the new financial year.

Previous Council Resolution

At its meeting held on 22 November 2021, Council resolved:

That Council:

- (1) *Note its support for the principles of the Statewide Recycling Victoria Reforms and alignment with Council's adopted Waste and Recycling Strategy.*
- (2) *Note that in order to support the implementation of Recycling Victoria Reforms and to address financial impacts beyond its control, the way in which Council collects waste service cost recovery needs to change.*
- (3) *Endorse the introduction of a municipal wide (universal) Food Organic and Garden Organic (FOGO) collection service effective from 1 July 2022.*
- (4) *Establish a service charge for kerbside waste collection services, moving kerbside waste collection costs from the general rates payable by ratepayers, incorporating the existing waste collection fee for Green Waste.*
- (5) *Establish a service rate for public waste collection services, moving public waste collection costs from the general rates payable by ratepayers.*
- (6) *Note that the kerbside waste collection service charge, the service rate for public waste collection and the applicable concessions aligned to equity principles will be declared through the 2022/2023 Budget, following receipt of valuations from the Valuer General in 2022 and consultation on the 2022/2023 draft Budget.*
- (7) *Note the Revenue and Rating Plan 2021-2025 will be revised to incorporate the decision of Council to introduce the service rate for kerbside waste collection services, the service rate for public waste collection services and concessions aligned to equity principles and reported to Council alongside the draft Budget in March 2022.*
- (8) *Note the Rates Financial Hardship Policy will be revised to incorporate the concessions aligned to equity principles (with benefit to approx. 40,000 households) and the safety net for kerbside waste collection services for those experiencing disadvantage and reported to Council alongside the draft Budget in March 2022.*
- (9) *Authorise the CEO to enter into a contract in excess of their current delegation of \$750,000 up to a maximum contract value of \$1,300,000 inclusive of GST, with the recommended supplier of waste service bins for the introduction of Universal Food Organic and Garden Organic collection service and to report the outcome of the awarded contract to Council for noting.*
- (10) *Authorise the CEO to sign and execute all contractual documentation on behalf of Council in relation to the introduction of a municipal wide (universal) FOGO collection service from 1 July 2022.*

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 3: Climate, Green and Sustainable

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 3: Climate, Green and Sustainable

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

3.5 We will reduce waste and stimulate a local circular economy, where waste resources are re-used rather than discarded

4.3 We will transform our services and service delivery models to ensure they meet the current, emerging and future needs of our community

4.2 We will ensure our assets are optimised for the benefit of our community

A large percentage of Darebin's waste that goes to landfill is food organics. When this waste breaks down it creates methane gas. This is a powerful greenhouse gas that contributes to climate change. Council's decision to expand FOGO collection service aims to reduce the amount of food and garden waste going to landfill. The purchase of 2 additional green waste compaction trucks will support implementation of the municipal wide FOGO service.

DISCUSSION

Procurement Process

A review of procurement of heavy vehicles identified that the best method of purchasing heavy vehicles is to access the Municipal Association Victoria (MAV) Contract. Accordingly, Darebin has signed an agency agreement with MAV Procurement to use the contract NPN04-13 (Supply of Trucks) and ST20092 (Specialised Truck Bodies). Under this arrangement, Council can engage the preselected suppliers in the MAV preferred supplier panel for the purchase of trucks.

There are many benefits for councils who purchase using a MAV Procurement panel arrangement, these include:

- Better value for money, offering a competitive advantage through the combined purchasing power of the Victorian local government sector (and, in some cases, the National Procurement Network).
- MAV Procurement has run a comprehensive public tender process and established the contract, saving individual councils the time and expense of running separate processes.
- Social and sustainable procurement practices are embedded within all MAV procurement processes.
- Convenient, simple online access to the full range of MAV panel contracts, supporting documents and suppliers via the MAV online portal called VendorPanel.

Utilising the MAV approved panel, select suppliers were invited to tender for the supply of the 2 trucks and bodies. See Confidential report **Appendix A** appended under separate cover for details of suppliers invited to tender, the details of the tender evaluation panel, prices quoted, the evaluation criteria weighting and the evaluation matrix.

Tenders were assessed against the following criteria:

Criteria
Tender price
Delivery timeframe
Warrantees
Standardisation of garbage compactors within Council operation
Socially responsible initiative and practices
Sustainably initiative and practices
Local business content
Conflict of interest declaration, OH&S and Covid-19 plan
Certificates of currency for insurances and WorkCover
Compliance to specifications

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES

Financial Management

This purchase is to be funded through the 2021/2022 capital works program.

