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# AGENDA OF THE ORDINARY COUNCIL MEETING

To be held on Monday 22 February 2021 at 6.00pm

This Council Meeting will be held at Preston Town Hall,  
284 Gower Street, Preston.

This meeting is anticipated to be open to the public however due to the health restrictions applicable on the day of the meeting it may be closed to the public. Check Councils website [www.darebin.vic.gov.au](http://www.darebin.vic.gov.au) to confirm arrangement.

If the meeting is open to the public masks are mandatory and the number of people in the public gallery will be restricted. This meeting will also be livestreamed and may be accessed from Councils website [www.darebin.vic.gov.au](http://www.darebin.vic.gov.au).

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



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

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

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

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

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



### English

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

### Arabic

هذه هي 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, παρακαλείσθε 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 ਵੈੱਸਲ 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.

# Table of Contents

Item Number	Page Number
<b>1. MEMBERSHIP .....</b>	<b>1</b>
<b>2. APOLOGIES.....</b>	<b>1</b>
<b>3. DISCLOSURES OF CONFLICTS OF INTEREST.....</b>	<b>1</b>
<b>4. CONFIRMATION OF THE MINUTES OF COUNCIL MEETINGS .....</b>	<b>1</b>
<b>5. QUESTION AND SUBMISSION TIME .....</b>	<b>2</b>
<b>6. PETITIONS .....</b>	<b>3</b>
<b>7. CONSIDERATION OF REPORTS.....</b>	<b>4</b>
7.1 2020–21 QUARTER 2 COUNCIL PLAN ACTION PLAN PROGRESS REPORT INCLUDING FINANCIAL REPORT .....	4
7.2 25 EDWARDES STREET RESERVOIR - FORMER POLICE STATION UPDATE .....	92
7.3 COMMUNITY ENGAGEMENT POLICY .....	100
7.4 JOHN CAIN MEMORIAL PARK INTERSECTION IMPROVEMENTS.....	223
7.5 STATUTORY PROCESS FOR THE PROPOSED NAMING OF THE MULTI SPORTS STADIUM .....	232
7.6 ASSET MANAGEMENT POLICY AND STRATEGY .....	240
7.7 LANDFILL SERVICES FOR METROPOLITAN COUNCILS.....	313
7.8 EMERGENCY MANAGEMENT PLANNING REFORM .....	321
7.9 SPORT AND RECREATION VICTORIA GRANT OPPORTUNITIES .....	340
7.10 PROPERTY AQUISITION AND DISPOSAL REPORT .....	346
7.11 SETTING ORDINARY COUNCIL MEETING AND HEARING OF SUBMISSIONS COMMITTEE FOR MONDAY 29 MARCH 2021 .....	395
7.12 EDWARDES LAKE WATER QUALITY.....	399
7.13 SUBMISSION TO THE STATE GOVERNMENT – ENVIRONMENTALLY SUSTAINABLE DESIGN IN PLANNING CONSULTATION.....	404
7.14 ADVISORY COMMITTEES - STANDARD TERMS OF REFERENCE UPDATE .....	480
7.15 SIX-MONTH PROGRESS REPORT FOR COMMUNITY ADVISORY COMMITTEES.....	482
<b>8. CONSIDERATION OF RESPONSES TO PETITIONS, NOTICES OF MOTION AND GENERAL BUSINESS.....</b>	<b>516</b>
<b>9. NOTICES OF MOTION .....</b>	<b>517</b>
9.1 PROXY COUNCILLORS ROLE ON ADVISORY COMMITTEES.....	517
9.2 PEDESTRIAN CROSSING SAFETY FAIRFIELD .....	518
9.3 COUNCILLOR COMMENTS ON DECC.....	519

---

# Table of Contents

---

<b>Item Number</b>		<b>Page Number</b>
	9.4 ACTION ON CLIMATE RISKS.....	520
<b>10.</b>	<b>URGENT BUSINESS .....</b>	<b>521</b>
<b>11.</b>	<b>REPORTS OF STANDING COMMITTEES .....</b>	<b>521</b>
<b>12.</b>	<b>SUMMARY OF MEETINGS .....</b>	<b>522</b>
	12.1 SUMMARY OF ADVISORY COMMITTEES, COUNCILLOR BRIEFING AND OTHER INFORMAL MEETINGS OF COUNCILLORS .....	522
<b>13.</b>	<b>REPORTS BY MAYOR AND COUNCILLORS .....</b>	<b>533</b>
<b>14.</b>	<b>CONSIDERATION OF REPORTS CONSIDERED CONFIDENTIAL .....</b>	<b>533</b>
<b>15.</b>	<b>CLOSE OF MEETING .....</b>	<b>533</b>

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# Agenda

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## 1. MEMBERSHIP

Cr. Lina Messina (Mayor) (Chairperson)

Cr. Gaetano Greco (Deputy Mayor)

Cr. Emily Dimitriadis

Cr. Tom Hannan

Cr. Tim Laurence

Cr. Trent McCarthy

Cr. Susanne Newton

Cr. Susan Rennie

Cr. Julie Williams

## 2. APOLOGIES

## 3. DISCLOSURES OF CONFLICTS OF INTEREST

## 4. CONFIRMATION OF THE MINUTES OF COUNCIL MEETINGS

<b>Recommendation</b>
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**That** the Minutes of the Ordinary Meeting of Council held on 27 January 2021 be confirmed as a correct record of business transacted.

## 5. QUESTION AND SUBMISSION TIME

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

**Due to the current COVID-19 health crisis and associated requirements residents and interested persons are strongly encouraged to view this Council meeting online. Due to the current circumstances this meeting may not be open to the public. Please check Councils website [www.darebin.vic.gov.au](http://www.darebin.vic.gov.au) to confirm arrangements before the meeting. If open the public any persons attending this meeting will be required to observe appropriate social distancing and adhere to the directions of Council Officers in relation to public question time and the making of submissions on items on the agenda.**

### QUESTIONS

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

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

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.

In accordance with the Council Meeting Governance Rules (Meeting Procedure & Common Seal Local Law) 2020, the Chairperson may disallow a question if it:

- a) relates to a matter outside the duties, functions or powers of Council;
- b) is defamatory, indecent, abusive, offensive, irrelevant, trivial or objectionable in language or substance;
- c) may lead to a breach of Council's statutory obligations;
- d) relates to a Notice of Motion, Petition or item of urgent business;
- e) deals with a subject matter already answered;
- f) was not received by the deadline outlined in clause 72(1) of the Local Law;
- g) is aimed at embarrassing a Councillor or an Officer; or
- h) 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 3(1) of the *Local Government Act 2020*.

### SUBMISSIONS OR COMMENTS

As this meeting is being held virtually you or a representative must be present in the virtual meeting to read your submission. If you or a representative is not present your submission will not be read out. If you advise us that you or a representative wish to be admitted to the meeting you will be sent a link to the meeting prior to the meeting commencing. Submissions must be as brief as possible and no longer than 2 minutes.

**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:

- (a) online at [darebin.vic.gov.au/questionsandsubmissions](http://darebin.vic.gov.au/questionsandsubmissions); or
- (b) by mail to PO Box 91, Preston 3072.

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

Agenda's will be available for viewing on Council's website at the 'Meeting Agendas and Minutes' page by 5pm, up to 6 days prior to the date of the meeting.

**6. PETITIONS**



## 7. CONSIDERATION OF REPORTS

### 7.1 2020–21 QUARTER 2 COUNCIL PLAN ACTION PLAN PROGRESS REPORT INCLUDING FINANCIAL REPORT

**Author:** Coordinator Corporate Planning  
Financial Accountant

**Reviewed By:** General Manager, Governance and Engagement

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#### PURPOSE

To report progress for the second quarter of the 2020-21 financial year (1 July–31 December 2020) for Council Plan Action Plan implementation and to endorse the second quarter financial statements.

#### EXECUTIVE SUMMARY

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

The attached report provides a comprehensive summary of Council's activities, including progress towards achieving agreed Council Plan actions, financial performance and the delivery of the capital works program for the six months to 31 December 2020. The provision of an integrated report detailing outputs is a recent initiative and reflects Council's commitment to improved transparency.

To comply with the Act, the report includes the following comparisons for the six months ended 31 December 2020:

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

Based on the outcome of the mid-year budget review and report, the Chief Executive Officer, as required under Section 97(3) of the *Local Government Act 2020* is of the opinion a revised budget process is not required.

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

- (1) Notes the 2020–21 Quarter 2 Council Plan Action Plan Progress Report at **Appendix A**.
  - (2) Notes the Financial Report (in **Appendix A**) for the 6 months ended 31 December 2020.
  - (3) Notes the Chief Executive Officer, as required under Section 97(3) of the Local Government Act 2020 is of the opinion a revised budget is not required.
-

## **BACKGROUND / KEY INFORMATION**

Supporting the Council Plan is an annual action plan that outlines the principal activities that will be undertaken over the course of each financial year.

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

### **Previous Council Resolution**

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

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

At its meeting held on 7 December 2020, Council resolved:

*'That Council notes the 2020–21 Quarter 1 Council Plan Action Plan Progress Report.'*

## **COMMUNICATIONS AND ENGAGEMENT**

### **Consultation**

The Second Quarter forecast review was supported by all senior leaders from across the organisation and involved detailed discussions with every Manager, Service Manager and Project Manager.

## **ANALYSIS**

### **Alignment to Council Plan / Council policy**

Goal 6 - A well governed Council

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

### **Environmental Sustainability Considerations**

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

### **Equity, Inclusion and Wellbeing Considerations**

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

## **Cultural Considerations**

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

## **Economic Development Considerations**

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

## **Financial and Resource Implications**

The report includes a financial report for the six months ended 31 December 2020.

## **Legal and Risk Implications**

Undertaking this Quarter one review allows the identification of issues and potential issues that may affect the delivery of Council's work plan and allows those issues to be addressed to minimise the impact on the community and Council.

## **DISCUSSION**

A detailed update on the Council Plan actions, status of Council resolutions, the capital works program and the financial statements for the six months ending 31 December 2020 is attached. Key matters are discussed below.

### ***Council Plan Action Plan Activities***

The attached progress report includes updates on all 200 actions from the Council Plan Action Plan and the 16 Big Actions from the Council Plan. Highlights from the second quarter include the following:

- 570 kW of solar PV generating capacity have been installed through the Solar Saver rates and Bulk Buy programs since July 2020
- Darebin is the lead Council on behalf of 47 other local governments tendering for a supplier for renewable energy. This is the equivalent to powering 44,500 homes with renewable energy or taking 82,800 cars off the road each year. The successful tenderer will be awarded shortly
- The construction of the Edwardes Lake Park Changing Place Facility and Public Amenities was completed in November 2020 and has been operational since early December
- The proposed Developers Contribution Plan and planning scheme amendment was publicly exhibited from mid-November to mid-December 2020
- The Footpath Renewal Program for 2020-21 has been fully completed with 1.1M spent to renew approximately 9116 square meters of concrete path across the municipality
- The FUSE Spring 2020 concluded on 29 November. The three-month program included an amazing line up of artists
- To date, over 800 additional seats have been approved through the outdoor dining project and 12 parklets have been installed
- If all applications to the State Government are approved, total percentage of local roads with 40km/h speed limits will be 38% (beating the Council Plan target of 35%)

- Advocacy focus has been on the refugees detained in Mantra Bell over this time and support for residents affected by the removal of level crossings in Preston along the Mernda Line
- In the financial year to date, 1200 trees have been planted in streetscapes, over 5000 Indigenous tube stock have been planted in bushland areas, over 120,000 tube stock have been planted as part of rewilding Darebin. Over 200 Park trees have also been planted
- In the six months to 31 December 2020, The Maternal and Child Health service provided 41 Key Age and Stage consultations to Aboriginal and Torres Strait Islander families - 7% more families than last quarter
- Sustainable Darebin Map was launched featuring places within Darebin that contribute to waste minimisation, including recycling drop-off points, op shops and single-use plastic free businesses

The financial statements contain the following summaries:

### ***Operating Performance***

For the six months ended 31 December 2020, Council has recorded an operating surplus of \$72.73 million, which is \$7.3 million ahead of the year to date budget. After eliminating capital and other items, the adjusted underlying surplus is \$70.27 million, which is \$6.16 million ahead of budget.

Total revenue year to date is favourable by \$4.44 million and forecast to be \$11.92 million greater than budget for end of the year. The majority of the favourable variance is made up of an unbudgeted Operating Grant from Working For Victoria - \$5M, an unbudgeted Capital Grant from Federal Government - Local Roads & Community Infrastructure Funding - \$4.7M and an increase in Open Space Contributions. This additional revenue is all committed for either employee costs and expenses (Working for Victoria) or the capital work program so is not considered unrestricted or available to be allocated for other initiatives.

Offsetting these favourable variances Statutory fees and fines are still impacted by COVID and have been forecast down by \$0.63 million due to traffic enforcement income tracking slower than budget.

Total expenditure year to date is favourable by \$2.86 million and forecast to be \$3.79 million greater than budget for end of year. The unfavourable variance is predominately due to employee costs and expenses relating to the Working for Victoria program that is funded by an Operational Grant so the net cost to Council is zero. By undertaking a thorough mid-year review process, Management was able to identify \$1.9 million in employee costs savings to reduce the unfavourable variance from over \$4.2 million down to \$2.37 million.

The total expense variance of \$3.79 million is predominately due to the Working for Victoria costs however other Items include \$740K in Waste Operation costs, \$703K for the COVID-19 community and business recovery program, \$323K for the Darebin Resource Recovery Centre contract, \$549K for Leisure contracts and \$575K Power Purchasing Agreement (PPA). The PPA costs are offset by contributions received by the participating 46 Councils with the net cost to Darebin \$34K which is its contribution to the agreement.

The forecast operating result for the year ending 30 June 2021 is an operating surplus of \$13.81 million, which is \$8.13 million more than budget. The favourable variance is due to unbudgeted Capital Grant and increased Open Space Contributions and has mentioned earlier, the funds are restricted as they have been committed to the Capital Work Program.

The forecast adjusted underlying surplus is \$3.88 million, which is \$2.19 million more than the budget surplus of \$1.68 million.

**Capital Performance**

For the six months ended 31 December 2020, Council has expended \$16.11 million on the capital works program, which is \$0.1 million behind the year to date budget. The minor variance is due mainly to advances in buildings works, computers and telecommunications, footpaths and bridges.

To support the \$5.44 million expended as at 31 December 2020 a further \$34.83 million has been committed by way of issued purchase orders. Commitments are not reflected in the reported capital expenditure and indicates that many projects are well progressed.

The adopted capital budget has increased from \$40.09 million to an annual forecast of \$52.47 million. The increase in spend is due to unbudgeted Federal Grants for Footpath and Building Renewals \$4.70 million, Road Blackspot \$343K, the advanced progress of the Darebin Multi-Sports Stadium \$5 million (ahead of schedule) and \$400K allocated from 2019-20 operating surplus towards the Integrated Finance System project.

**Financial Position**

The financial position as at 31 December 2020 shows a cash and investment balance of \$72.98 million which is \$35.77 million ahead of budget. The variance is due to a higher opening balance but predominately to the timing differences in receipt of rates.

The COVID-19 Financial Hardship Policy was adopted on 27 March 2020 to provide temporary relief to all ratepayers and without the requirement to provide supporting evidence of financial hardship. Ratepayers could elect to defer all their 2020/21 rate payments until 30 June 2021. As such, there was uncertainty and a significant risk that Council's closing monthly cash balance could fall below its restricted cash balance.

At the time of preparing this report, two 2020/21 instalment notices have been issued and **over 75% of ratepayers** have paid their two instalments. This compares to the budget based on receiving 50% of payments. Although the year to date variance is ahead of budget by \$35.77 million it is a timing variance and not additional or unbudgeted cash.

The cash and investment balance of \$72.98 million was sufficient to meet restricted cash and intended allocation obligations 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 \$119.98 million which is \$11.14 million more than budget. Due to the prior year valuation increment of land and buildings, the net asset position of \$1.59 billion is \$75.9 million more than budget.

The forecast Financial Position as at 30 June 2021 shows a cash position of \$57.09 million and net current assets of \$31.35 million.

## OPTIONS FOR CONSIDERATION

### Option 1 (recommended);

That Council notes the 2020–21 Quarter 2 Council Plan Action Plan Progress Report including the Financial Report for the six months ended 31 December 2020.

### Option 2 (not recommended);

That Council determines not to note the report.

## IMPLEMENTATION STRATEGY

### Communication

Once formally noted by Council, the 2020–21 Quarter 2 Council Plan Action Plan Progress Report will be promoted using a variety of communication channels.

### Timeline

- Implement the communications plan using the Darebin corporate website, and social media.
- The 2020–21 Quarter 3 Council Plan Action Plan Progress Report for the period ended 31 March 2021 will be presented in May or June 2021.

## RELATED DOCUMENTS

- Council Plan 2017–21
- 2020–21 Council Plan Action Plan
- 2020–21 Annual Budget

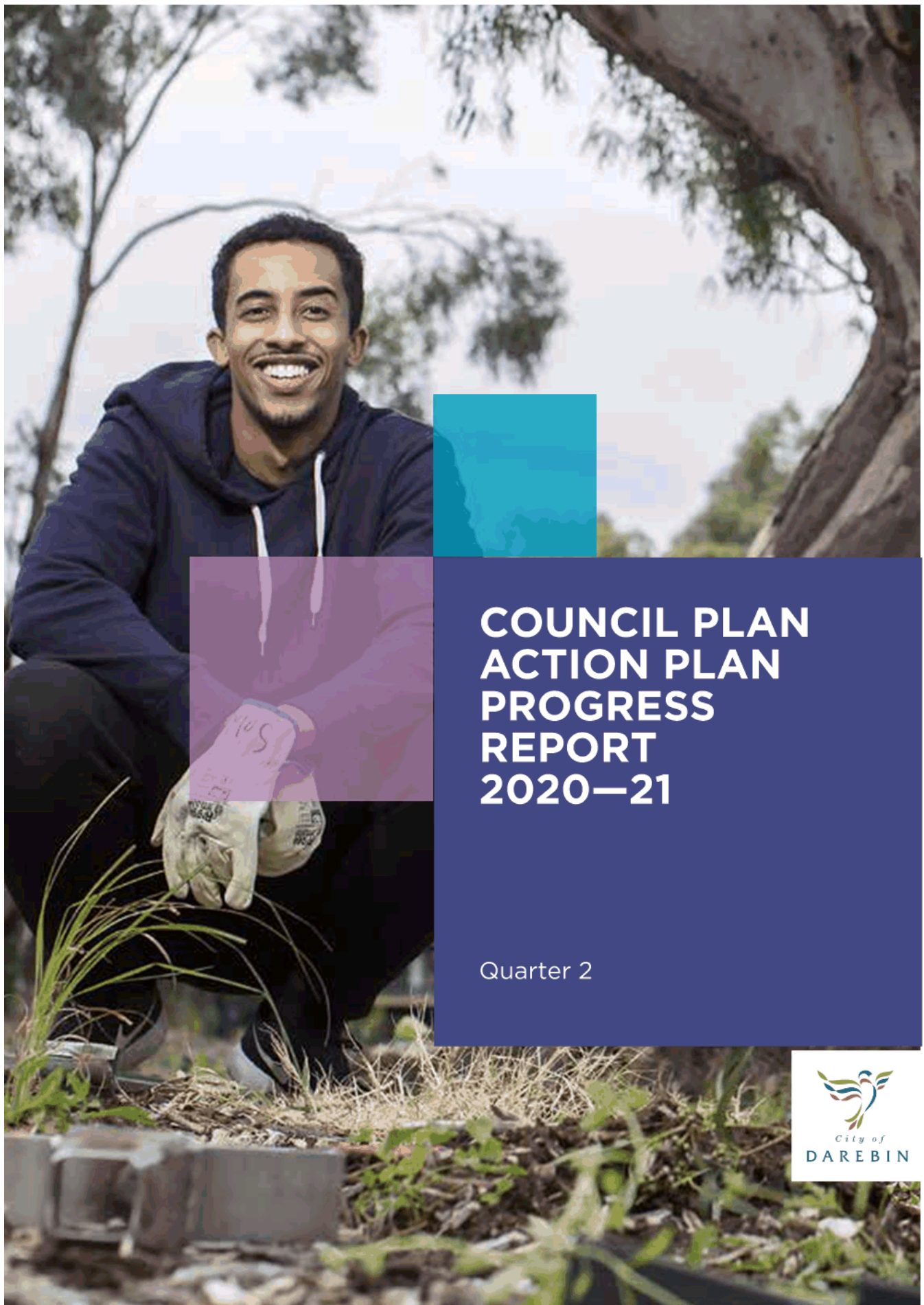
## Attachments

- Council Plan Action Plan Q2 2020-21 Progress Report (**Appendix A**) [↓](#)

## 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 general or material interest in a matter to which the advice relates.

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



**COUNCIL PLAN  
ACTION PLAN  
PROGRESS  
REPORT  
2020—21**

Quarter 2



## SECOND QUARTER 2020-21 PROGRESS REPORT

### Welcome

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

### How to Read This Report

This document outlines our progress in completing the Council Plan Action Plan 2019-20. The report comes in five sections:

1. The Big Action Progress Report covers the status of the 16 priority projects that Council has set in its Council Plan for 2017-21.
2. The Action Plan Update covers the 200 items from the 2020-21 Council Plan Action Plan. The actions are arranged by Council Plan goal and each action has a comment that outlines the progress against that action as at 31 December 2020.
3. The Capital Works Summary contains highlights from projects in our capital works program, as well as a dashboard that gives an update for each individual project.
4. The Status of Council Resolutions report provides a summary of the organisation's progress in implementing Council's decisions from the 2020-21 financial year.
5. The Financial Statement includes an executive summary and sections that detail our operating and capital works performance, along with other information.

### Darebin at a Glance

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

We are home to one of the largest, most diverse communities in Victoria in terms of culture, language (around 140 languages are spoken), religion, socioeconomic background, employment status, occupation and housing need. We have one of the largest populations of Aboriginal and Torres Strait Islander residents in metropolitan Melbourne. We know that one in five Darebin residents is affected by a disability of some kind and that almost one-third require assistance. Nearly 6 percent of our population, 16 years and over, identify as bisexual, gay, lesbian or 'other' sexuality. While the social and economic prosperity of Darebin is changing with more residents earning higher incomes, there are many people in Darebin who experience disadvantage and our unemployment rate (as at June 2019) of 5.4 percent is higher than the greater Melbourne figure of 4.7 percent.

### Our Services

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

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



### **Our Plan for a Greener, Bolder, More Connected City**

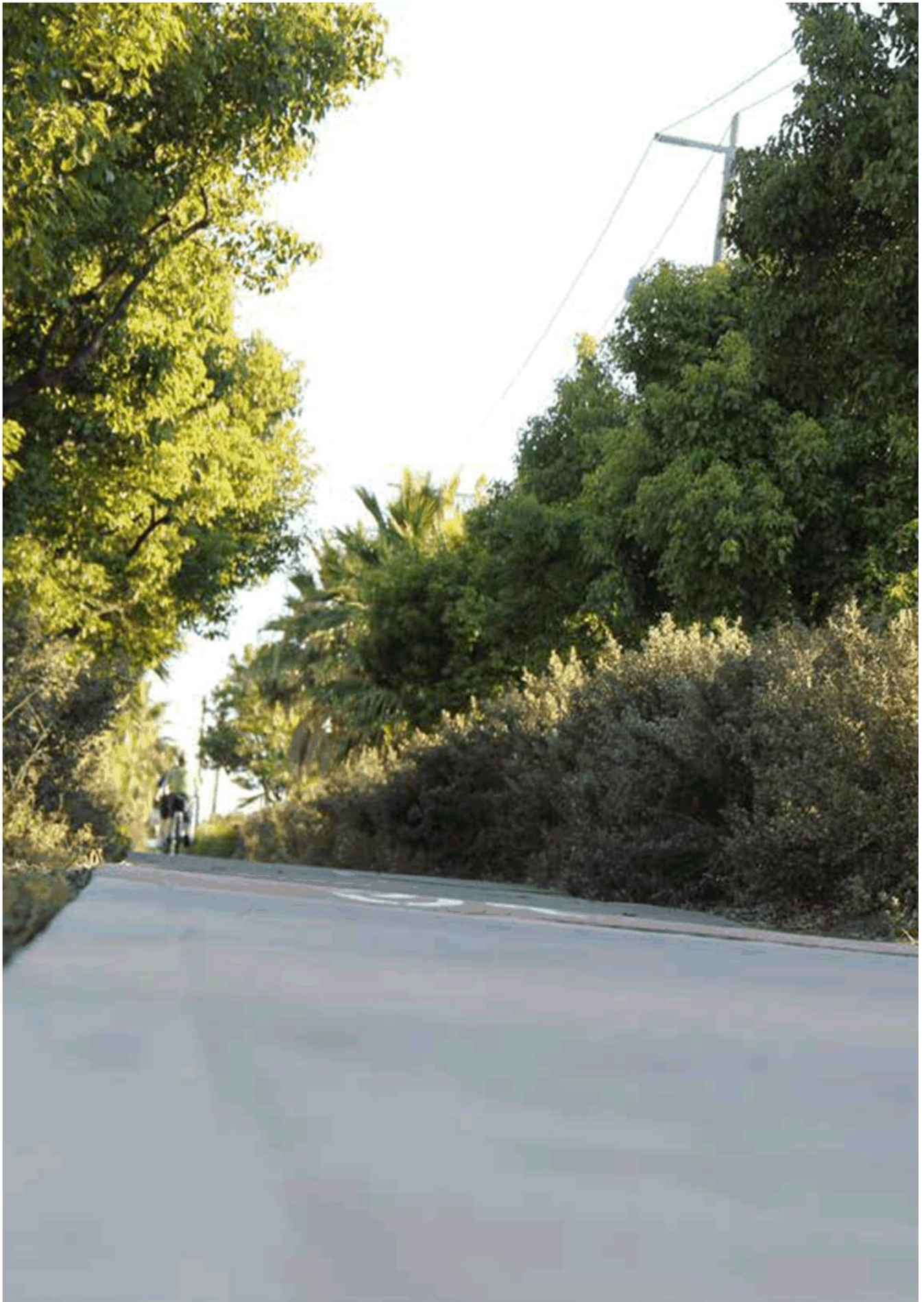
Guiding the way Council delivers its services and plans for the future is the Council Plan 2017–21. This plan was developed following the most recent election and outlines the objectives and aims of Council over its four-year term. Development of the plan included significant community consultation at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

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

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

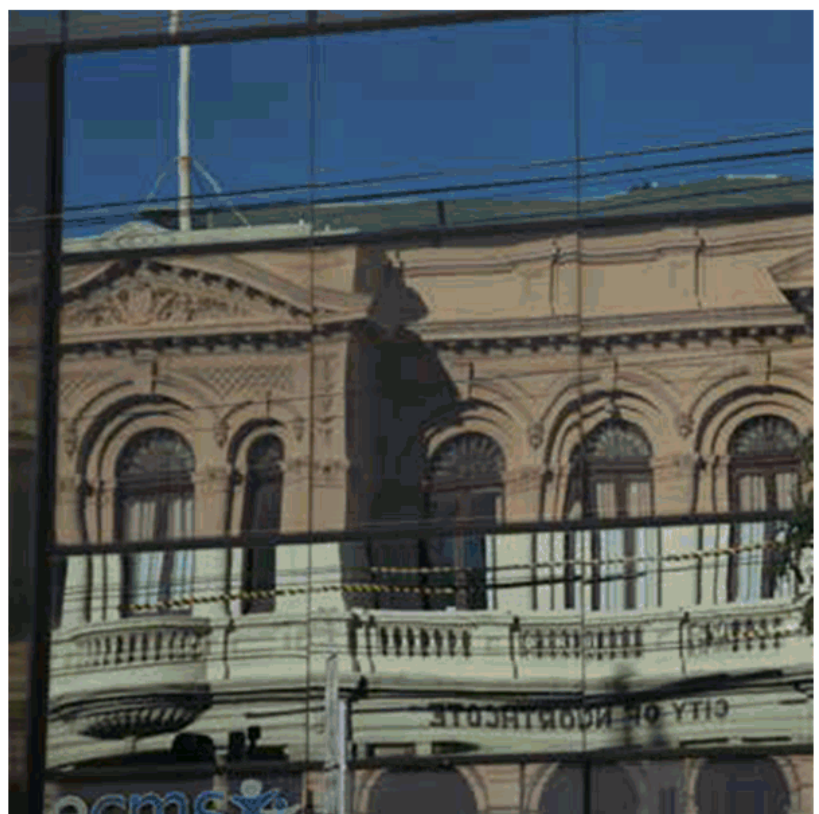
3. We will ensure our planning system facilitates high quality and sustainable development that extracts social, environmental and economic benefits for our community.
4. We will support and attract a diversity of local businesses and industries by fostering an environment in which they can thrive.
5.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

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





# REPORT AGAINST OUR 16 BIG ACTIONS



# BIG ACTIONS — COUNCIL PRIORITIES AND PROGRESS

### Action 1: Double solar power

The Solar Saver program continues to inspire broad solar uptake across Darebin, with Council successfully meeting its 2016 goal of doubling the amount of solar power in Darebin in late 2019 – one year early. With Darebin residents being such strong solar supporters, the amount continued to grow, hitting an amazing 40,855 kW by June 2020.

570 kW of solar generating power have been installed through the Solar Saver rates and Bulk Buy streams since July 2020.

**On track**

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

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

**On track**

### Action 3: Dramatically improve walking and cycling

Traffic counts show cycling has significantly increased during COVID-19, up by 150–200%.

Projects delivered include improved access at the Wood Street Bridge for walkers and cyclists, and bicycle lane safety improvements on Wingrove Street, Alphington. The pop-up bike lane on South Crescent was delivered in December, and Council is now gathering feedback on how it is meeting community needs.

Cheddar Road and Dole Avenue traffic signals and path improvements are on track for delivery in early 2021.

**On track**

### Action 4: Advocate for better public transport

Following Council's advocacy, the State Government announced additional tram services to respond to COVID-19: between Docklands and Preston, along with additional services on the Mernda and Hurstbridge Lines. Ongoing advocacy includes the extension of Tram 11 to Reservoir, bringing forward the northern section of the Suburban Rail Loop, and including bus improvements for the Preston-Bell Level Crossing.

**On track**



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

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

Four new members were appointed to the DNT in September 2020.

**On track**

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

A Master Plan to create a nature-based and biodiverse park at the former Ruthven Primary School was adopted by Council on 29 June 2020.

Draft concept plans for a new nature based playspace have been completed, which will be shared with the community for feedback in early 2021.

**On track**

**Action 7: Build a multi-sports stadium**

The outdoor court works are essentially complete, pending power connection to the amenities building in late December 2020 to early January 2021. All other construction works for the outdoor courts have been completed.

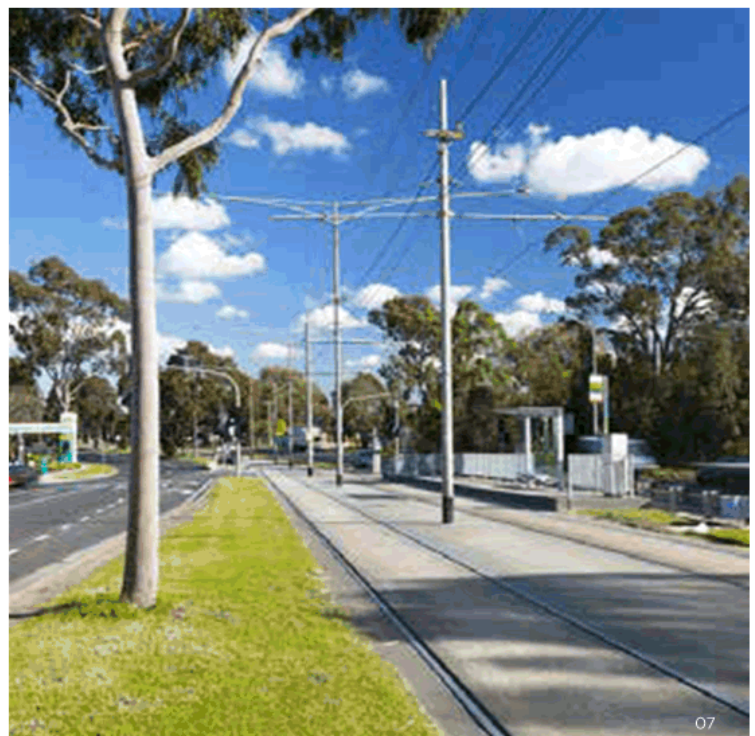
The stadium construction has commenced and is progressing well. The construction of the Multi Sports Stadium is expected to be complete by November 2021

**On track**

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

The Northcote Aquatic and Recreation Centre is in the final stages of the design phase. The Expression of Interest for the Principal Contractor short listed four (4) contractors for the tendering process to commence in March 2021.

**On track**



# BIG ACTIONS — COUNCIL PRIORITIES AND PROGRESS

### Action 9: Reimagine and revitalise seniors facilities

Refurbishment of the six senior citizen centres is complete and the centres will officially reopen on Monday 18 January 2021. Council has worked closely with seniors groups to plan their return to these centres in line with COVID safe guidelines.

**On track**

### Action 10: Reinvigorate the Darebin Arts Centre

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

**On track**

### Action 11: Increase our Tree Canopy and urban forest

Planting has been partially completed, with RAPID Canopy the main planting program being implemented this financial year for streetscape planting. All planting sites have been assessed with some tree planting completed before Stage 4 restrictions were enacted.

To date, 1200 trees have been planted in streetscapes. Preston West and Reservoir East have been planted.

Over 5000 Indigenous tube stock have been planted in bushland areas and over 120,000 tube stock have been planted as part of rewilding Darebin.

200 Park trees have been planted.

**On track**

### Action 12: Expand our land subdivision levy

Council is currently preparing an Implementation Plan for the Open Space Strategy to support the planning scheme amendment process to increase the levy that developers contribute towards public open space. The community will be consulted on a draft of the Implementation Plan in mid-late 2021.

**On track**



**Action 13: Create a Developer Contributions Scheme**

The draft Development Contributions Plan (DCP) has been prepared to allow Council to collect funds from new development to contribute to the costs of infrastructure. The proposed DCP and planning scheme amendment was publicly exhibited mid November to mid December 2020. All submissions received will be considered and a report provided to Council in early 2021 to consider progressing this to the next step – consideration by a planning panel – and will ultimately require approval by the Minister for Planning.

Getting there – some obstacles

**Action 14: Create a new suburb for Northland**

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

Getting there – some obstacles

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

The removal of the level crossings provides the potential to open up Preston and create a more connected suburb. To leverage this once-in-a-generation opportunity, Council continues to advocate for key community priorities such as usable green open space, local identity, biodiversity, design quality, liveability, avoiding increased traffic on local streets, and active transport connections, as outlined in Council’s adopted ‘Preston Reconnected’ document.

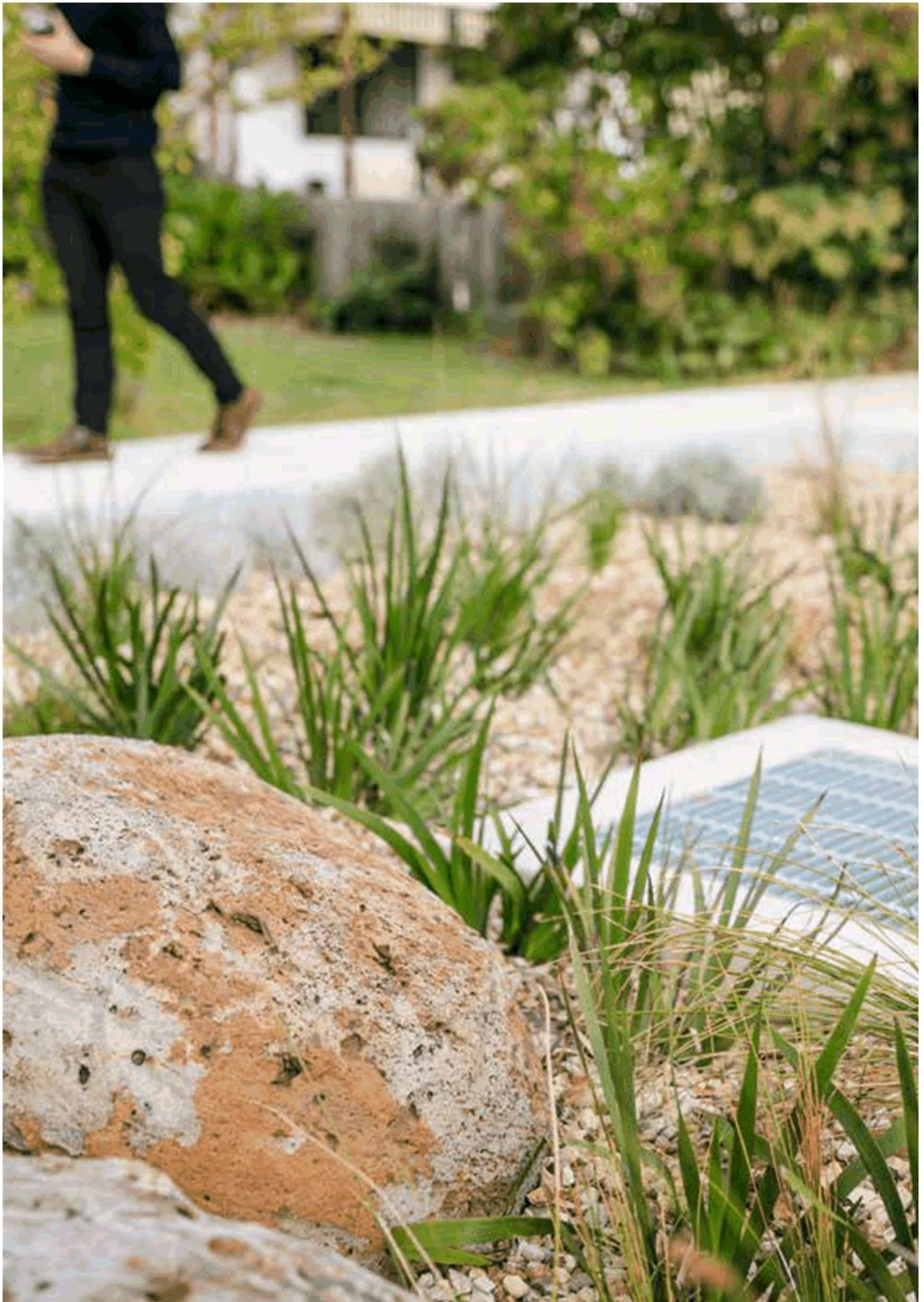
On track

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

Major projects underway in central Preston, particularly the Level Crossing Removal Project, and the State Government review of planning controls for the Preston Market precinct, create a once in a generation opportunity to plan for Preston into the future. Council officers continue to strongly advocate for Council’s objectives in these two projects. In parallel, Council is developing a Structure Plan to strengthen town planning controls relating to land use, development, transport and public space in the centre. The next step, in progress this financial year, in developing the Structure Plan is to prepare a Built Form Framework.