Other Principles for consideration

Overarching Governance Principles and Supporting Principles

- (a) Council decisions are to be made and actions taken in accordance with the relevant law;
- (c) the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;
- (i) the transparency of Council decisions, actions and information is to be ensured.

Public Transparency Principles

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

Strategic Planning Principles

- (c) Strategic planning must take into account the resources needed for effective implementation;

Service Performance Principles

- (b) services should be accessible to the members of the municipal community for whom the services are intended;
- (e) service delivery must include a fair and effective process for considering and responding to complaints about service provision.

COUNCIL POLICY CONSIDERATIONS

Environmental Sustainability Considerations (including Climate Emergency)

Sustainable initiatives and practices were weighted as 10 percent of the overall tender score. Specification included mandatory criteria for Euro 6 emission standard Selective Catalytic Reduction (SCR). The major benefit of using SCR is that it reduces the emissions of mono-nitrogen oxide from vehicles which reduces the negative impact on the environment.

Equity, Inclusion, Wellbeing and Human Rights Considerations:

An equity impact assessment (EIA) for Capital Heavy Fleet program 2021/2022 was completed on 16 February 2021. Reasonable adjustment processes exist to accommodate employees who require a vehicle that is accessible. In relation to the vehicles, the design is universal as it can be used by anyone regardless of their age, level of ability, cultural background, or any other differentiating factors that contribute to the diversity of our communities.

Social initiatives and practices were weighted 10 per cent of the overall tender score. The preferred tenderer demonstrated a strong commitment to social initiatives and practices (**Attachment A** appended under separate cover).

Economic Development and Cultural Considerations

There are no suppliers in Darebin to supply garbage compaction trucks as per the specifications. However, the universal FOGO service will stimulate the local economy via additional staff roles necessary to provide the service and the additional bins that will be procured.

Operational Impacts

The purchase of the trucks and delivery before 30 June 2022 is critical for the implementation of FOGO service on 1 July 2022 (as per Council's resolution) and to ensure uninterrupted service delivery in compliance with Council's Waste Strategy.

Legal and Risk Implications

As the project value was under \$1 million, an external probity advisor was not required. All communication during the tender period was done via MAV Vendor Panel portal. The system logs all the processes, thereby meeting governance and probity requirements.

Financial due diligence

The quotes received under the MAV contract arrangement have already been through a competitive tender process. MAV has conducted due diligence and has assessed the suppliers' financial position. MAV arrangements are compliant with the Local Government Act and provide local government entities with the assurance that all suppliers are vetted and compliant based on a comprehensive tender, evaluation and approval process.

IMPLEMENTATION ACTIONS

Details

Subject to Council's decision, the contract documentation will be executed in the second week of March 2022.

Communication

Officers will provide a letter of intent to the successful supplier followed by the contract confirming the price and delivery time frame.

Timeline

Table 3: approximate dates

Milestone / Tasks	Date / Timeframe
Council resolution to appoint the preferred Tenderer	28 February 2022
Contractor notification and letter of intent formalisation of contract documentation	2 March 2022
Formalisation and execution of contract documentation	9 March 2022
Delivery of trucks	20 June 2022
End of warranty on cab chassis	19 June 2027
End of warranty on compaction body	19 June 2025

Attachments

- Contract Award CT2021147 Supply & Delivery 2 x Side Loading Green Waste Trucks (**Appendix A**) Enclosed under separate cover Confidential - enclosed under separate cover

DISCLOSURE OF INTEREST

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

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

9. NOTICES OF MOTION

9.1 ADVOCACY FOR REFUGEES AND ASYLUM SEEKERS

Councillor: Lina MESSINA

NoM No.: 02/22

Take notice that at the Council Meeting to be held on 28 February 2022, it is my intention to move:

That Council:

1. *Expresses our deep concern for the health and wellbeing of people seeking asylum who are being held in closed detention facilities across Australia, including the Park Hotel Melbourne.*
2. *Write to the Minister for Home Affairs and the Minister for Immigration seeking the immediate release of around 60 people transferred to Australia from Papua New Guinea (PNG) and Nauru, most of whom have been granted refugee status and have spent much of the past 8½ years in some form of closed detention, including the Park Hotel.*
3. *As a signatory to the Refugee Welcome Zone declaration and Welcoming Cities Member, reaffirm our commitment to work with other stakeholders to welcome and support those refugees and people seeking asylum upon release to live freely and peacefully in the Darebin community.*

Rationale

Darebin City Council has a long-standing commitment to supporting the rights and wellbeing of people seeking asylum and refugees and advocating for change to the Federal government's inhumane immigration and settlement policy. This includes as a member of the Mayoral Taskforce on Refugees and Asylum seekers, signatory to the Refugee Welcome Zone declaration and Welcoming Cities Member