Getting there – some obstacles









# PROGRESS REPORT ON THE 2020-21 ACTION PLAN



# GOAL 1

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

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

2020–2021 actions working towards targets:	Progress comments:
<p>Deliver the mobilisation strategy endorsed on 2 December 2019, with input from Climate Emergency Darebin and other community leaders, to strengthen existing community leadership and build a broader movement across Darebin to support the update of Climate Emergency action and initiatives</p>	<p>Key mobilisation activities in this period included: Keep Cool in Darebin communications and engagement campaign helping to support vulnerable households during heatwaves; Stories of Us digital series, profiling community members who are building resilience and connection through COVID and beyond and preparing a community skills series with climate active groups across Darebin, Yarra and Moreland.</p>
<p>Implement key projects from the Climate Emergency Plan including tendering for a supplier to provide renewable energy for Darebin and many other Victorian local governments</p>	<p>Implementation of key projects of the Climate Emergency Plan is underway, including tendering for a supplier of renewable energy. Darebin is the lead Council on behalf of 47 other local governments tendering for a supplier for renewable energy from 1 July 2021. The tender was released in September 2020 and closed on 29 October 2020. The tender evaluation process is underway. This key project is well on track to be delivered this financial year.</p> <p>This project is the largest emissions reduction project every undertaken in the Australian local government sector and is expected to deliver. Victorian Councils have come together to drive investment in renewable energy, resulting in pooling 238GWh of electricity. This is the equivalent to powering 44,500 homes with renewable energy or taking 82,800 cars off the road each year.</p>





2020–2021 actions working towards targets:	Progress comments:
<p>Report on the progress of Council’s delivery on the Climate Emergency Plan (2017–2021) and in consultation with the community and other stakeholders, develop a new plan for the following four years</p>	<p>Darebin continues to work across the following nine key directions: climate emergency mobilisation and leadership, energy efficiency, renewable energy and fuel switching, zero emissions transport, waste minimisation, fossil fuels divestment, adaptation and resilience, engaging the community, and the Climate Emergency Darebin Advisory Committee. Preparation is underway for community engagement on a new Climate Emergency Plan, to start in mid 2021.</p>
<p>Develop technical standards for future Council building projects to support energy efficiency including guidance material for LED lighting, solar panel installation and other energy efficient building improvements</p>	<p>Council is adopting best practice recommendations for energy efficiency in buildings, including LED lighting, solar panel installations and mechanical systems. All future building works will have energy efficiency equipment (as required) based on best practice and local conditions. In Q3 and Q4 Council will develop technical guidelines to support prioritisation of sites for upgrades to LED and solar installation, for implementation on future year’s Building Renewal Program.</p>
<p>Improve building energy performance monitoring</p>	<p>Council monitors building energy performance using its environmental data and monitoring platforms. These tools enable Council to monitor equipment performance, identify opportunities for improvement, measure savings from renewable energy and energy efficiency initiatives. A specific example of quantifying savings using monitoring platforms was the DISC lighting upgrade in late September, which was found to save approx. \$23.5k/year and reduce emissions by approx. 138t CO<sub>2</sub>-E/year. Most recently, monitoring tools have also been used to identify issues and improve performance of solar systems, to identify high priority sites for future solar installations, lighting upgrades and the removal of gas appliances, as well as to support the reduction of energy use during COVID facility shutdowns.</p>
<p>Continue to purchase electric and hybrid vehicles in accordance with Council’s Fleet Policy that includes operating within areas where appropriate alternatives exist. Progress the installation of EV charging stations at the Reservoir Operations Centre and additional charging station at the Preston Town Hall site.</p>	<p>Council placed an order for 9 hybrid vehicles as part of the fleet management process. The vehicles all arrived on site by mid-December 2020 and were incorporated into Council’s fleet by Christmas.</p>
<p>Install 500 solar panels (1,000kW) for 100–200 low income households through the Solar Saver program</p>	<p>Installations recommenced in late October, after COVID-19 stage 4 restrictions eased. The Solar Saver program has completed 54 solar installations from early 2020 to date, adding approximately 664 kW to Darebin’s solar network.</p>
<p>Launch the Solar Saver Bulk Buy to support at least 200 households and small businesses to access solar with reputable suppliers and products</p>	<p>The Solar Saver Bulk Buy program began in July 2020 and by mid-December, over 500 households had expressed interest in the program. Installations started in late October. Ten installations have been completed to date, equivalent to 151kW of solar. This program is expected to progress quickly now that COVID restrictions have eased.</p>

# GOAL 1

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

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

2020–2021 actions working towards targets:	Progress comments:
Provide subsidised LED lighting to support businesses to reduce bills and carbon emissions	Fourteen businesses have been supported to upgrade 521 lights through the Light\$mart program. Businesses will save on average \$1,060 a year on their electricity bills. The upgrades collectively reduce CO2 emissions by 71 tonnes a year, which equates to taking 19 cars off the road. COVID-19 restrictions did not allow upgrades to be undertaken during October and November. A number of new businesses who signed up to the program will have their upgrades undertaken in early 2021.
Develop technical standards for future Council building projects to support water efficiency including guidance material for water tank installation, storm water re-use and greater usage of non-portable water supply both within buildings and for irrigation	Council is adopting best practice recommendations for water efficiency, including water collection, harvesting, use and reuse (tanks, taps, toilets showerheads etc). All future building works will have water efficiency equipment installed (where necessary) based on best practice and local conditions.  In Q3 and Q4 Council will develop technical guidelines to support prioritisation of sites for water tank installation, using rain water modelling, which has occurred at a number of locations, and building knowledge of water storage capacity and opportunities for use.
Increase the amount of food waste collected from the Darebin community through promotion of the introduction of food waste recycling as part of the green waste service	Darebin continued community education and promotion of the food and green waste recycling campaign, with a focus on using the bin correctly and reducing contamination.  Council's compost rebate program has been extended, with concession card holders now able to access a 50% discount on approved products.  A virtual event on food and climate action was held with a panel discussion as a part of the ABC's Fight for Planet A series, attended by 110 people.  Planning is underway for a trial of food waste bins at Reservoir leisure centre for public use.
Deliver an ongoing program of recycling and waste education and communications focussing on 'Recycle Right'	Two virtual MRF (materials recovery facility) tours were organised as part of the National Recycling Week in November, and were attended by 75 community members.  Sustainable Darebin Map was launched featuring places within Darebin that contribute to waste minimisation, including recycling drop-off points, op shops and single-use plastic-free businesses. Community-led, council-funded 'Wangim' project has been officially launched, enabling community members to borrow KeepCups from participating cafés, in place of single-use coffee cups.
Implement Darebin's Waste Strategy to deliver on the aspirations of the Climate Emergency Plan 2017–22 by cutting emissions from waste, supporting elimination of single-use plastics and ensuring recycling systems are effective in the long run	Council adopted the new Waste and Recycling Strategy in June 2020. The following programs have been implemented to help the community reduce waste to landfill:  – Reground trial (a waste and recycling behaviour change and education trial currently happening at an apartment/Mixed Use Development (MUD) in Northcote, led by Reground)  – Wangim (a share cup for cafés initiative trial across 10 cafés in Darebin, community-led and Council funded)  – Sustainable Darebin Map (a new online and interactive map that showcases the sustainable initiatives and businesses in Darebin, including initiatives/locations to reduce waste).



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

2020–2021 actions working towards targets:	Progress comments:
<p>60 car share bays are in place, in 2020–21 offer car share companies the opportunity to establish 40 or more bays. It is noted that car share companies are currently reviewing their plans in the context of COVID-19 and the final number of bays will be driven by their interest.</p>	<p>Car share operators are being engaged about locating additional car share spaces in Darebin. There have been no additional car share spaces installed in the current financial year. The impacts of COVID-19 have affected plans for further expansion by the car share providers.</p>
<p>Work with Reservoir Views Primary as the third 'Octopus School' to improve safe travel to School</p>	<p>Reservoir Views Primary School had a Safe Travel Audit conducted and Council has engaged the school community through a parent and student travel preference survey. Active Travel Routes have been mapped and decals applied. The school has been provided with a new bike fleet and bike shed, and one staff member has been trained in Bike Education. The school has now commenced Bike Education for students grade 3–6. Draft designs for infrastructure road safety improvements are being finalised.</p>
<p>Promote and support cycling and walking during COVID-19 and beyond including through events (such as Ride2Work Day) and virtual events and promotions</p>	<p>Cycling has increased due to COVID-19. The South Crescent pop-up cycling lane has been installed, and work is underway to prepare for other pop-up cycling lanes. In-person events have been replaced by online events where possible, including a E-Bike Q and A webinar held on 24 November 2020.</p>
<p>Works to be constructed this year include:</p> <ul style="list-style-type: none"> <li>- Four pedestrian and bike rider safety treatments along the Mernda Rail-line Streets for People corridor</li> <li>- Traffic signals and path improvements at the Cheddar Road and Dole Avenue intersection</li> <li>- Four treatments, including a temporary road closure/pocket park, along the Preston Activity Link Streets for People corridor</li> <li>- Three treatments in the Croxton West area along Leinster Grove and Woolhouse Street</li> </ul>	<p>Detailed designs have progressed on</p> <ul style="list-style-type: none"> <li>- Safe crossing point on Boldrewood Parade north of Broadway</li> <li>- Miller Street/Bracken Ave Signalised Pedestrian Crossing</li> <li>- High/Pender/Blyth pedestrian crossing</li> <li>- High/Woolton pedestrian crossing</li> <li>- Preston Streets for People corridor (4 sites) James Street (x2) and Cramer Street (x2)</li> </ul> <p>The contracts have been awarded for:</p> <ul style="list-style-type: none"> <li>- traffic signals and path improvements at the Cheddar Road and Dole Avenue intersection and are currently on track for construction to commence in Q3.</li> <li>- Preston Activity Link - James Street (x2) and Cramer Street (x2) currently on track for construction to commence in Q3.</li> <li>- Northcote/Thornbury - 2 raised zebra crossings - Herbert/Hawthorn and Ethel Street on track for construction to commence in Q3.</li> </ul> <p>Construction has been completed on:</p> <ul style="list-style-type: none"> <li>- Olive St/Edwards St, Reservoir</li> </ul>
<p>Implement further speed limit reductions to 40km/h in the Northcote and Thornbury areas of Darebin to achieve over 35% of local roads operating at 40km/h</p>	<p>16% of local roads in Darebin have a 40km/h speed limit. A number of applications for further speed reductions have been made to the State Government, and if these are approved, the total percentage of roads with 40km/h speed limits will be 38%.</p>

## GOAL 1

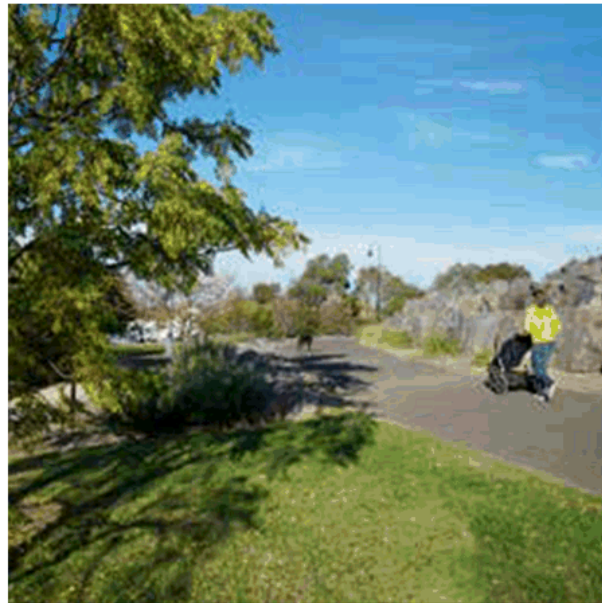
We will be leaders in creating a sustainable city through local innovation projects that address climate change.

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

2020–2021 actions working towards targets:	Progress comments:
<p>Improve bike rider safety by delivering priority treatments along the Northcote and Preston Streets for People corridors:</p> <ul style="list-style-type: none"> <li>- Two road safety treatments on James Street and two on Cramer Street in Preston</li> <li>- Five wombat crossings: two on Ethel Street, one on Stott Street and one each on Herbert Street and Hawthorn Road, in Northcote to complete the Mernda Rail-line Streets for People project</li> </ul>	<p>Detailed designs have progressed on:</p> <ul style="list-style-type: none"> <li>- Bracken Avenue Crossings</li> <li>- Northern Reservoir Streets for People corridor – Broadhurst Avenue and Radford Road Reservoir. Roundabout, zebra crossings and shared user path</li> <li>- Croxton West raised zebra crossings on Arthurton Road, Woolhouse Street and Leinster Grove</li> <li>- Cheddar Road – 2 locations – Strathmerton/Orrong and Broadway/Boldrewood</li> </ul> <p>Construction has been completed on:</p> <ul style="list-style-type: none"> <li>- Northcote – priority location – Sharp St</li> </ul>
<p>Continue to develop designs for the construction of priority treatments along the Reservoir and Preston Streets for People corridors:</p> <ul style="list-style-type: none"> <li>- Two speed reduction/safety treatments along Cramer Street between St Georges Road and Gilbert Road</li> <li>- Pedestrian and rider safety and access upgrades near the roundabout of Broadhurst Avenue and Radford Road</li> </ul>	<p>Design development work continues for the Preston Activity Link and Northern Reservoir Streets for People corridors. Preston Activity link designs are expected to be complete in January 2021 and Northern Reservoir designs are expected to be complete in April 2021.</p>
<p>Deliver 100 percent of the Footpath Renewal Program and continue to improve on the satisfaction in the footpath network</p>	<p>This has been fully completed with \$1.1M spent to renew approximately 9116 square meters of concrete path across the municipality</p>
<p>Design and construct the shared path connection from the northern side of La Trobe University to Plenty Road</p>	<p>Detailed signs works have commenced to construct this path to connect the proposed new pedestrian and bicycle path through La Trobe University. Concept designs have now been completed. Council has applied for funding from the Victorian Government through the Northern Trails Strategy to commence construction of the path.</p>
<p>Advocate to the State Government for improved east-west transport connections throughout Darebin</p>	<p>Council has continued to work with neighbouring local governments and the Department of Transport to advocate for improved bus connections through Darebin and are investigating opportunities to leverage items from the 2020–21 State Budget. The pop-up bike lanes on South Crescent and Heidelberg Road, installed in December 2020, will significantly improve east-west bicycle connections throughout the south of Darebin.</p>
<p>Advocate for more frequent services on all public transport in supporting the recovery efforts from the COVID-19 pandemic</p>	<p>Following Council's advocacy, the State Government announced additional tram services to respond to the COVID-19 pandemic between Docklands and Preston and additional train services on the Mernda and Hurstbridge Lines. These have continued to run post-lockdown. Council will continue to advocate for auto-on signals at pedestrian crossings, fast-tracking of active and public transport projects and funding for walking and cycling projects to support the significant increases in usage.</p>
<p>Collaborate with the wider northern Melbourne region of councils for permanently improving bus services across Darebin</p>	<p>Council passed a motion for an interim electric bus to connect the current Tram 11 terminus to Reservoir Station. Council is also advocating for interim bus service expansion to serve the northern suburbs, ahead of the Suburban Rail Loop being delivered. Council is meeting with stakeholders to progress advocacy for improved and electric buses.</p>



2020–2021 actions working towards targets:	Progress comments:
Work with other impacted local governments and the Metropolitan Transport Forum to advocate to the Victorian Government to commit to the delivery of the Melbourne Metro Two Project	Darebin continues to work with local government and other stakeholders to advance advocacy for constructing Melbourne Metro 2. This forms part of COVID-19 recovery advocacy to stimulate local economies and provide sustainable transport connections.
Advocate to the State Government and relevant Ministers for the prioritisation of the delivery of accessible tram stops along tram route 86	As part of its COVID-19 advocacy package, Council is advocating for accessible tram stops along the Route 86 tram route to be fast-tracked. This would support the revitalisation of High Street to support local businesses, residents and visitors and remove barriers to using public transport currently being experienced by people with a disability.
Advocate to the State Government and relevant Ministers for the fast delivery of safe infrastructure to improve safety of people choosing to ride and walk to work during and following the COVID-19 pandemic <span style="border: 1px solid black; padding: 0 2px;">C-19</span>	Following successful advocacy from Council, the State Government has announced new pop-up bicycle lanes on key arterial roads in Darebin. Heidelberg Road will be the first corridor to be implemented with construction commencing in December 2020. Council will continue to work with neighbouring councils, the State Government and the community on design and implementation as well as advocacy on further cycling and walking infrastructure.
Continue to advocate for funding for walking improvements on arterial roads, including pedestrian crossings	As part of its COVID-19 advocacy package, Council is advocating for the State Government to fund and approve safety and infrastructure improvements for walking in Darebin. Some funds have been allocated to walking improvements in the recent 2020–21 State Budget. Darebin continues to work closely with other local governments to coordinate and implement advocacy efforts. Council has continued its delivery of safe walking infrastructure on local roads.



## GOAL 1

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

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

2020–2021 actions working towards targets:	Progress comments:
Support the Darebin Nature Trust (DNT) to provide advice to Council on biodiversity and open space matters, including advice on rewilding, community programs, advocacy, biodiversity management and the implementation of Breathing Space: The Darebin Open Space Strategy	Council is working with Darebin Nature Trust (DNT) to support them in their role to provide expert advice in regard to biodiversity management, community programs, advocacy and the implementation of Breathing Space: The Open Space Strategy. Recent advice provided by DNT has helped to inform a submission to the Victorian Parliamentary Inquiry into Biodiversity and Ecosystem Decline, the establishment of Gardens for Wildlife, and the Rewilding Program which has seen the planting of over 120,000 indigenous plants in 2020.
Monitor and manage sediment levels in Edwardes Lake and Leamington Street wetlands	Over the preceding three years, there has been no significant change to the sediment levels at Edwardes Lake. Officers continue to monitor the sediment levels as required.
At Donath Dole Reserve, extend the current footpath to increase community access to a larger area of the park	The project was tendered, and a contractor has been appointed. Construction is scheduled to commence early in 2021. The footpath will be constructed in conjunction with a new signalised pedestrian crossing at Cheddar Road.
Create a pocket park at Oakover as part of the implementation of the Junction Urban Master Plan (JUMP)	Designs of the Oakover pocket park are finalised, ready for construction in 2021. The park will contain seating areas, new street trees, garden beds and bike parking, as well as safer pedestrian crossings.
Rewild parks across Darebin including at Mayer Park; Donath Dole Reserve; Oldis Gardens; Robinson Capp Reserve; Hayes Park; Larkin Reserve; McDonnell Park; Ruthven Reserve	A total of 2,680 plants were planted mid 2020 throughout Oldis Gardens as part of the rewilding program. Rewilding works at Mayer Park, Donath and Dole Reserve, Robinson Capp Reserve, Hayes Park, Larkin Reserve, McDonnell Park and Ruthven Reserve are scheduled for the cooler months of April/May 2021.
Renew assets identified by the Park Asset Data collection process	Installation for the current financial year is approximately 60% complete. The remainder will be completed in early 2021.
Increase tree plantings and canopy in parks, streets and median strips to achieve coverage targets in line with Council's Urban Forest Strategy	Planting has been partially completed, with RAPID Canopy the main planting program being implemented this financial year for streetscape planting. All planting sites have been assessed with some tree planting completed before Stage 4 restrictions were enacted. To date, 1200 trees have been planted in streetscapes. Preston West and Reservoir East have been planted. Over 5000 Indigenous tube stock have been planted in bushland areas and over 120,000 tube stock have been planted as part of rewilding Darebin. 200 Park trees have been planted.
Investigate a scheme that would allow developers to voluntarily fund Water Sensitive Urban Design in the neighbourhood rather than installing WSUD on site as required by the Planning Scheme	Council is assessing how to best implement a scheme that would allow developers to voluntarily fund Water Sensitive Urban Design (WSUD) in the neighbourhood, instead of installing WSUD on site as required by the Planning Scheme.





2020–2021 actions working towards targets:	Progress comments:
Undertake research into the use of permeable paving that will enable water to sink into the ground and water table leading to the improved condition of our waterways	Permeable pavement research is underway, including the investigation of pavement product options. Council have had discussions with Melbourne University, who have developed a new way for permeable pavement. We are preparing a list of candidate sites to potentially trial their product.
Incorporate rain gardens/Water Sensitive Urban Design into civil works, where appropriate	Assets and Capital Delivery are designing site-specific rainwater management treatments to achieve operational effectiveness and reduce the maintenance cost and effort.  To date we have constructed: rain gardens at 13 sites, passively irrigated garden beds at 9 sites, tree pits in 4 different sites/streets.
Ensure planning approvals require larger developments to construct and/or to contribute funds toward water-sensitive urban design installations	Processing of all major developments includes an Environmental Sustainable Design assessment and seeking opportunities to minimise water use and maximise water reuse and quality. This is a standard part of all application assessments for major developments and the team is continually seeking ways to ensure additional Water Sensitive Urban Design outcomes.



## GOAL 2

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

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

2020–2021 actions working towards targets:	Progress comments:
Undertake surveys in the East Preston and East Reservoir neighbourhoods to inform community development and wellbeing priorities	The wellbeing surveys for East Preston and East Reservoir neighbourhoods were delayed due to COVID-19 as these surveys are undertaken face-to-face. The surveys will be undertaken in early 2021 and will be used to help inform priorities within the Council Plan 2021-2025.
Review the Health and Wellbeing Plan with learnings from COVID-19 <span style="border: 1px solid black; padding: 0 2px;">C-19</span>	Implementation of the Health and Wellbeing 2020/21 action plan continues. Activities this quarter include: commencement of the Health and Wellbeing profile report which reports on the health and wellbeing needs of Darebin residents and the delivery of emergency food relief in East Preston and East Reservoir along with the provision of information about emergency relief and financial assistance available. Council also completed stage one of The VicHealth-funded Art for Good Health project. The project supports the wellbeing of Aboriginal and Torres Strait Islander young people aged 14–17 enrolled in the Koori Victorian Certificate of Applied Learning program through a creative partnership that includes Melbourne Polytechnic, Westside Circus and Aboriginal controlled organisations.
Continue to connect residents to: <ul style="list-style-type: none"> <li>- Council's Community Navigation Support and Social Connection Programs <span style="border: 1px solid black; padding: 0 2px;">C-19</span></li> <li>- Emergency relief agencies and wellbeing services <span style="border: 1px solid black; padding: 0 2px;">C-19</span></li> <li>- Partner with Darebin Information Volunteer Resource Service (DIVRS) and local services to support vulnerable young people and their families' access emergency relief, support and material aid. <span style="border: 1px solid black; padding: 0 2px;">C-19</span></li> </ul>	This year 352 requests have been received through Community Navigation Support and Social Connection Program with 227 received this quarter. This has included providing direct assistance over the phone, referrals to community support organisations and distribution of personal protective equipment to support COVID safe responses. Staff assisted community members with referrals and emergency relief, financial assistance, and general COVID-19 information. Emergency Relief referrals were provided with Council food parcels or referred on to local emergency relief agency. Council continued support to local Emergency Relief agencies and wellbeing services through Darebin Emergency Relief Network meetings and Emergency Relief supporting 400 households locally, community transport redeployed to support delivery of food parcels and ongoing partnerships to increase emergency relief to local households.
In partnership with the Darebin Best Start Aboriginal Reference Group deliver the biennial 'Welcome Baby to Country' event to connect to welcome the new generation of Aboriginal babies and toddlers in Darebin to Wurundjeri Country	Council has facilitated two Darebin Best Start Aboriginal Reference Group meetings with local partners to support the planning for the upcoming Welcome Baby to Country Event in 2021. Feedback has been sought from reference group members on the format and the event is planned for August 2021.
Deliver the Addressing Intergenerational Isolation COVID-19 Resilience and Recovery Project <span style="border: 1px solid black; padding: 0 2px;">C-19</span>	Project purpose and scope is currently being reviewed and revised. This includes a scan of existing programs and projects that have a component that fosters intergenerational social connections and mapping projects being delivered by partner agencies that align with the purpose of this project. This first stage will be completed at the end of March 2021.
Review Council's Pandemic Sub-plan following the conclusion of COVID-19	Council's COVID Safe Plan has been updated to incorporate the State's COVID Safe Summer directives. This document supports the Pandemic Sub-Plan that will be reviewed upon the lifting of the State of Emergency.

C-19 Indicates actions addressing COVID-19 challenges and/or recovery



2020–2021 actions working towards targets:	Progress comments:
<p>Increase immunisation rates through targeting Early Years services for vulnerable children</p>	<p>A total of 1971 vaccines were administered to 794 children under the age of 5 years at Darebin Immunisation sessions and Enhanced Maternal and Child home visits. No children were immunised at early years services due to COVID restrictions regarding these venues. Of the 794 children who received vaccines, 6 children received vaccines through the Enhanced Maternal and Child home visiting program. Darebin's Immunisation rate is 95.34% while the state average is 95.2% and the Australian wide coverage is 94.43%. At this time, Darebin has exceeded the World Health Organisation immunisation rate target of 95%.</p>
<p>Increase the number of Aboriginal and Torres Strait Islander families accessing and remaining engaged with the Maternal and Child Health service through the employment of an Aboriginal Maternal and Child Health Nurse</p>	<p>The Maternal and Child Health service provided 41 Key Age and Stage consultations to Aboriginal and Torres Strait Islander families, which is a 7% increase from the previous quarter. COVID-19 restrictions eased during this period allowing the Enhanced Maternal and Child Health home visiting program to provide an outreach service to families who did not respond to a consultation via telehealth.</p>
<p>Increase the use of digital platforms such as social media and telehealth in the delivery of health checks and support services to children, young people and their families to improve social, health and wellbeing outcomes <span style="border: 1px solid black; padding: 0 2px;">C-19</span></p>	<p>Digital platforms have become an integral part of service delivery to families, youth and children during the COVID-19 pandemic. In the last quarter this has included delivery of more than 50 online youth programs, events and workshops to more than 600 young people, online youth support and referrals to 27 young people for issues such as employment support, housing support and mental health care plans, 8 professional development or networking sessions to 113 early childhood and primary school educators, and parenting coaching. Maternal and Child Health services returned to face-to-face delivery in November but continued to offer telehealth consultations for parents who requested this service.</p>



C-19 Indicates actions addressing COVID-19 challenges and/or recovery

## GOAL 2

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

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

2020–2021 actions working towards targets:	Progress comments:
Following the adoption of the Ruthven Masterplan, make improvements to the park on the site of the old Ruthven primary school to maximise its natural bushland character. This will include a new planting program for rewilding, and the design and construction of a new playspace. Progress plans to rename the park in consultation with the local Wurundjeri people.	Draft concept plans for a new nature-based playspace have been completed, which will be shared with the community for feedback in early 2021.  A high-level planting plan has been created to guide rewilding at Ruthven Park. This draft plan has been shared with the Darebin Nature Trust and former Ruthven Community Reference Group for input and will help inform next year's planting works. A meeting with the Wurundjeri elders to start the naming process is scheduled for 2021.
Implement Council's Youth Services Strategy Action Plan 2019–21, in collaboration with the Youth Citizens Jury	Council in partnership with the Young Citizens Jury have prepared a COVID Priorities Action Plan as part of the Youth Services Strategy Action Plan, focusing on key issues affecting young people that will aid their COVID recovery. Priorities include: youth employment, mental health, education support and youth support and material aid. Specific outcomes and initiatives have also included: 1:1 online job support to more than 17 young people; and launched Spotlighting You(th) – a social media campaign that showcases the stories of young people and how COVID impacted them.
Deliver an additional five pre-employment skill development training programs, to young people to increase their job readiness and employability	Council has continued to support the pre-employment skill development of young people through a range of initiatives. Two online training sessions have been delivered, while 17 young people have been supported with 1:1 employment coaching. A partnership project with Preston Mosque has commenced to deliver a job ready project, while a 12 month traineeship program has been established through the Community Employment Plan to provide training pathways for young people 18–25 years of age. Youth Service will place 2 trainees over the next 12 months.
Implement the Age Friendly Darebin Review Year Two actions	Council continues to implement a range of Age Friendly initiatives, many of which have been adapted in line with COVID-19 safe practices. This quarter included a number of sessions for older adults to support them to use digital platforms for social connection, activities and personal independence. The Delivered Meals service transitioned to a new supplier and planning progressed on the development of cafe meals voucher program for older residents to support social connection and food security. A housing and transport forum is planned for 2021, along with the delivery of a Keep Cool in Summer campaign.
Continue to support the community's recovery from COVID-19 impacts through the Community Navigation Support and Social Connection Programs	This quarter the Community Navigation service responded to 227 calls from community members. The total number of calls has progressively declined each month and the proportion of callers affected by COVID-19 or needing COVID-19 specific information has also progressively decreased.
Complete the construction of the Edwardes Lake Park changing place facility	The construction of the Edwardes Lake Park Changing Place Facility and Public Amenities was completed in November 2020 and has been operational since early December.
Ensure our food and health businesses maintain high standards of public health and safety	Council's Health Protection Unit completed a total of 399 assessments at registered businesses within the municipality.

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

2020–2021 actions working towards targets:	Progress comments:
Design and construction of playspaces at Ruthven Reserve, Penders Park (stage 2), CH Sullivan Reserve and Vale Reserve	The Penders Park playspace improvements concept design was endorsed in August 2020 and construction is expected to begin in March 2021. Vale Reserve construction is on track for completion and the CH Sullivan Reserve playspace minor upgrade works are now complete. Construction of a playspace at Ruthven has been delayed to late 2021 after community engagement on playspace design was delayed to early 2021 to adjust for the COVID lockdown period.
Complete new designs for the redevelopment of the pavilion and grandstand at Bill Lawry Oval, Northcote to maximise community access and participation	The Design Competition Expression of Interest (Stage 1) closed in December. Council’s Design Jury will evaluate the submissions and shortlisted respondents will be advised in early 2021 and invited to participate in Stage 2, which includes elaborating on their concept design for Bill Lawry Oval Redevelopment.
Complete the KP Hardiman Reserve, Reservoir hockey pitch and lighting replacement project	The redevelopment is progressing to schedule. The old hockey pitch has been removed and the base for the new pitch has been prepared. Next steps will be to lay the new hockey pitch surface and prepare the supporting infrastructure for the lighting, fencing and coaches boxes.
Complete the soccer pavilion replacement at BT Conner Reserve, Reservoir	The contract for construction was awarded in December 2020. Site preparation will commence in February 2021 and construction is scheduled to commence in late March or early April 2021. Portable change rooms will be installed on-site for club use during the construction.
Complete the planning and due diligence to identify the preferred re-development option for the Reservoir Leisure Centre to maximise the health, wellbeing and socio-economic outcomes of the surrounding community	The health and wellbeing study has been completed. The results will be reported to Council in the third quarter. COVID-19 has impacted on the delivery timelines and delayed the delivery of this project.



## GOAL 2

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

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

2020–2021 actions working towards targets:	Progress comments:
Award the construction contract for the Multi-Sports Stadium (MSS) and commence construction	Works commenced on site in September 2020. Construction is scheduled to be completed over 18 months with the anticipated completion in November 2021. The MSS will be Council's largest capital outlay to date and one of the few public sporting buildings in Australia with a 5 Star Green Star rating. The Construction Contract was awarded in Q1.
Determine and implement the optimal management model that will be utilised for the Multi-Sports Stadium (MSS) once it opens	The development of the new management contract specifications for external operation of the Multi Sports Stadium (MSS) is underway. Workshops are currently been conducted with stakeholders to build social, environmental as well as economic performance criteria for the management contract specifications, in line with Council's Social and Environmental Procurement Policy, and a to maximise social outcomes in the new stadium's operations.
Complete the construction of the outdoor courts at the Multi-Sports Stadium	The construction of the outdoor courts at the Multi-Sports Stadium are essentially complete, pending power connection to the amenities building. Power connection is scheduled for late Dec 2020 to Jan 2021. The construction includes 4 outdoor courts, amenities building, solar lighting to service the adjacent road construction and new amenities, lighting for the new outdoor courts, new road construction, landscaping, outdoor tables and seating and coaches and players boxes.
Award the construction contract for the new 6-star green star rated Northcote Aquatic and Recreation Centre facility	The detailed design of the Northcote Aquatic and Recreation Centre Redevelopment is nearing completion and tendering for construction is anticipated to commence in the first quarter of 2021.
Recommend the Reservoir Leisure Centre Seniors Exercise Program to support health and wellbeing in spaces where seniors meet <span style="border: 1px solid black; padding: 0 2px;">C-19</span>	This program was paused due to COVID-19, however planning has commenced to offer this program in the new year face to face. All Living Longer Living Stronger participants have received phone calls from Reservoir Leisure Centre staff in the last quarter as a check-in and to keep them informed of how they can use the centre as restrictions ease. Virtual exercise programs offered during 2020 continue to be available online and include options for a range of ages and abilities including: Keep Strong, Gentle Yoga, Chair Yoga, Awareness through Movement and Meditation.
Recommend the Community Gym Program for Reservoir Neighbourhood House members to increase participation, health and wellbeing <span style="border: 1px solid black; padding: 0 2px;">C-19</span>	Community Gym memberships were reactivated in December, in consultation with the Reservoir Neighbourhood House.
Review the outcomes of the 2010–20 Leisure Strategy and develop a new strategy that identifies programs and partnerships for increased physical activity	This project has been delayed due to COVID-19 and will recommence in January 2021.
Recommend the Swim to 50 Program at Reservoir Leisure Centre to provide swim lessons for children from low income and new immigrant families in the community <span style="border: 1px solid black; padding: 0 2px;">C-19</span>	This project was paused due to COVID-19 and the pool hall facility improvements program. Planning with stakeholders to engage participants has commenced to enable the program to commence in early 2021.

C-19 Indicates actions addressing COVID-19 challenges and/or recovery




2020–2021 actions working towards targets:	Progress comments:
<p>Continue to deliver the diverse range of online exercise programs developed during the COVID-19 restrictions to maximise access and participation in programs that support physical activity <span style="border: 1px solid black; padding: 0 2px;">C-19</span></p>	<p>Reservoir Leisure Centre online live-streamed classes ended on 14 November, however a library of over 230 classes remain available for free use. Classes include a range of strength, cardio, older adults specific, child friendly, tai chi and mind/body specific sessions to suit a wide range of the community.</p> <p>The Darebin Get Active summer program was launched in November with a range of in-person and online activities available, including Women in sport webinar, Come and try session at the Preston Reservoir Bowls Club and Participation in and promotion of the online Victorian Disability Sport and Recreation Festival.</p>
<p>Implement the Getting Sports Clubs Back on Track Grants program as part of the COVID-19 Community and Business Resilience Package to enable Darebin's Sport Clubs to restart activities once restrictions ease <span style="border: 1px solid black; padding: 0 2px;">C-19</span></p>	<p>The first round of the COVID-19 recovery grants for sports clubs has been completed, with 43 clubs approved for a total of \$99,000 in funding to support them to restart activities in 2021. Round two of the program will open and be promoted in early 2021.</p>
<p>Review the Performance Subsidy Program to support Darebin's community sports clubs to maximise equity participation outcomes</p>	<p>The performance subsidy review is progressing, with a draft report on track for completion by January 2021. An implementation plan will then be developed, with rollout scheduled for the 2021 winter season.</p>
<p>Report on the second year of outcomes and achievements of the Promoting Women and Girls in Sport Partnership Agreement and use this evident to determine the next phase of the partnership</p>	<p>A second year outcomes report has been received from the Darebin Falcons Women's Sports Club. A proposal to extend the partnership for a further two years, along with the second year report, is scheduled to be taken to Council for consideration in the next quarter.</p>
<p>Review and implement new licence/seasonal agreements to assist Darebin's sports clubs to maximise access, equity and participation outcomes</p>	<p>This project has been delayed due to COVID-19 and a Council focus on supporting sports clubs returning to play. A working group has been established to deliver the review in early 2021, including how seasonal/ annual license agreements can include equity and inclusion principles. Implementation is now expected to start with annual agreements from June 2021.</p>
<p>Maximise access to the newly refurbished Senior Citizen Centres Work in collaboration with community groups</p>	<p>The easing of COVID-19 restrictions has encouraged greater opportunity to plan for the return of seniors groups to the refurbished seniors centres. Preparation for reopening centres include deep cleaning and required signage to support participants to comply with COVID safe guidelines. Strong partnerships with committees of seniors groups have resulted in resources to support committees to enable compliance of their members. The centres will officially open on Monday 18 January 2021, with increased staffing and small group sessions where necessary. Longer term work will focus on increasing diversity in the usage of these centres and inter-generational opportunities, including exploring the interest for elders from Aboriginal and Torres Strait Islander to access these spaces to connect with each other.</p>

C-19 Indicates actions addressing COVID-19 challenges and/or recovery

## GOAL 2

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

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

2020–2021 actions working towards targets:	Progress comments:
Design and deliver seasonal festivals aligned to COVID-19 safe festival and events protocols 	The FUSE Spring 2020 concluded on 29 November. The three month program included nearly 50 projects and events designed and delivered in a COVIDsafe model. Planning has commenced for FUSE Autumn 2021, which will be delivered from 11 to 28 March 2021. The program for FUSE Autumn will be announced in February 2021.
Support artists and festival producers through artistic commissions to deliver a range of initiatives as part of FUSE festival	Projects and initiatives delivered through the FUSE Spring 2020 program and Council's Creative Recovery program directly led to 65 artistic commissions supporting over 200 artists, artistic producers and technicians, across mediums as varied as visual art, broadcast, performance, film, digital art and music. Additional work is being undertaken to support community-led events to remain COVIDsafe through the Event Permit process.
<p>Through Darebin's Arts venues, provide opportunities to produce and deliver:</p> <ul style="list-style-type: none"> <li>- An innovative and diverse season of production through the Speakeasy program at Northcote Town Hall Art Centre</li> <li>- A season of Arts productions directed at elderly citizens through our 'Morning Music' program at the Darebin Art Centre</li> <li>- A range of productions that engages local families and children</li> <li>- The Mayors Writing Awards</li> <li>- Support for artists and the development of new theatrical works</li> </ul>	This quarter Council commenced planning to re-open cultural facilities by creating and implementing COVIDsafe plans, returning staff to the work place and restarting our programming activities. The Darebin Arts Centre and Northcote Town Hall Arts Centre will return to activities and programming early in 2021.




26





2020–2021 actions working towards targets:	Progress comments:
Deliver an online and refocused version of the biennial Darebin’s A1 Salon to support local visual artists of all ages across Darebin to exhibit new works	The biennial A1 Darebin Art Salon was delivered online between 10 July to 11 September 2020. Over 100 entries were received from Darebin artists, of which 33 applicants identified as culturally and linguistically diverse, 7 First Nations artists, and 22 entries by artists with a disability. This year’s prize winners were selected by a ‘People’s Choice’ voting system, with over 1600 votes received. An online closing event was held on Friday 11 September 2020.
Establish the newly formed Art and Heritage panel to support and inform Council’s policies and initiatives aligned to its collections	The inaugural meeting of the Darebin Art and Heritage advisory panel was held on 7 July 2020 with the former members of the (dissolved) Bundoora Homestead Board of Management endorsed by Council as the first sitting members of this panel. This quarter, eight additional community members were sought through an expression of interest process and endorsed by Council in December 2020. The newly appointed community members will be inducted into the Panel in January 2021.
Design and deliver an exhibition in partnership with Midsummer Festival to showcase the work of emerging artists who identify as LGBTIQ	EO Gill was selected as the winner of the Bundoora Homestead Art Centre Prize at the 2020 Midsumma Australia Post Art Prize. Their exhibition ‘CLEAVE’ has been postponed due to COVID-19 and will be presented in partnership with Midsumma Festival from 27 March–27 June 2021. The exhibition is in development and will be delivered in March 2021 at Bundoora Homestead Art Centre.