Notice Received: 13 February 2022

Notice Given to Councillors 13 February 2022

Date of Meeting: 28 February 2022

9.2 DAREBIN CREEK MANAGEMENT COMMITTEE MOU**Councillor: Emily DIMITRIADIS****NoM No.: 03/22**

Take notice that at the Council Meeting to be held on 28 February 2022, it is my intention to move:

That Council:

- (1) *Notes the excellent work of the Darebin Creek Management Committee (DCMC) and Merri Creek Management Committee (MCMC).*
 - (2) *Notes the MCMC has a MOU with Darebin Council and DCMC still does not have a MOU, despite a resolution being unanimously passed on 26 April 2021 for a MOU to be finalised with DCMC.*
 - (3) *Notes that the funding provided by Darebin Council to DCMC over the last two years has been considerably less than what was requested by DCMC and the DCMC board for 2020-2021 and 2021-2022 without explanation.*
 - (4) *Notes that DCMC have previously had a three year MOU with Darebin Council from 2014-2019.*
 - (5) *Receives a report at the April 2022 Ordinary Council Meeting on the status of the MOU including any historic or current impediments to reaching a signed status.*
 - (6) *Furthermore, the above report should:*
 - a. *Report on the financial contributions and justifications provided by Darebin Council over the last three years to both DCMC and MCMC, including but not limited to a reduction in DCMC funding by Darebin Council in 2021-2022 by \$20,000.*
 - b. *Report on the possibility, including advantages and disadvantages for both Darebin Council and DCMC to engage into a three year MOU given the time it has taken to sign a MOU.*
-

Rationale

While DCMC's work is highly valued, Council still does not have a MOU with the group to formally acknowledge the ongoing relationship. On 26 April 2021 a resolution was unanimously passed to ensure a MOU would be finalized with DCMC for the year 21/22 but this has not occurred 10 months later and with only 4 months remaining in this financial year. In addition, there has been a reduction in funding to DCMC over the past two years with no understanding of why this has occurred. Furthermore, the MOU with DCMC should be of sufficient duration to provide DCMC with security and the ability to plan ahead.

Notice Received: 14 February 2022**Notice Given to Councillors 14 February 2022****Date of Meeting: 28 February 2022**

**9.3 ALLEGED POLITICAL INTERFERENCE REGARDING
NORTHCOTE GOLF COURSE****Councillor: Emily DIMITRIADIS****NoM No.: 04/22**

Take notice that at the Council Meeting to be held on 28 February 2022, it is my intention to move:

That Darebin Council:

1. *Notes with grave concern the recent mass email campaign by Greens Party Leader to deliberately influence the outcome of Darebin Council's 'shared community use' online survey regarding Northcote Golf Course, in order to skew the outcome of the survey to align it with the political position of both Greens Federal and State candidates in the upcoming 2022 elections.*
2. *Notes that it is both contrary to Darebin Council resolutions on 'shared use' at Northcote Golf Course and ethically unacceptable, that resources of a partially publicly funded political party from Spring Street seeks to promote a golf course in the City of Yarra as an alternative to 'shared use' of a publicly owned golf course in the City of Darebin.*
3. *Council notes for the record that there is no council resolution that supports her stated objective of removing publicly accessible golf at Northcote Golf Course and redirecting golf users to an already full golf course in the City of Yarra.*
4. *Affirms its role as a locally responsive level of government and is committed to Darebin community's expectation of impartial decision-making free from interference by Spring Street political party leaders.*
5. *Acknowledges the reputational risk caused by the Greens Party Leader's actions and resolves that the Mayor write on behalf of council to the Greens Party Leader and demand that she cease her political interference in Darebin Council matters and that this letter from the Mayor and any response from the Greens Party Leader be published on the Darebin website.*
6. *Resolves to write to the Minister for Local Government, Hon. Shaun Leane to seek advice on whether:*
 - *the actions of the Greens Party Leader are in line with the intent of the Local Government Act;*
 - *this incident of political interference can be referred to the relevant Parliamentary Committees for further investigation.*

Rationale

The controversial intervention by the Greens Party Leader in the Darebin Council's online survey process regarding shared use at Northcote Golf Course has raised community concern that threatens the reputation of the Darebin Council and undermines community confidence in relation to fair and impartial decision making. Council needs to take steps to protect our reputation of fair and impartial decision making.