 Indicates actions addressing COVID-19 challenges and/or recovery

## GOAL 2

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

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

2020–2021 actions working towards targets:	Progress comments:
<p>Create COVIDsafe platforms and artistic experiences that support artists and audiences to return to presenting work in Darebin. <b>C-19</b></p>	<p>A range of COVIDsafe initiatives have been developed and delivered in the reporting period. Highlights include:</p> <ol style="list-style-type: none"> <li>1. Projects and initiatives delivered through the FUSE Spring 2020 program directly led to 62 artistic commissions supporting close to 200 artists and artistic producers and technicians, across mediums as varied as visual art, broadcast, performance, film, digital art and music. The FUSE website has had 4375 visitors, with 83.7% of visits being new users.</li> <li>2. Ten performance seasons have been rescheduled to 2021 in the Darebin Arts Speakeasy program.</li> <li>3. The Speakeasy Performance Development program supported 73 artists to develop future works, enabling them to explore creative responses to safe methods of presenting work through co-investment models with other funders.</li> <li>4. Darebin Arts portfolio is participating in regular meetings with industry peers in the sector to share methods and systems for returning to safe presenting practices and re-opening of cultural facilities.</li> </ol>
<p>Run Backyard Harvest events within the FUSE festival to help community learn from and inspire each other in regards to local food production.</p>	<p>Council held a free online Pollinator Friendly Garden workshop in November. The event was well attended, with many participants reporting they were more likely to plant more flowers or create a bee hotel, nesting box or other habitat to support pollinators in their garden as a result of the workshop.</p> <p>Council has launched a Seed Library program which aims to build local seed diversity and food resilience. Three seed libraries have been installed in community gardens and centres across Darebin. The first seed workshop was held in winter with over 120 people attending the event and at least 240 gardeners registering for free seeds.</p> <p>Council continued to support the development of a new community garden at The Regent Centre in Reservoir.</p>
<p>Increase the number of community gardens at the Bundoora Park Farm</p>	<p>The ten new gardens are now full of vegetable plants and thriving. These garden beds have been completed using recycled corrugated iron from the Reservoir Crossing Removal Project.</p> <p>Planning for expanding the community food growing project is underway and is considering how key barriers to participation in urban agriculture and food production, such as equitable access to land, can be addressed.</p>
<p>Strengthen partnerships with agencies, the neighbourhood house network and not-for-profit organisations, to deliver programs and services, as part of a COVID recovery responding to current and emerging vulnerabilities. <b>C-19</b></p>	<p>Council has provided ongoing support through partnerships with local agencies. This includes an ongoing partnerships with Your Community Health and Victorian Transcultural Mental Health which to improve the emotional and social wellbeing of vulnerable groups in East Reservoir and East Preston. As part of the Working for Victoria program, Council will also provide the secondment of staff to support the neighbourhood house network and local not for profit organisations to deliver programs and services that support COVID recovery.</p>

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

2020–2021 actions working towards targets:	Progress comments:
<p>Deliver an infrastructure, workforce and service review that responds to the introduction of government subsidised three-year-old kindergarten program and identify options that meet future community needs</p>	<p>Council has continued to work closely with the Department of Education and Training to develop an agreed position on the expected supply and demand for kindergarten programs in each locality of Darebin to 2029. This will inform Council’s Early Years Infrastructure Plan and guide the state government’s investments in kindergarten infrastructure.</p> <p>Engagement and regular communications with community-managed and not-for-profit services are ongoing to ensure services are prepared for the roll-out of funded three-year-old kindergarten commencing in 2022.</p>
<p>Transition the East Preston Community Centre to a lead tenant model by June 2023, informed by engagement with East Preston communities</p>	<p>The East Preston Community Centre has been closed to mitigate the impact of COVID-19.</p> <p>The development of a transition plan, including engagement with local residents and communities will recommence in early 2021.</p>
<p>Review and implement revised library fines and charges to reduce barriers to use</p>	<p>All existing loans were extended until December 2020. Until further notice, overdue fines will not accrue and existing fines will not prevent customers from borrowing as part of the Darebin Resilience and Recovery Package approach. Overdue loan and recovery activities remain suspended. Development of the business case is underway, including benchmarking and understanding approaches taken by other public libraries to address this issue.</p>
<p>Increase the number of library events delivered in community languages</p>	<p>Two events were held this quarter. Kelly Mihelakis, from the The Hellenic Odyssey, hosted an interactive online cooking class speaking in Greek, teaching viewers to make Gemista, a traditional Greek dish and a bilingual French/English online story time session was held. Council also launched a digital service called ‘LOTE Online for Kids’, with over 400 books targeted at 3-10 year-olds in community languages.</p>
<p>Implement the Aboriginal and Torres Strait Islander protocols for libraries, archives and information services, to increase partnerships with Aboriginal organisations and access and service relevance to Aboriginal people</p>	<p>Planning for implementation commenced but has been delayed due to the focus on implementing COVIDsafe requirements to reopen library branches. The project will recommence in early 2021 with the first step being consultation and engagement with Aboriginal and Torres Strait Islander communities.</p>



## GOAL 3

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

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

2020–2021 actions working towards targets:	Progress comments:
Strengthen standard planning permit conditions to improve the quality of design and sustainability in planning applications	Planning permit conditions have been strengthened to improve the quality of design and sustainability in planning approvals. Customers are advised early of these requirements at pre-application meetings.
Assess the impact of COVID-19 particularly in regards to affordable housing and the economy	Officers have been networking with practitioners across the sector and attending industry seminars on topics including urban planning, the retail market, the housing market and affordable housing to understand the likely impacts of COVID-19. These findings are feeding into multiple council programs to support local business and the most vulnerable in the community.
Translate the local content of the Darebin planning scheme into the new state format (including a new Municipal Planning Strategy) for review by the Department of Environmental Land Water and Planning, and for Council to consider seeking an amendment to the local Planning Scheme	The translation of the Darebin Planning Scheme into the new format for Victorian planning schemes, and the update of local policy, is underway. The project is on track to be drafted by mid 2021. Once adopted by Council, this will result in a new planning scheme amendment. Following development of Darebin's new Community Vision in 2021 the Municipal Planning Strategy will be updated to reflect the Community Vision.
Release new residential design guidelines as a tool to improve the quality of design and sustainability in planning applications	Council adopted the Darebin Good Design Guide – Apartment Development and Darebin Good Design Guide – Medium Density Development on the 7 September 2020 Council Meeting. The guidelines were uploaded on Council website on 11 September 2020.
Establish a long term 50-year Vision for the City, informed by extensive community and stakeholder engagement, to guide planning, growth and development	Council is developing a 20 year Community Vision in 2021. The deliberative community engagement for the Vision will be extensive. The Vision will guide Council's work across its services and programs, including planning, growth and development.
Achieve a median time taken to resolve planning compliance matters of 30 days and increase confidence in the Darebin Planning Scheme and planning decisions	Median number of days to resolve planning compliance service requests is approaching 30 days. The backlog of inspections postponed on account of Stage 4 lockdown restrictions has largely been cleared.
Champion high standards for design excellence in private development in Darebin, through the City Designer who works with planning permit applicants and their designers to raise the quality of design in applications	Council's City Designer is working closely with the statutory planners and planning permit applicants to improve the quality of new development. This includes attending regular pre-application meetings and providing design advice on planning permit applications. Additionally, the City Designer has prepared exemplar designs for townhouse developments in collaboration with three reputed architectural companies. The exemplar designs are now available on Council's website along with Computer Aided Design (CAD) plans for anyone to download and use.
Develop a vision and built form guidelines for Heidelberg Road to guide high quality development, including consultation with the surrounding community	The project to develop a vision and built form framework for Heidelberg Road is a multi-year project. The technical assessments are now complete and community engagement is planned for early to mid 2021, which is later than was originally planned to adjust for the COVID-19 lockdown period.



2020–2021 actions working towards targets:	Progress comments:
<p>Council has done significant planning towards a future suburb in the Northland precinct, however, the State Government has recently made some quite significant policy changes around industrial land, and the impacts on the local economy of COVID-19 also mean that this planning needs to be revisited. In 2020–21 the impact on the local economy will be assessed, but specific planning relating to the Northland precinct is not planned to progress, but in future years.</p>	<p>Progress on the Northland Urban Renewal Precinct (NURP) planning has been disrupted due to significant changes in State Government policy in early 2020 which prioritizes industrial uses in this area.</p> <p>Considering this change, and that slower population growth is now expected as a result of COVID-19, Council decided to put this project on hold in 2020–21 and will reconsider it at a later date.</p>
<p>Complete the Preston Library Feasibility Study and determine the next steps</p>	<p>The Feasibility Report was presented to Executive Management to consider as part of the Preston Civic Precinct planning.</p> <p>Completion of the Feasibility Study is dependent on the progress and timing of the wider precinct project and will continue in early 2021.</p>
<p>Advocate for good planning outcomes at the Preston Market Precinct through the Victorian Planning Authority’s planning process</p>	<p>Council continues to call on the State Government and the developer to ensure that the planning controls and proposals for redevelopment protect what the community have told Council is important. Council has developed its ‘Heart of Preston’ objectives that outline what is needed to ensure that the market flourishes.</p>
<p>Seek community feedback on a draft Urban Design Framework for Central Preston as part of the Future Preston project, and prepare a Central Preston Structure Plan that provides a framework to guide future development in the area</p>	<p>Council has prepared a draft Future Preston Central Vision as well as background reports on urban design, land use, and transport.</p> <p>Council’s consultation on the Community Vision in the first part of 2021 will help inform this project. The preparation of a draft Built Form Framework is in progress.</p>
<p>Assist and establish a business led association for Preston Central</p>	<p>Preston Central formed a Business Association on 12 October 2020 and became incorporated on 21 October 2020. The association engaged a part time Marketing Coordinator in November 2020. Council supported the formation and will continue to provide support in 2021 to ensure stronger governance and engagement.</p>
<p>Council successfully advocated for removal of four level crossings through the Preston area and in 2020–21 will advocate for excellent design and to ensure that construction is managed so it minimises disruption and supports business and community through that time. Council’s work will include review of state government designs and plans and working with the state government to integrate creative outcomes in rail infrastructure projects at Preston Market and Bell Station.</p>	<p>Officers continue to advocate for the best community outcomes by working with the Level Crossing Removals Project (LXRP) team to review plans, designs and disruption management solutions. Council uses ‘Preston Reconnected’, to guide its work.</p>

## GOAL 3

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

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

2020–2021 actions working towards targets:	Progress comments:
<p>During any disruption from the Level Crossing Removals, Council will help traders and community minimise the impact and will encourage our community to shop locally</p>	<p>Council continues to advocate to the Level Crossing Removal Project (LXRP) to minimise disruption through construction and to support businesses as it delivers its projects. Council's support for business is currently focused on helping them respond to and recover from the pandemic. In mid 2021 construction of the level crossings will also be a local disruption. Council is advocating for minimal disruption and for substantial state support for traders affected, and is also currently preparing to provide its own targeted support.</p>
<p>In 2020–21 Council expects to further progress this multi-year project to increase the open space levy. This year this is expected to include presentation to a Planning Panel and seeking authorisation from the Minister for Planning. It is expected to be completed in the 2021–22 financial year.</p>	<p>Council is preparing an Implementation Plan of the Open Space Strategy to support the planning scheme amendment process to increase the contribution that developers make towards public open space. The community will be consulted on the Implementation Plan in mid-late 2021, before the planning scheme amendment progresses to a Planning Panel later in the year.</p>





2020–2021 actions working towards targets:	Progress comments:
<p>In 2020–21 Council expects to seek authorisation from the Minister for Planning to consult on a proposal for new Developer Contributions Plan that would ensure that developers contribute financially to Council infrastructure as the population grows</p>	<p>The draft Development Contributions Plan (DCP) has been prepared to allow Council to collect funds from new development to contribute to the costs of infrastructure. The proposed DCP and planning scheme amendment was publicly exhibited mid November to mid December 2020. All submissions received will be considered and a report provided to Council in early 2021.</p>
<p>This year of the program will investigate further sites that can be used for affordable housing and update the Darebin Housing Strategy and Neighbourhood Character guidelines</p>	<p>This quarter, the State Government announced an unprecedented \$5.3 billion investment in social housing. This is positive news for Darebin, which has been identified as a priority area. Council is working with the State on the delivery of this program in Darebin, and will continue to do so in the next quarter. An Affordable Housing Feasibility Study that has explored which Council sites could be used for affordable housing is in the final stages.</p>
<p>Continue to implement the project to develop new social housing on a Council car park at Townhall Avenue, including lease execution, project management, consultancy and legal investigations to progress the project</p>	<p>Council has selected an affordable housing provider to develop and manage high-quality affordable housing at the former Council car park at Townhall Avenue. Recent activity has focussed on finalising the lease.</p>



### GOAL 3

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

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

2020–2021 actions working towards targets:	Progress comments:
<p>Implement the following COVID-19 Recovery projects including: creative collaborations; cultural infrastructure grants, arts partnership support recovery program, online recovery program to support Darebin’s creative vibrancy by assisting artists to sustain their practice and connect to colleagues through web-based media <span style="border: 1px solid black; padding: 0 2px;">C-19</span></p>	<p>There are four program components occurring as part of Council’s recovery program specifically designed to deliver cultural outcomes.</p> <ol style="list-style-type: none"> <li>1. The Creative Collaboration in Isolation Program is currently in the delivery phase. Twenty three applications were received for artistic works that generate creative initiatives for the community to participate in and respond to, whilst adhering to COVID-safe practices.</li> <li>2. The Culture Online Initiative is providing creative opportunities to 33 artists to exhibit work on a digital platform and is available for viewing.</li> <li>3. The Cultural Infrastructure grants are in the delivery phase and will support local creative industries to adapt to the adverse impacts of COVID-19 restrictions. Thirty six applications were received, 21 applications comprised of 15 organisations and six sole traders were successful in this grant round. 50 artists will receive direct support from these grants with a further 227 benefiting from organisational improvements and opportunities created by this funding.</li> <li>4. The Arts Partnership initiative is in the pre-implementation stage, scheduled to be released in January 2021.</li> </ol>
<p>Expand and consolidate the cultural licensee program at Northcote Town Hall Art Centre and Darebin Arts Centre</p>	<p>This quarter Council recommenced the cultural license program. This included renegotiating licence for MAV (Municipal Association of Victoria) at Northcote Town Hall Arts Centre and finalising a license for Speak Percussion at Darebin Arts Centre.</p>
<p>Provide virtual access to at least 100 percent of the Darebin Indoor and Outdoor Art Collection through the online catalogue</p>	<p>Council has begun relocation of the Darebin Art Collection online database from an outdated content management system to the Victorian Collections online website which is a State Government-funded, industry leading platform for collections management.</p> <p>Currently 65% of this relocation project is now complete and available for our community to access online, with a goal to complete 100% by February 2021.</p>



C-19 Indicates actions addressing COVID-19 challenges and/or recovery





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

2020–2021 actions working towards targets:	Progress comments:
<p>Complete up to three grant funding applications for local blackspot safety improvement projects and construct 10 traffic management measures to improve road safety</p>	<p>Six blackspot funding applications have been submitted. The following sites have been constructed: shared path access at the eastern end of Wood Street, a raised pedestrian crossing on Olive Street at Edwardes Street, and entry treatment on Sharp Street at Bastings Street. Work is underway to construct a further 11 traffic management treatments that will also benefit people walking and riding before the end of June 2021.</p>
<p>Ensure all road reconstruction and road reseal projects contain a maximum permissible recycled content to improve the sustainability of Council’s civil construction practices</p>	<p>Two Asphaltting Contracts for 2020–21 have been awarded with work having commenced on one of the two contracts. The second will commence in Q3, both contracts include reclaimed waste products, one uses steel slag (which is an industrial waste product) the other uses recycled plastic in place of traditional bitumen products. Both Contracts are expected to be complete in late Q3.</p>
<p>Protect and enhance urban character by regulating tree removal and pruning on private property within Darebin and completing replacement planting with species suitable to local vegetation and site constraints</p>	<p>Council has employed a tree protection arborist to oversee the implementation of the adopted local law (for protection of significant trees on private property) and protection measures under the planning scheme.</p>
<p>Embed good streetscape design into any Council re-development projects, such as Streets for People. Undertake advocacy for good streetscape outcomes with State Government bodies, including the Level Crossing Removal Authority and VicTrack.</p>	<p>Council continues to advocate for good streetscape design outcomes through the State Government Level Crossing Removal Projects at Preston Station, Bell Station and the Preston Market precinct redevelopment – in line with adopted Council objectives – as well as Council-led projects such as the redevelopment of Northcote Aquatic and Recreation Centre and the new Multi-Sports Stadium.</p>
<p>Engage with local business associations and stakeholders on local improvements for activity centres</p>	<p>Council has continued engagement with business associations and stakeholders on local improvements. This has included revitalisation of Reservoir laneways, place-based murals and expediated footpath trading across Darebin. To date, over 800 additional seats have been approved through the outdoor dining project and 12 parklets have been installed.</p>
<p>Engage with local business associations and stakeholders on small scale targeted streetscape improvements to support activity centres to come back to life post COVID-19 including improvements at: Yarra Ave/Boldrewood, Reservoir, McMahn/Boldrewood, Reservoir and Plenty/Tyler, Reservoir <span style="border: 1px solid black; padding: 0 2px;">C-19</span></p>	<p>After a slight delay early on due to COVID-19, this project is now back on track with all local traders being consulted on what outcomes would now be beneficial to each centre, and implementation is set for early 2021.</p>
<p>Ensure new development within the activity centres funds the upgrade and improvement of adjacent streetscapes</p>	<p>Planning approvals for new development in activity centres fund the upgrade and improvement of adjacent streetscapes where necessary and can include street trees, street furniture, bicycle parking and footpath upgrades. This is achieved through the imposition of conditions on planning approvals.</p>

C-19 Indicates actions addressing COVID-19 challenges and/or recovery

# GOAL 3

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

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

2020–2021 actions working towards targets:	Progress comments:
Deliver two whole-of-place audits in Preston and Reservoir to identify actions that improve perceptions of safety and reduce the opportunity for crime	In response to community safety concerns, a safety audit has been completed for All Nations Park. Previously scheduled audits for Bundoora (Polaris) and Preston City Oval were delayed due to COVID-19 restrictions and will be undertaken in early 2021.
Deliver community safety infrastructure projects including Main Drive, Bundoora Lighting upgrade that respond to data about gendered experience in public spaces and improves perceptions of safety	The Community Safety Infrastructure project for Main Drive Bundoora is underway, with the lighting design completed and installation of lighting to commence in 2021. The project will enhance street lighting along Main Drive.
Continue to provide a safe environment for school children walking and cycling to school and ensure that 90 percent of primary schools within the city participate in Council's School Crossing Education program	Council's school crossing program has supported schools throughout the pandemic, many of which remained open for key families. The service operated in a COVIDsafe way throughout. Due to COVID-19 restrictions the School Crossing Education program is on hold for now.
Continue to implement the Graffiti Strategy 2019-23	A new graffiti removal contract will be entered into in early 2021 and a more proactive approach to graffiti removal will be a feature of this contract. Particular focus will be placed on business activity centres and shopping strips.
Complete 12 street art murals across the municipality to minimise graffiti occurring at hot-spot locations, while improving amenity	Sites have been identified for additional murals and negotiations are underway to engage artists to complete art works at these sites.





2020–2021 actions working towards targets:	Progress comments:
Reduce the number of domestic animals directed to re-homing programs and increase the number of domestic animals registered in the municipality and lost animals returned directly to their owner	The Animal Management team has been trialing in the last two years a “Return to Owner” program with Darebin registered animals only, this is to ensure that owners are reunited with their registered pets within a 24–48 hour period. Responses from the wider community on this initiative has been overwhelmingly positive.
Incorporate signage and design into public spaces to support dog walking as well as other users in line with the updated Open Space Strategy and balance community needs	To respond to increased use at open spaces during COVID-19 restrictions, new temporary park signs have been created to help balance varied community needs. These have been installed at Johnson Park, Northcote and in all playgrounds across Darebin.
Deliver Year four actions identified in the Domestic Animal Management Plan and continue to encourage the responsible ownership of domestic animals	Year four actions are in progress. Highlights include preparing to implement Council’s recent decision to implement a cat curfew from 1 January 2021, exploring options to further increase de-sexing and registration, and improving signage in Parks about responsible dog ownership.
Apply planning permit conditions that require better construction management in major developments and review opportunities to strengthen the local law in regard to disruption related construction matters	A planning permit condition has been developed that requires a construction management plan for major developments. Opportunities to strengthen the local law in regard to minimising disruption from construction is currently under investigation.
Assist the community and local business to plan for and manage disruption associated with the State Government’s level crossing removal construction activity in Preston and Reservoir and advocate to State Government to minimise disruption	Council continues to advocate to the State Government’s Level Crossing Removal Project to minimise disruption to car parking, traffic movements and noise, during the construction phase. Calling on the State Government to support businesses during this time is also a key focus of Council.
Conduct regular inspections and achieve swimming pool and boarding house compliance with regulations	Council sent out reminders to all known swimming pool owners to ensure registration by the due date of 1 November 2020. Of the known approximate 900 pools, 730 of them have now been registered with Council. This is substantially higher than the rates of registration for neighbouring municipalities. In 2021 the Building Services Team will commence follow up with the outstanding pool owners to ensure compliance and registration. Boarding house compliance continues through the registration program and regular inspections.
Support the Victorian Building Authority as the lead agency to respond to identified combustible cladding risks.	The responsibility to inspect and enforce identified cladding risks now sits with Council after the Victorian Building Authority (VBA) deferred responsibility to all local governments. The VBA is now the regulator. In response to this change, the Building Services Team is assembling the necessary resourcing to project manage a longer-term outcome for each identified site in relation to the cladding in conjunction with the land owners. However, the Building Services Team also have in place immediate actions to ensure safety.

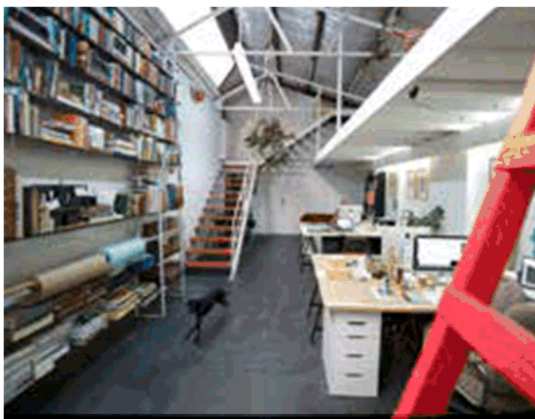
 Indicates actions addressing COVID-19 challenges and/or recovery

## GOAL 4

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

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

2020–2021 actions working towards targets:	Progress comments:
<p>Support businesses through the COVID recovery including:</p> <ul style="list-style-type: none"> <li>- Continuation of the Business Support line until December (and possibly longer dependent on demand)</li> <li>- Deliver a range of business development and industry support programs <span style="border: 1px solid black; padding: 0 2px;">C-19</span></li> </ul>	<p>The Business Support Line provides a single place for Darebin businesses to seek individual guidance and support since launching in March 2020. During the second quarter the calls peaked in October, averaging 74 per week, coinciding with business reopening and the State Government’s announcements regarding outdoor dining and Council’s business grants. Information provided includes grant information, outdoor dining and connection to other forms of support. Applications for the Business Recovery Program opened in early November. Businesses accepted into the program will commence in January 2021 and receive personalised business strategy advice to help them pivot and grow. Council has also offered free mentoring to all interested businesses.</p>
<p>Undertake a promotional campaign and place-based activities which showcase Darebin businesses and retail precincts <span style="border: 1px solid black; padding: 0 2px;">C-19</span></p>	<p>This quarter Council’s Festive Program promoted and showcased Darebin’s retail precincts with decorations, live music and local artist’s live painting shop windows with artwork. Council supported the newly formed Darebin Traders Association by supporting a four week ‘Shop Local’ campaign throughout December. Planning has commenced for a local campaign for Darebin businesses as well as a local tourism campaign for Melbourne’s north.</p>
<p>Support and promote the work of Darebin based social enterprises</p>	<p>CERES Fair Food, one of Darebin’s largest social enterprises was profiled and case studied at Darebin’s December 2020 Green Business Networking event, for which 28 businesses registered. Both CERES Fair Food and Moon Rabbit Café were profiled and promoted in Youtube videos available on Council’s social media platforms. Two social enterprises received Recovery Grants as part of Council’s COVID-19 Recovery response.</p>
<p>Deliver food handler information sessions to support new and existing food businesses in food safety education</p>	<p>In person information sessions for businesses were cancelled as a result of COVID-19 restrictions and replaced with increased electronic communications on COVID-19 directives. Health Protection field staff continued throughout COVID-19 to assess businesses and assist owners on safe food practices.</p>



C-19 Indicates actions addressing COVID-19 challenges and/or recovery



2020–2021 actions working towards targets:	Progress comments:
Assist businesses and employers to access employment services, support and create pathways for Darebin’s job seekers <span style="border: 1px solid black; padding: 0 2px;">C-19</span>	Council received a Working for Victoria Program grant to employ 110 staff. The focus for this quarter has been ensuring that Darebin job seekers receive employment opportunities through this program. The network of Aboriginal and Torres Strait Islander employment service providers has continued to meet. This network assisted to refer local candidates to the Working for Victoria opportunities and identified positions within Council’s recruitment offering. Council continued to promote Darebin Jobslink and Melbourne’s North Job Link, online platforms for local employment. Between January and November 2020, 19,000 users accessed Melbourne’s North Job Link.
Deliver targeted support to Community Managed Kindergarten and Child Care Services COVID-19 Resilience and Recovery Package Project <span style="border: 1px solid black; padding: 0 2px;">C-19</span>	Council continues to provide support to 19 centres to navigate the COVID-19 pandemic. This includes grant funding and financial information, provision of hygiene and cleaning supplies, operational and logistics support, resources and information for providers to support disadvantaged and vulnerable families, health and wellbeing resources for educators and staff, advocacy to other levels of government.
Deliver a series of workshops assisting businesses to improve their digital and financial capabilities in response to the impacts of COVID-19 <span style="border: 1px solid black; padding: 0 2px;">C-19</span>	The final two sessions of the Darebin Business Webinars Series were delivered by local industry experts this quarter. Almost all participants said the series increased their understanding in how to improve their business. Recordings and slides from all webinars, including those on digital marketing and financial strategies, have been made available online as an ongoing resource for businesses. Council will continue to promote additional opportunities for businesses’ to build their digital skills.
Council has investigated high level technology options for sensors and signage to help people identify where parking is, however given the current drop in parking demand related to COVID-19, there are not plans to progress this further in the 2020–21 year <span style="border: 1px solid black; padding: 0 2px;">C-19</span>	There are no plans to progress this further in the 2020–21 year.

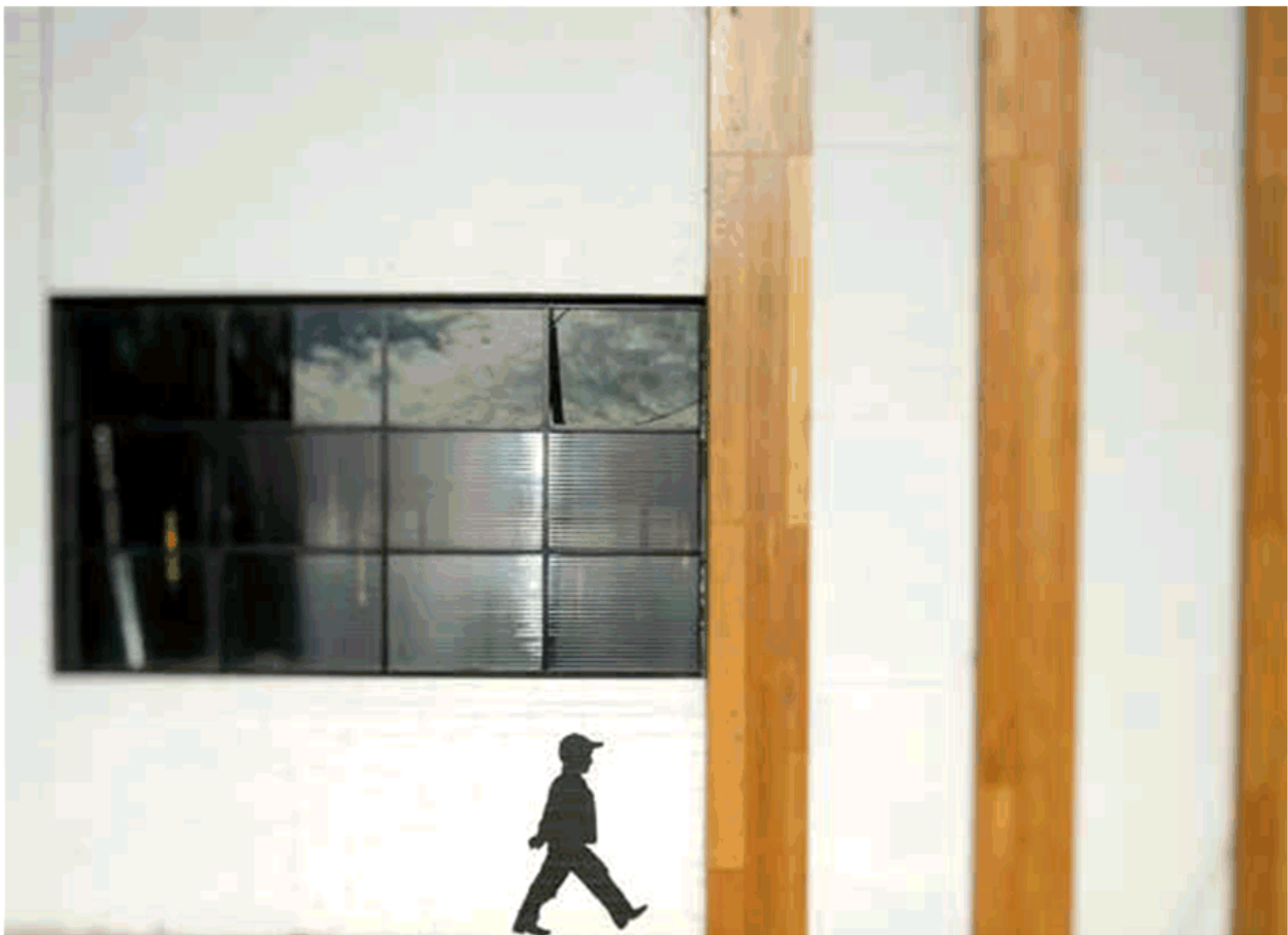


## GOAL 4

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

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

2020–2021 actions working towards targets:	Progress comments:
Deliver the Active Space Program in partnership with landlords and real estate agents in vacant shops in Darebin to enable start-up businesses to trial their businesses and increase visual amenity and beautification through commissioning artwork from local artists in vacant shop windows <span style="border: 1px solid black; padding: 0 2px;">C-19</span>	Due to COVID-19 restrictions this project has been limited. The focus for this project has been redirected to provide support to local real estate agents and businesses looking to restart or launch as restrictions ease.
Support businesses operating in Council facilities, including the Melbourne Innovation Centre	Council has continued to build the relationship with organisations within Council facilities. Council has worked closely with The Melbourne Innovation Centre to deliver a wide range of support for Darebin business and organisations; from one on one business mentoring to the Australian Small Business Advisory Service and Business Resilience Program.



C-19 Indicates actions addressing COVID-19 challenges and/or recovery



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

2020–2021 actions working towards targets:	Progress comments:
<p>Advocate for regional economic growth through enhanced partnerships with regional economic bodies such as North Link, Northern Council Alliance, Metro Partnerships and La Trobe and implement regional strategies, such as the Melbourne’s North Food and Beverage Growth Plan</p>	<p>Council has continued to advocate for local outcomes within the North and West Melbourne City Deal. The proposal will help create 300,000 new jobs, reboot business, boost social and economic inclusion, and leverage the region’s existing strengths in health, food production, manufacturing and logistics. The Building Communities, Connecting People: Northern Horizons 2020 report was launched on Monday 26 October. This outlines the infrastructure priorities for Melbourne’s North. Council also participated in NORTH Link activities including Northern Business Achievement Awards, promotion of webinars and publications and Melbourne’s North Food Group.</p>



## GOAL 5

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

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

2020–2021 actions working towards targets:	Progress comments:
Deliver an Employment Forum in partnership with the Darebin Intercultural Centre and Welcoming Cities for local communities and organisations in Darebin (see 5.2 for Reference Group)	Planning continued for the employment forum which will be held in early 2021. The focus in this quarter has been the Working for Victoria Program and ensuring this program engages migrants and refugees. The recruitment for this program has been successful engaging and appointing applicants from a diverse range of cultural backgrounds.
Update and implement the Darebin Welcoming Cities Action Plan to reflect impacts of COVID-19 to prioritise actions in the Welcoming Cities Standards	A review of the Welcoming Cities Action Plan was undertaken in reference to Council’s COVID-19 Recovery Plan and was presented to the Welcoming Cities committee in September. Additional focus will be placed on the Standards which as a result of COVID-19 need prioritisation and this will continue to be reviewed to ensure currency.
Undertake at least 20 Equity Impact Assessments to ensure that Council services, facilities and programs address the needs of the most vulnerable cohorts as outlined in the Towards Equality Framework	This quarter, Equity Impact Assessments (EIA) were applied to twelve projects (outside of the COVID-19 recovery package) that included the Social Procurement Tender Schedule, Community Employment Pathways and Housing Affordability Local Action plan, Asset Management Policy, Council’s Recruitment and Selection Policy and Breathing Space implementation. EIAs were also applied as part of Community Engagement plans.
Undertake Equity Impact Assessments of all projects within Council’s COVID-19 Recovery Package to ensure that package is responsive to the diverse needs, experiences and human rights impacts <span style="border: 1px solid black; padding: 0 2px;">C-19</span>	Over 20 Equity Impact Assessments (EIA) have been applied to Council’s COVID-19 Recovery projects as well as provision of ongoing supporting program delivery to ensure they were responsive to community need and accessible.
Ensure that Council’s policies, strategies and plans reflect and embed the goals and principles of the Towards Equality Framework	The Towards Equality Framework (TEF) has been embedded into key pieces of work such as the draft Community Engagement Policy, draft Workforce Diversity and Inclusion Strategy and the draft Darebin Capabilities Framework. The TEF was also applied to the development of the Councillor induction pack to ensure the information included reflected and embed the goals and principles of the Towards Equality Framework.



C-19 Indicates actions addressing COVID-19 challenges and/or recovery





2020–2021 actions working towards targets:	Progress comments:
<p>Ensure that our multicultural and multifaith communities are supported with reference to financial hardship, discrimination based on race/ culture and other forms of vulnerabilities</p>	<p>Council partnered with Hume City Council to deliver an interfaith forum titled “Stand Together, Safe and Equal”, as part of the 16 Days of Activism Against Gender-Based Violence in and partnered with Your Community Health to deliver health information sessions to the Preston Mosque Community.</p>
<p>Implement the Gender Equity and Preventing Violence Against Women Action Plan 2019 - 2023 specific actions to include:</p> <ul style="list-style-type: none"> <li>- Focusing on Early Childhood - challenge rigid gender roles and stereotypes and promote respectful relationships</li> <li>- Incorporate targets for women’s participation in the development of the Leisure Strategy</li> <li>- Undertake a gender equity workforce audit</li> </ul>	<p>Council continues to implement the Gender Equity and Preventing Violence Against Women Action Plan 2019–2023. Key milestones this quarter included the completion of the Gender Equity in the Early Years Project for the State Government Free from Violence Grants Program, completion of the Gender Equity Audit and final meeting of the Darebin Family Violence Network for 2020. From November 25 to December 10, Council recognised the 16 Days of Activism Against Gender-Based Violence and the Victorian State Government’s ‘Respect Women: Call it Out’ campaign. Events and activities included workshops with the One Woman Project and Djirra, webinars with local government partners and the distribution of bookmarks and reading lists by Darebin Libraries.</p>
<p>Deliver a job ready program, in partnership with a local jobs provider organisation, for diverse community members from low socio-economic backgrounds who are unemployed, underemployed, or have a disability</p>	<p>The Community Employment program of work has commenced with a partnership with The Brotherhood of St Laurence for new youth traineeships. Working to further develop youth traineeships and a new partnership for Open Age traineeships. The Work for Victoria (WFV) program has aligned to Council’s Community Employment principles working to actively enable appointment of candidates from underrepresented groups across the Darebin community.</p>
<p>Implement project partnership to support and promote culturally diverse artists responding to the dominant culture in ways that builds empowerment and self-determination</p>	<p>Council’s partnership with Multicultural Arts Victoria to deliver TAKEBACK continues to develop. Additional funding has been secured through Creative Victoria, and the closing event for FUSE Autumn 2021 on March 27, has expanded to include the culturally diverse Women of Soul, a FUSE Fund recipient project that culminates in a special ten-year anniversary event celebrating the strength and resilience of female artists in Darebin. Further details will be announced in February along with the festival program.</p>



## GOAL 5

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

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

2020–2021 actions working towards targets:	Progress comments:
Develop and deliver age friendly focused AMPLIFY, as part of FUSE autumn 2020–21	AMPLIFY is a targeted professional development opportunity that seeks to address inequality in the music industry by supporting and amplifying lesser heard voices. Applications for the 2021 program opened in November and selection is currently taking place, with the mentorship set to commence in late 2020.
Endorse and implement a new community-led Disability Access and Inclusion Plan for Darebin	The Disability Access and Inclusion plan is currently in the final stages of development. It is anticipated this community vision of Access and Inclusion will be endorsed by Council and presented to the Darebin community in the first half of 2021. Council teams will develop actions that support this vision over the next quarter. Teams will then be supported to complete these actions in 2021–2022.
Reach out to and prioritise disadvantaged and culturally and linguistically diverse communities for participation in the Solar Saver program	The Solar Saver Rates program is prioritising support for low income residents and pensioners, with the rates program only available to low-income households. Ensuring support for CALD communities is a program priority. The 'Keep Cool' campaign is also under way to help customers lower their energy bills. Darebin partnered with Uniting to deliver a webinar of energy efficiency advice and tips to keep cool. The Solar Saver program is also offering to its customers the chance to participate in the Energy Assistance Program delivered by The Brotherhood of Saint Laurence, Australian Energy Foundation and Uniting. Eligible participants will receive bespoke energy efficiency advice and assistance to access the Utility Relief Grant.
Construct up to three upgrades to existing disabled parking spaces serving activity centres or schools that improve user safety and accessibility. Install 5 new disabled parking spaces in residential areas in response to community needs	The three parking spaces for people with a disability have been designed and are currently being planned for construction. Planning is well underway to install disabled parking spaces in residential streets. At least five disabled parking spaces will be installed before June 2021.
Establish a community reference group to inform the design and construction of a new home for the Darebin Intercultural Centre	A Community Reference Group has been established to support the architect's work to produce a detailed and culturally fit-for-purpose design of the relocated Intercultural Centre. The Terms of Reference and proposed membership were endorsed by Council in July 2020. In this quarter, two meetings were held. The group will dissolve after the fifth meeting in March 2021.
Promote and communicate the Language Aide and Multilingual Service so residents can access our services and informant in different languages	The Language Aide and Multilingual Service continues to be promoted to the community. Promotional advertising has occurred in Darebin Community News and CALD (culturally and linguistically diverse) newspapers along with promotions on social channels. Internal engagement on the program continues to occur.