Notice Received: 14 February 2022

Notice Given to Councillors 14 February 2022

Date of Meeting: 28 February 2022

9.4 RESERVOIR LEISURE CENTRE**Councillor: Julie WILLIAMS****NoM No.: 05/22**

Take notice that at the Council Meeting to be held on 28 February 2022, it is my intention to move:

That Council:

- 1. Notes on 6 November 2019 Council passed a resolution to receive a comprehensive Council report on how the full redevelopment of the Reservoir Leisure Centre (RLC) could address socio-economic disadvantage in the north end of our city. This report is yet to come before Council.*
- 2. Receives an officers' report at the April 2022 Council meeting on the benefits and opportunities for schools, students, families, and our diverse community of completely redeveloping and rebuilding the RLC with a 50-meter pool and other state of the art features similar to what Council is currently building as part of the exiting and complete rebuilding of the Northcote Aquatic and Recreation Centre.*

Rationale

The calling of this report is to provide information to Councillors and the community on the future benefits and opportunities of redeveloping and rebuilding the RLC with a 50-metre pool and other state of the art features like what is being built at the new Northcote Aquatic and Recreation Centre. This option needs to be properly explored to future proof against population growth and the growing expectations of our diverse community in Reservoir. The information will inform the future design scope the RLC rebuilding project that will delivered to residents in the northern part of our city and provide them with access to quality infrastructure similar to other parts of Darebin.

Notice Received: 14 February 2022**Notice Given to Councillors 14 February 2022****Date of Meeting: 28 February 2022**

9.5 CAIN AVENUE, FAIRFIELD**Councillor: Emily DIMITRIADIS****NoM No.: 06/22**

Take notice that at the Council Meeting to be held on 28 February 2022, it is my intention to move:

That Council:

- 1. Notes the Department of Transport (DoT) is currently working with key stakeholders, including the Department of Health and Victoria Police, to improve personal safety across the transport network. This includes the installation of anti-trespasser fencing along the metropolitan and regional rail network in prioritised locations using a risk-based approach and informed by suicide and trespasser incidents data.*
- 2. Notes that Cain Avenue in Fairfield is situated adjacent to the Hurstbridge train line and is very close to where pedestrians walk but is not fenced between Victoria Road and Howitt Street.*
- 3. Notes that while the rail network along Cain Avenue is not fenced, fencing is in place along sections of South Crescent, Railway Place and Wingrove Street.*
- 4. Notes that there may be opportunity for Council to advocate for work to improve safety in Cain Avenue near the intersection of Howitt Street, to address resident requests.*
- 5. Calls for a report at the April Council meeting outlining any opportunities for Council to work with DOT to explore leasing of additional land and to advocate for safety fencing works in this section of Cain Avenue.*

Rationale

Local residents have raised the possibility of implementing fencing along a currently unfenced section of Cain Avenue to improve pedestrian and resident safety. This section of the rail corridor is used for pedestrian access and as a recreation space for locals.

While the majority of the rail network is under the responsibility of MTM, and therefore subject to the risk-based prioritisation framework, there may be opportunity to make improvements to an important section of Cain Avenue. This would increase local safety and address resident requests for fencing installation.

Notice Received: 14 February 2022**Notice Given to Councillors 14 February 2022****Date of Meeting: 28 February 2022**

10. URGENT BUSINESS

11. CONSIDERATION OF REPORTS CONSIDERED CONFIDENTIAL

In accordance with Section 66(2) of the *Local Government Act 2020*, Council may resolve to close the meeting to members of the public to consider items, deemed to be confidential by the Chief Executive Officer in accordance with Section 3(1) of the Act for the reasons indicated:

11.1 22 Wood Street Preston - Open Space Contribution

This item is designated confidential because it contains Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released, pursuant to Section 3(1) (a) of the Act.

11.2 CEO Mid Year Performance Review & CEO Employment Matters Committee Update

This item is designated confidential because it contains personal , being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs, pursuant to Section 3(1) (f) of the Act.

11.3 Contractual Matter

This item is designated confidential because it contains personal , being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs, pursuant to Section 3(1) (f) of the Act .

CLOSE OF MEETING

Recommendation

That in accordance with section 66(2) of the *Local Government Act 2020*, Council resolves to close the meeting to members of the public to consider the items designated confidential by the Chief Executive Officer on the basis that the matters are confidential in accordance with Section 3(1) of the Act.

RE-OPENING OF MEETING

Recommendation

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


12. CLOSE OF MEETING

**CITY OF
DAREBIN**

274 Gower Street, Preston
PO Box 91, Preston, Vic 3072
T 8470 8888 F 8470 8877
E mailbox@darebin.vic.gov.au
darebin.vic.gov.au

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हिंदी	ਪੰਜਾਬੀ	Tiếng Việt