2020–2021 actions working towards targets:	Progress comments:
<p>Implement the Electronic Gaming Machine Policy and Action Plan</p> <p>2018–2022 specific actions to include:</p> <ul style="list-style-type: none"> <li>- Review Council's Planning Scheme to consider an EGM planning policy</li> <li>- Undertake communications that increase awareness of the gambling harm and losses to pokies</li> <li>- Work in partnership with others to support those who have reduced their gambling during COVID-19 <span style="border: 1px solid black; padding: 0 2px;">C-19</span></li> </ul>	<p>This quarter activities included advocacy as part of the Alliance for Gambling Reform to the State Government to reduce opening hours of EGM venues and impose a gambling time-limit. Council also partnered with Banyule Community Health to deliver an online event to create awareness of harm associated with gambling.</p>
<p>Continue to deliver human rights campaigns, events and programs protecting the rights of all people, to live without fear and with freedom, respect, equality and dignity</p>	<p>Advocacy regarding detainees the rights and wellbeing of Mantra Bell Hotel continued this quarter across a range of platforms. Planned workshops have been delayed due to the impacts of COVID-19 but will recommence in 2021.</p>
<p>Continue to advocate for changes in policy and funding with Federal and Victorian Governments relating to COVID-19 impacts <span style="border: 1px solid black; padding: 0 2px;">C-19</span></p>	<p>Efforts to support disadvantaged groups and local businesses affected by COVID-19 have continued. The focus has been on public housing tenants, and early childhood educators. In addition there have been major efforts in support of the North and West City Deal.</p>
<p>Support community campaigns that are consistent with our goals and values in line with an approved advocacy strategy</p>	<p>The work is ongoing, and particular focus has been on the refugees detained in Mantra Bell over this time and support for residents affected by the removal of level crossings in Preston along the Mernda Line.</p>
<p>Continue to implement the Local Diversity Through Inclusion (Pathways to Employment) Strategy. Minimise barriers to diversity in the workplace through the review of internal recruitment policies and processes. Identify and deliver programs that improve employment pathways for the community. Council's Community Employment Plan will also include a mentoring program for refugee and other diverse groups</p>	<p>With the completion of the draft Workforce Diversity and Inclusion Strategy for launch in Feb 2021, work has progressed on a Recruitment and Diversity project that has reviewed Council's Recruitment Policy and Procedures with dedicated focus to diversity and inclusion outcomes, and includes a hiring guide for Aboriginal Employment. Key aligned initiatives include the progress of employment outcomes for Aboriginal and Torres Strait Islander staff and dedicated identified positions and development of Council's traineeship and apprenticeship program. The Community Employment Plan and program will formally come together in March 2021 for universal implementation.</p>
<p>Develop and deliver Aboriginal and Torres Strait Islander and refugee mentoring programs across Council and increase the number of employment opportunities within Council for Aboriginal and Torres Strait Islander Employees including selective use of special measures provisions within the Equal Opportunity Act 2010</p>	<p>Dedicated focus on scoping of Identified positions for Aboriginal and Torres Strait Islander staff right across Darebin and actively enabling their recruitment. 11 active Identified positions at various stages of recruitment over the October to December 2020 period. Mentoring to support and enable these will progress in 2021.</p>

C-19 Indicates actions addressing COVID-19 challenges and/or recovery

## GOAL 5

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

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

2020–2021 actions working towards targets:	Progress comments:
Deliver a package of COVID-19 Recovery Grants across business, community, sporting groups and creative industries <span style="border: 1px solid black; padding: 0 2px;">C-19</span>	The Recovery Grants were open between August and November, with over \$1 million available across over six funding streams including supporting business, social enterprises, the creative sector, community groups, and sports clubs. A total of 434 applications were received and over \$1 million awarded to 339 organisations.
Develop a child and youth engagement protocol to support engagement of children and young people across Council, in partnership with Melbourne University and the Young Citizens Jury	Council has continued to work with the University of Melbourne and members of the Young Citizens Jury to develop tools and methods to assess our current practice in engaging children and young people in decision-making, and to get input from children and young people on how they want to be engaged. These tools and methods will be used in the next quarter to gather and analyse inputs from across the organisation and the community that will inform the child and youth engagement protocol.
Review, implement and monitor the Community Engagement Strategy and Framework to ensure it meets the community engagement requirements included in the new Local Government Act 2020	The new proposed Community Engagement Policy was endorsed by Council in December and consultation is currently being undertaken until 22 January, before the final Community Engagement Policy will be considered for adoption by Council in February.
Support the implementation of new terms of reference for our community advisory committees to ensure consistency and clarity of purpose	A review of the current Advisory Committee terms of reference was undertaken during Aug–Sept 2020 and a generic, simplified Standard Terms of Reference (ToR) was produced which has been endorsed at an Officer level. These ToR were presented to Council in conjunction with the appointment of Councillor delegates to Advisory Committees on the 7 December 2020. Council extended the timeframe for feedback from Advisory Committees on the generic ToR and the matter is scheduled to be presented to the February 2021 Council for adoption.
Provide community-focused facilitation and governance training to councillors as part of the councillor induction process after the 2020 election	The Induction Program for Councillors elected at the 24 October 2020 Elections commenced on 16 November 2020 and is continuing into early 2021. Governance training – A four day induction program was held 16–20 November 2020 and included governance training beyond that prescribed in the Local Government (Governance & Integrity) Regulations 2020. Key areas of focus included – the new Local Government Act 2020 (the Act), the principles of the Act, conduct and integrity matters, legal obligations, the role of a Councillor. This training was supported by sessions led by Mark Hayes – Partner, Maddocks Lawyers; David Wolf – Municipal Inspector, IBAC; and Chris Kotur – Leader in Residence, Leadership Victoria. Facilitation Skills training for all Councillors is scheduled for early March 2021.
The development and implementation of new Governance Rules and the Community Engagement Policy, as required by the Local Government Act 2020, are anticipated to incorporate processes for greater citizen participation in Council meetings. This will result in increased opportunities for those who may be impacted by a Council decision, to have their views heard.	Council has complied with the requirement of the Local Government Act 2020 to develop Governance Rules to regulate the conduct of its meetings and other associated matters. Council's Community Engagement Policy must be adopted by 1 March 2021 and was presented to the 7 December 2020 Council Meeting for endorsement to be released for community engagement. The community engagement period will conclude on 22 January 2021.

C-19 Indicates actions addressing COVID-19 challenges and/or recovery



2020–2021 actions working towards targets:	Progress comments:
<p>Review report templates and provide training to staff to ensure reports are succinct, evidence based, supported by relevant policy and/or plans, and clearly explain recommendations and proposed outcomes</p>	<p>Work on this action has not yet commenced and has been delayed due to the focus on supporting the new Council and establishing the new meeting cycle. The review of the Council report template will commence in February 2021 and will be supported by training to report authors in the coming months.</p>
<p>Implement and monitor the Advocacy Strategy to support key Council strategies and priority initiatives</p>	<p>An advocacy strategy was prepared in August 2020 but wasn't able to proceed to Council due to Caretaker conventions. The next steps in this project include a review of the strategy in line with local and global events and a shift to integrate Council's advocacy priorities through the Council Plan. The result will be the finalisation of an advocacy framework to support all of Council's advocacy priorities and through the establishment of Advocacy Plans, which will highlight the issues most important to Council and the community.</p>



## GOAL 5

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

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

2020–2021 actions working towards targets:	Progress comments:
<p>Continue to partner with the Darebin Aboriginal Advisory Committee to identify and implement programs that improve outcomes for our Aboriginal and Torres Strait Islanders workforce and community</p>	<p>The Darebin Aboriginal Advisory Committee (DAAC) continued its role as a key advisory body to Council. Activities included participation in the Darebin Community Awards Committee, the Welcoming Cities Reference Group and in co-chair role on the Aboriginal and Torres Strait Islander Employment Strategy and Action Plan Working Group. DAAC has continued to advise Council on delivery of project and services impacting on Aboriginal and Torres Strait Islander Communities including COVID-19 recovery work.</p>
<p>Implement the Darebin Aboriginal and Torres Strait Islander Action Plan 2017–2021 including specific actions:</p> <ul style="list-style-type: none"> <li>- Deliver a Darebin Schools Yarning Conference that celebrates the 2020 NAIDOC theme</li> <li>- Increase recognition and visibility of the Aboriginal culture through renaming Council meeting rooms in Woiwurrung language</li> </ul>	<p>Council continues to progress actions from the Darebin Aboriginal and Torres Strait Islander Action Plan 2017–2021. 18 Darebin Schools and over 700 students participated in the online Yarning Conference in October which focused on the NAIDOC theme 'Always Was, Always Will Be'. Cultural protocols for staff were finalised in consultation with DAAC and Traditional Owners and will be implemented in January 2021.</p>
<p>Implement Aboriginal and Torres Strait Islander Employment Strategy actions to achieve a minimum of 3% employment of Aboriginal and Torres Strait Islander people</p>	<p>This period saw three new identified roles created in Aged and Disability, Parks and Open Space and Youth Services and four identified roles were recruited as part of the Working For Victoria program. 50 staff were trained in Aboriginal Cultural Awareness this quarter. More than 200 staff have now been trained in Aboriginal Cultural Awareness. This period saw development of a new partnership with the Brotherhood of St Laurence to employ two Youth Services Trainees, including one Aboriginal and Torres Strait Islander identified position.</p>



## GOAL 6

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

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

2020–2021 actions working towards targets:	Progress comments:
Implement the new Asset Management Strategy to ensure that service delivery is provided in a financially sustainable, customer-centric and effective way	A draft Asset Management Strategy (AMS) was completed in October 2020. Further refinement has been undertaken and alignment to the Asset Plan (required by the Local Government Act 2020) has been established. The Asset Management Strategy will be presented to Council in early 2021.
Continue to improve permit processes for businesses to make it simpler to do business in Darebin	The Business Concierge role has continued to support local businesses through the Better Approvals Program. This program has been expanded to support the expansion of outdoor dining; with an additional 800+ seats provided. 15 parklets have also been part of this project.
Consider ongoing workplace efficiency, flexibility and service improvement opportunities that have emerged during the COVID-19 period and support the organisation’s implementation of relevant operating changes <span style="border: 1px solid black; padding: 0 2px;">C-19</span>	The Business Improvement program has adapted to address current challenges and delivered quality improvement and enhanced effectiveness to key organisational processes through direct support to services and an online capacity building program. The training enables staff to address process inefficiencies and review services components effectively with the aim of creating a better customer experience and reduce risk to the organisation. The training supports the Policy Review Program and enhances the quality of Councils procedures through the online mapping system for easy access.  Improvement activities include digitisation of hard copy forms across the organisation.
Review the Toy Library to ensure the service is flexible and responsive to Darebin’s diverse community	The scope of the Toy Library review has been finalised and a project worker has been appointed to work on the review. A Reference group was established to oversee and support the review.



C-19 Indicates actions addressing COVID-19 challenges and/or recovery

## GOAL 6

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

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

2020–2021 actions working towards targets:	Progress comments:
Deliver stage two of the Kindergarten and Childcare Centralised Registration Review and determine a future model that meets the diverse needs of the community	A draft project plan for stage two of the review has been prepared, which is based on the findings from stage one of the review undertaken in 2019.
Undertake a homelessness and rough sleeper StreetCount that informs Council about people sleeping rough within Darebin	The StreetCount has been delayed due to COVID-19. Planning is under way to partner with Moreland and inner-Melbourne Councils to participate in the 2021 homelessness StreetCount. It is anticipated to be rescheduled to February 2021.
Analyse and respond to the results from the 2019–20 Annual Community Survey to understand the community perceptions and attitudes towards our Council services and programs, as well as the issues in the municipality that needs to be addressed	The 2020 Annual Community Survey report has been presented to Executive Management. There have been two workshops completed for the leadership group and four division meetings held as part of the roadshow to report the results to the organisation.
Implement a continuous improvement process where engagement planning draws on the experience of previous engagements to expand our collection of data and avoid duplication	A temporary solution has been identified (Intranet) for data collection to support all Darebin Council community engagement projects. This would be effective and is accessible by all business units across the organisation. Business units submit their reports to the Community Engagement and Demographics team so they can save their engagement summary reports, key learnings, success stories and learnings for next time. This process will be improved and strengthened, once the new Community Engagement Policy has been adopted.
Finalise and implement the Workforce Planning Strategy and Workforce Diversity Strategy	The draft Workforce Diversity and Inclusion Strategy has been completed with the Project Team and Diversity Taskforce feedback being incorporated to present to the Executive Management Team in February 2021. The launch to commence implementation is planned for late January 2021. Action Planning has commenced with a number of actions already in progress – specifically the recruitment and diversity project, Diversity and Inclusion Training, Aboriginal Cultural Awareness Training and the Job Access Program. Requirements of the new Gender Quality Act will also be incorporated in 2021. The Workforce Plan is at early stages of development aligning with the requirements of the new Local Government Act.
Design and implement workplace culture and change programs and practices to ensure a modernised and skilled workforce readily able to cohesively deliver on Council's key services and strategic projects	The Darebin Change Journey is delivering over 30 projects which focus on: creating a great place to work; putting the community at the heart of everything we do; making our everyday work easier by streamlining our systems; and achieving community goals in our Council Plan. This includes: a review and progressive update of organisational policies and procedures through the Darebin lens', a range of resources that Darebin staff can access to support health and wellbeing and changing way of work, a program to redeploy those staff whose usual jobs have been negatively impacted by COVID-19, and the launch of Darebin's Recognition program 'Appreciate Great' to celebrate the great work our people do in serving the Darebin community. Council is also close to finalising the design of its new Capability Framework to enable the development of a contemporary and skilled workforce enabled to deliver on Council's key services and policy direction.





2020–2021 actions working towards targets:	Progress comments:
<p>Continue to implement and monitor Council's Social and Sustainable Procurement Policy, framework and processes. Deliver better practice, improve compliance, value for money, more effective collaboration with other councils and service providers and improve service levels</p>	<p>The Social and Sustainable Procurement Policy has been implemented and information sessions commenced in 2020. Documentation for tendering has been updated to address the aims of the policy. Tenderers will now address specific questions relating to social and sustainable outcomes which council will assess during the evaluation stage.</p> <p>Further staff education is planned for the remainder of 2020 and into early 2021. Contract managers will also be able to track and report outcomes.</p>
<p>Collaborate with other northern metropolitan Council's and the Municipal Association of Victoria to advocate for improved operational guidelines for the proposed Environment Protection Act to ensure the effective use of Council resources in helping our community resolve amenity-based complaints</p>	<p>Council will be receiving the proposed regulations that support the incoming Act in late 2020. Early 2021 will provide an opportunity to discuss the impact of these with other Councils and provide responses as required.</p>
<p>Implement key technical functionality including: the digitisation of Council records (such as planning applications) to enable the online searching of information for faster and more comprehensive decision making, collaborative tools including webinar software, the digital signing of documents, as well as new cloud based platforms for publishing material on the Darebin website</p>	<p>The Archiving and Digitisation initiative aims to reduce the Council's archiving holdings by reviewing all stored records for currency, followed by digitising all paper based documents. To date the records team have reviewed over 3,689 archive boxes of records, leading to the destruction of 2,992 boxes (being obsolete) and 749 boxes being reviewed, updated and reconstituted back into the physical archive storage system.</p>
<p>Implement the Customer Complaint Policy and Procedure</p>	<p>The Complaint Handling Policy and Procedure went live on 30 Nov 2020. Currently working on embedding the policy across the organisation and setting up audits and reporting.</p>
<p>Continue the re-design of the new Darebin website including the consolidation of up to 10 different Council websites into a single, easily searchable web presence that is secure, simplified, with easily accessed Council services</p>	<p>The website project is preparing to move the existing website onto a more secure and flexible cloud platform. This will eventually allow for the development of the new updated and contemporary website to be built, and enable the consolidations of the existing 13 Darebin websites into one. Council is finalising the public tender process to secure a supplier, to commence the physical rebuilding the Darebin website.</p>
<p>Make key content on the Darebin website more accessible by increasing the legibility and readability of the information so it is aligned with disability standards and by translating the information into a variety of languages that reflect the Darebin community</p>	<p>The accessibility of information on the new website is dependent on the Website Project to create a new consolidated, contemporary and stable website platform. Legal advice and internal stakeholder discussions have completed, and the project is now running the tender process to secure a supplier to commence building the new website.</p>
<p>Review and update the website content for Planning and Development to improve access to information, interactivity and user-ability for Statutory Planning and Building Services</p>	<p>Website content relating to development applications is currently under review with the goal to improve access to information.</p>

# GOAL 6

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

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

2020–2021 actions working towards targets:	Progress comments:
<p>Progress priority projects that increase revenue. They include expanding our land subdivision levy to fund more open space (open space levy) and introducing a developer contributions scheme to ensure developers contribute financially to our infrastructure as population grows</p>	<p>This is on track. This quarter, work has continued on the development of an implementation plan for the open space strategy which will support the open space levy.</p> <p>Public exhibition of the Darebin Development Contributions Plan planning scheme amendment concluded on 14 December 2020. All submissions received will be considered and a report provided to Council in early 2021.</p>
<p>Implement values-based leadership, management and practices underpinned by a robust capability framework. Implement the recommendations of the policy review project that will embed key strategic initiatives (such as 'Age Friendly Darebin' and 'Towards Equality') into officer decision-making processes and interactions with customers, residents, the community and each other</p>	<p>Council's 'Values in Action' program is embedding new values and behaviours in organisational systems and practices including: recruitment and induction, reward and recognition, performance management, policies and procedures, and emerging practices in response to COVID-19 including more flexible ways of working and the wider use of technology. Council's Capability Framework is close to being finalised and identifies a core set of capabilities, knowledge, skills, and other attributes that will enable Council staff to perform their jobs more effectively (underpinned by Council's organisational values and designed as a direct enabler of strategy and policy direction), both now and into the future. This will inform the design of Council's new Leadership Development Program in 2021 and professional development applicable to all staff across Council.</p>
<p>Develop a Financial Plan for a ten-year period that includes statements describing the financial resources required to give effect to the Council Plan and other strategic plans of Council</p>	<p>The development of the 10 year Financial Plan has commenced, informed by the existing Strategic Resource Plan and 10 year Capital Works Plan. This is being undertaken through a coordinated approach with the development of the Community Vision to establish the long term resourcing requirements. A consultant has been appointed to lead the community engagement and deliberative engagement that will be undertaken on the Financial Plan, in conjunction with the engagement for the Community Vision and Council Plan.</p> <p>Recruitment for the deliberative panel will commence in January 2021.</p>





2020–2021 actions working towards targets:	Progress comments:
<p>Review the preparation of the Annual Budget and mid-year financial review to ensure they provide Council with the relevant information to maintain its financial sustainability</p>	<p>Officers have prepared their Annual Budget 2021–22 based on the guidelines and parameters approved by the Executive Management Team. A first draft of the budget will be reviewed by the CEO in early January 2021.</p>
<p>Undertake and implement a full review of fees and charges that considers equity, socio-economic factors, demographics, social wellbeing and environmental sustainability</p>	<p>The Review of Fees and Charges has commenced with the aim to establish a consistent and transparent approach to the setting of fees and charges for transactional services delivered by Council. The review so far has identified that there are three types of subsidies that will inform where, why and how fees should be charged. The three types of subsidies are Full Cost Recovery, Partial Council Subsidy and Full Council Subsidy. This work and these principles will also inform the development of the 4 year Revenue and Rating Plan.</p>
<p>Implement a Public Transparency Policy in accordance with the Local Government Act 2020</p>	<p>Work has commenced to embed Council’s adopted Public Transparency Policy (July 2020) and the Public Transparency Principles of the Local Government Act 2020. Key activities through the quarter included internal communications and embedding into the policy framework and related procedures. An action plan is in development to program the work that is required to progress implementation.</p>
<p>Conduct a comprehensive review of the current risk management policy, related documents and risk assessment tools and implement the policy across the organisation</p>	<p>A review of all operational risks has been undertaken and the Operational Risk Register updated. This work has informed the approach to enterprise risk management. A draft Risk Management Framework (RMF) Terms of Reference was finalised in December and incorporates guidance and tools that will build risk maturity and support implementation. Work on the Risk Management Policy is underway and due to be complete in early 2021.</p>

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

2020–2021 actions working towards targets:	Progress comments:
<p>Progress of the Council Plan 2017–21 is reported quarterly and annual action plans developed for each year of the Council Plan. Quarterly progress reports and the annual action plans are listed on Council’s website to keep the community informed</p>	<p>The Fourth Quarter Council Plan Action Plan Progress Report 2019–20 was presented to Council on 7 September 2020. The First Quarter Council Plan Progress Report for the 2020–21 financial year was presented to Council at the meeting on 7 December 2020.</p>





# CAPITAL WORKS



# CAPITAL WORKS PROGRESS REPORT

## Second Quarter 2020-21

This is the fourth year of the Council Plan 2017-21. Darebin's capital works program continues Council's strong investment in new and renewed infrastructure. In the Annual Adjusted Budget 2020-21, Council committed \$41.43 million to its 2020-21 capital works program of 53 projects and programs of work.

As at 31 December 2020, 98% of projects are on track, 2% are at risk of missing target. Council is working to ensure a successful delivery of these projects within the 2020-21 Financial Year. Some of these projects are being delivered over several financial years.

Actual spend on the capital works program to date is \$16.11 million. As at 31 December 2020, there is a further \$35.38 million of agreed and committed work under contract that is set to be delivered.

### Overall Performance



- 98% On Track
- 2% At risk of missing target
- 0% Will not meet target

### Building Renewal Program – Preston War Memorial Restoration

Total project budget: \$ 108,000  
Total actual cost: \$ 108,952

As part of this year's Building Renewal Program, the Preston War Memorial Cenotaph was selected to be restored. Located outside the Preston Town Hall the memorial honours the bravery and sacrifices made by Darebin residents throughout the municipality's history.

The main structure of the cenotaph has had the marble cleaned with the lettering repaired; as well as repairs made to the brick and bluestones, fixing of cracks, and removing the build-up of mineral salts common to brick structures. On the upper level the moulding and artwork has been repaired, including the balustrades and light stands.

The entire project was completed within Q2, with allowances for the celebration of Remembrance Day on 11 November.

### KP Hardiman Synthetic Hockey Pitch Redevelopment

Total project budget: \$ 2,562,000  
Total actual cost: \$ 760,884

The existing hockey pitch at KP Hardiman Reserve has reached the end of its useful life and requires redevelopment. This project intends to develop a new hybrid National Class 1 hockey pitch in line with Hockey Victoria guidelines.

To date the site has been cleared with careful consideration for the protection and pruning of existing trees. Unsuitable ground material was removed prior to drainage and electrical trenching installation.

More recently the base layers of recycled crushed rock have been installed. A primer seal was applied to protect the surface and achieve a better bond with the asphalt, which also reduced surface damage during asphalt paving works.

The project is currently on track and is expected to be completed by the end of the year.

### Footpath Renewal Program

Total project budget: \$ 1,383,000  
Total actual cost: \$ 1,168,428

As part of the 2020-21 Footpath Renewal Program a total of 16 streets were completed covering 4,804m<sup>2</sup> of Darebin's footpaths.

Some of the streets included in the program were Albert Street and Steane Street in Reservoir, Arthur Street and Station Street in Fairfield, and Plenty Road in Bundoora.

All these works enhanced the walkability of the community to enjoy what the municipality has to offer.



# CAPITAL WORKS PROGRESS REPORT

## Second Quarter 2020-21

### Public Toilet Strategy Implementation - Edwardes Lake Changing Places

Total project budget: \$ 250,000  
Total actual cost: \$ 219,281

The new Edwardes Lake Park 'Changing Places' facility located opposite the large playground at Griffiths Street, Reservoir will improve the access and inclusion of diverse neighbourhoods in the community. Apart from benefitting users with severe and profound disabilities, the facility will foster inclusion and greatly improve accessibility.

The new 'Changing Places' includes the following:

- DDA compliant unisex bathroom including baby change table
- 'Changing Places' unisex facility with hoist and shower
- Two 'standard' male and female toilets
- One Ambulant unisex toilet

All works are now complete with the facility opening to the public in October.

### Urban Forest Strategy Program

Total project budget: \$ 500,000  
Total actual cost: \$ 142,306

The Urban Forest Strategy implementation focuses on addressing the climate emergency through tree planting, data collection on the state of the urban forest, and heat mapping of the City of Darebin. The program also provides trees to community groups and the public via community events and festivals.

As the 2020 planting season ended entering summer, the project team completed an audit of every street across the municipality to identify future tree planting requirements. This is in addition to the 1,500 semi mature trees that have been planted in bushland, parks and streets across the municipality earlier this year.

The project is currently on track and preparing for the 2021 planting season with plans of an additional 4,500 trees to be planted, totalling 6,000 trees planted during the program this year.





**Rewilding Darebin Program**

Total project budget: \$ 100,000  
Total actual cost: \$ 98,644

The Rewilding Darebin Program seeks to change 'default' use for green space that is not utilised for other purposes (such as active recreation, sport, pedestrian access or active transport) to be native bushland.

The program this year was fast tracked due to opportunities arising from COVID-19. Staff were redeployed to assist with the Q1 planting schedule, with an incredible 127,000 indigenous trees, shrubs and grasses planted during the year throughout Darebin's Open Space network.

An unseasonably wet start to summer has also assisted in the establishment of this year's planting. Approx. 100,000 plants have been ordered for the 2021 planting season. Through the Working for Victoria Program we are now undertaking watering and maintenance to assist with establishment of these sites over the summer months.

**Cycling Program – Wood Street, Preston Shared Path Entrance Upgrade**

Total program budget: \$500,000  
Total project actual cost: \$4,400

The cycling program has been designed to increase sustainable transport throughout the municipality, by providing the community with safer streets and paths for cycling.

After a resident contacted Council saying the current path at the end of Wood Street Preston made it difficult to pass on their bike the pathway was included in this year's Cycling Program.

The new asphalt connection now connects Wood Street and Northland Shopping Centre to the Darebin Creek Trail.

**Walking Program – Olive Street, Reservoir New Raised Threshold**

Total program budget: \$500,000  
Total project actual cost: \$65,109

As part of Councils Walking Initiatives programme, which seeks to improve the pedestrian environment, a new raised threshold treatment has been constructed on Olive Street at the Edwardes Street intersection.

Works consisted of

- raised concrete pavement across Olive Street
- kerb and channel realignment
- new drainage pits
- road pavement marking, tactile pavers and signage
- new public lighting

Raised threshold treatments help improve pedestrian safety by highlighting the path of pedestrian movement, making pedestrians more conspicuous to drivers, removes trip hazards and slows vehicle traffic at these intersections.




























# CAPITAL WORKS REPORT

## Second Quarter 2020-21

- On track
- At risk of missing target

Project by Asset Class	Total Budget	Progress comment
<b>Bridges</b>		
Bridge Upgrade - Installation of New Approach Guardrails	\$230,000	<span style="color: #00A69F;">■</span> Project is on track
Bridge and Road Condition Survey	\$150,000	<span style="color: #00A69F;">■</span> Project is on track
Broadhurst Bridge	\$100,000	<span style="color: #00A69F;">■</span> Project is on track
Bridge Upgrade - Darebin Creek Trail 2019-20	\$35,000	<span style="color: #00A69F;">■</span> Project has been completed
Beavers Road Bridge 2019-20	\$-	<span style="color: #00A69F;">■</span> Project has been completed
<b>Building Improvements</b>		
Carbon Management Plan - Buildings	\$312,973	<span style="color: #00A69F;">■</span> Project is on track
Building ESM Program	\$100,000	<span style="color: #00A69F;">■</span> Project is on track
<b>Buildings</b>		
Multi Sport Stadium	\$8,700,000	<span style="color: #00A69F;">■</span> Project is on track
Building Renewal Program	\$3,581,561	<span style="color: #00A69F;">■</span> Project is on track
Northcote Aquatic and Recreation Centre	\$3,000,000	<span style="color: #00A69F;">■</span> Project is on track
Catalyst Project - Preston Civic Precinct (includes Intercultural Centre)	\$1,000,000	<span style="color: #00A69F;">■</span> Project is on track
Bill Lawry Oval Pavilion	\$981,476	<span style="color: #00A69F;">■</span> Project is on track
Reservoir Leisure Centre	\$800,000	<span style="color: #00A69F;">■</span> Project is on track
BT Connor Pavilion Redevelopment	\$500,000	<span style="color: #00A69F;">■</span> Project is on track
Toilet Strategy	\$250,000	<span style="color: #00A69F;">■</span> Project is on track
JE Moore Park North Pavilion Female Changeroom Upgrade 2019-20	\$230,000	<span style="color: #00A69F;">■</span> Project has been completed
Darebin Arts Centre - DDA Compliance - Front and Rear Entry	\$109,310	<span style="color: #00A69F;">■</span> Project is on track
Darebin International Sports Centre (DISC) & Darebin Community Sports Stadium (DCSS) renewal	\$100,000	<span style="color: #00A69F;">■</span> Project is on track
Moon Rabbit - Food waste bio-dehydrator	\$50,000	<span style="color: #00A69F;">■</span> Project is on track
<b>Drainage</b>		
Drainage System Renewal and Upgrade Program including WSUD and Reactive Works	\$1,030,000	<span style="color: #00A69F;">■</span> Project is on track
Stormwater Pipe Relining Program	\$193,000	<span style="color: #00A69F;">■</span> Project is on track
<b>Footpaths and Cycleways</b>		
Footpath Renewal Program	\$1,383,000	<span style="color: #00A69F;">■</span> Project is on track
Cycling Program Detailed Design and Construction	\$500,000	<span style="color: #00A69F;">■</span> Project is on track
Walking Program Detailed Design and Construction	\$500,000	<span style="color: #00A69F;">■</span> Project is on track
Shared Path - Parks Renewal Program	\$250,000	<span style="color: #00A69F;">■</span> Project is on track
<b>Information Technology</b>		
IT Infrastructure Implementation	\$2,082,895	<span style="color: #00A69F;">■</span> Project is on track
IT Improvement Program	\$1,400,000	<span style="color: #00A69F;">■</span> Project is on track
Darebin Libraries Technology Action Plan	\$118,113	<span style="color: #00A69F;">■</span> Project is on track

Project by Asset Class	Total Budget	Progress comment
<b>Land Improvements</b>		
KP Hardiman Synthetic Hockey Pitch Redevelopment	\$2,562,000	 Project is on track
Darebin Resource Recovery Centre Retaining Wall	\$700,000	 Project is on track
<b>Library Books</b>		
Darebin Libraries Product Purchases (Collection)	\$800,000	 Project is on track
<b>Parks and Open Space</b>		
Open Space Improvements Program	\$1,950,000	 Works at Ruthven Reserve have been delayed into 2021-22. The rest of the program is on track
Community Safety Upgrade Improvements	\$652,921	 Project is on track
Park Asset Renewal Program including Drinking Fountains	\$150,000	 Project is on track
Alphington Farmers Market - Gate and gravel path work	\$10,000	 Project has been completed
<b>Plant, Machinery and Equipment</b>		
Vehicular Plant Replacement - Heavy Vehicles	\$1,500,000	 Project is on track
Replacement of Mobile Garbage, Green Waste and Recycling Bins	\$300,000	 Project is on track
Vehicular Plant Replacement - Light Vehicles	\$250,000	 Project is on track
Arts Venues & Hubs Plant & Equipment Program	\$150,000	 Project is on track
Youth Services Asset Renewal Program	\$75,000	 Project is on track
Reservoir Leisure Centre Gym Equipment and Group Exercise Equipment	\$50,000	 Project is on track
<b>Recreation, Leisure and Community Facilities</b>		
John Hall Oval Lighting Upgrade	\$238,000	 Project is on track
Crispe Park Lighting Upgrade	\$50,000	 Project is on track
WH Mott - New Lighting	\$15,000	 Project is on track
<b>Roads</b>		
Road Rehabilitation Design & Construction Program	\$1,610,000	 Project is on track
Road Resurfacing Program	\$1,000,000	 Project is on track
Blackspot Design and Construction Program	\$818,000	 Project is on track
Safe Travel Program Detailed Design and Construction	\$350,000	 Project is on track
Kerb and Channel Renewal Program	\$200,000	 Project has been completed
Right of Way Rehabilitation Program	\$100,000	 Project is on track
Street Furniture and Equipment Renewal Program	\$50,000	 Project is on track
<b>Streetscape Works</b>		
Streetscape and Place Improvements - Preston Activity Centre	\$63,109	 Project is on track
<b>Fixtures, Fittings and Furniture</b>		
Furniture Replacement Program	\$100,000	 Project is 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 this Financial Year to date, 43 resolutions have been completed and 40 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 83 resolutions made by Darebin City Council since 1 July 2020 is:

- 52% complete
- 48% in progress



# FINANCIAL REPORT

Six months ended  
31 December 2020

## CONTENTS

1 Executive Summary	64
2 Financial Analysis	
2.1 Operating Performance	66
2.2 Capital Performance	69
2.3 Financial Position	72
Appendix A	
Comprehensive Income Statement	76
Balance Sheet	77
Statement of Cash Flows	78
Reconciliation of cash flows from operating activities to surplus	79
Statement of Capital Works	80



# 1 EXECUTIVE SUMMARY

## 1.1 Operating performance

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Adopted Budget \$'000	Annual Forecast \$'000
<b>Operating</b>					
Revenue	150,403	154,841	4,438	<b>173,786</b>	185,710
Expenditure	(84,972)	(82,108)	2,864	<b>(168,115)</b>	(171,905)
<b>Surplus (deficit)</b>	65,431	72,733	7,302	<b>5,671</b>	13,805
<b>Capital &amp; other</b>					
Revenue/grants	(1,322)	(1,948)	(626)	<b>(3,988)</b>	(9,414)
Developer contributions	0	(515)	(515)	<b>0</b>	(515)
<b>Adjusted underlying surplus/(deficit)</b>	64,109	70,270	6,161	<b>1,683</b>	3,876

For the six months ended 31 December 2020, Council has recorded an operating surplus of \$72.73 million, which is \$7.3 million ahead of the year to date budget. After eliminating capital and other items, the adjusted underlying surplus is \$70.27 million, which is \$6.16 million ahead of budget.

Total revenue year to date is favourable by \$4.44 million and forecast to be \$11.92 million greater than budget for end of the year. Total expenditure year to date is favourable by \$2.86 million and forecast to be \$4.03 million greater than budget for end of year. The forecast operating result for the year ending 30 June 2021 is an operating surplus of \$13.81 million, which is \$8.13 million more than budget. The forecast adjusted underlying deficit is \$3.88 million, which is \$2.19 million more than the budget surplus of \$1.68 million.

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

Council will be receiving substantial Federal Government – Local Roads & Community Infrastructure Funding (LCRI) for infrastructure initiatives. Subsequently, funding and corresponding infrastructure spending of \$4.7 million has been forecast.

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 \$0.6 million.

Contributions from developers for public open space are forecast to be \$0.8 million greater than budget.

The total expense variance of \$3.79 million is predominately due to the Working for Victoria costs however other items include \$740K in Waste Operation costs, \$703K for the COVID-19 community and business recovery program, \$323K for the Darebin Resource Recovery Centre contract, \$549K for Leisure contracts and \$575K Power Purchasing Agreement (PPA). The PPA costs are offset by contributions received by the participating 46 Councils with the net cost to Darebin \$34K which is its contribution to the agreement.

## 1.2 Capital performance

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Adopted Budget \$'000	Budget & CFWD's \$'000	Annual Forecast \$'000
Property	8,024	9,088	(1,064)	<b>20,059</b>	19,665	24,900
Plant & equipment	2,711	2,571	140	<b>6,239</b>	6,876	6,876
Infrastructure	5,516	4,450	1,066	<b>13,790</b>	14,890	20,692
<b>Total capital works</b>	<b>16,251</b>	<b>16,109</b>	<b>142</b>	<b>40,088</b>	<b>41,431</b>	<b>52,468</b>

For the six months ended 31 December 2020, Council has expended \$16.11 million on the capital works program, which is \$0.1 million behind the year to date budget. The minor variance is due mainly to advances in buildings works, computers and telecommunications, footpaths and bridges.

To support the \$5.44 million expended as at 31 December 2020 a further \$34.83 million has been committed by way of issued purchase orders. Commitments are not reflected in the reported capital expenditure and indicates that many projects are well progressed.

The adopted budget has increased from \$40.09 million to an annual forecast of \$52.47 million. This is due to unbudgeted Federal Grants (LCRI) in 2020–21 for Footpath and Building Renewals \$4.70 million, Road Blackspot \$343K, the advance progress of the Darebin Multi-Sports Stadium \$5.0 million and \$400K allocated from 2019–20 operating surplus towards the Integrated Finance System project.

## 1.3 Financial position

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Adopted Budget \$'000	Annual Forecast \$'000	Audited 2020 \$'000
Cash and investments	37,212	72,984	35,772	<b>53,583</b>	57,091	73,526
Net current assets	108,834	119,981	11,147	<b>37,045</b>	31,355	50,038
Net assets and total equity	1,517,977	1,593,874	75,897	<b>1,458,221</b>	1,534,947	1,521,142

The financial position as at 31 December 2020 shows a cash and investment balance of \$72.98 million which is \$35.77 million ahead of budget. The variance is due mainly to timing differences in receipt of rates, payments to employees and suppliers and a higher opening cash and investment position compared with budget. The cash and investment balance of \$72.98 million was sufficient to meet restricted cash and intended allocation obligations of \$34.36 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 \$119.98 million which is \$11.14 million more than budget. Due to the prior year valuation increment of land and buildings, the net asset position of \$1.59 billion is \$75.9 million more than budget.

The forecast Financial Position as at 30 June 2021 shows a cash position of \$57.09 million and net current assets of \$31.35 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 2020. The six columns of data provide information on the following:

- YTD budget to 31 December 2020 (i.e. estimated timing of income and expenditure)
- YTD actual results to 31 December 2020
- 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 ongoing COVID impact on Council operations and services.

<b>Comprehensive Income Statement</b> For the 6 months ended 31 December 2020	<b>YTD Budget \$'000</b>	<b>YTD Actual \$'000</b>	<b>YTD Variance \$'000</b>	<b>Annual Budget \$'000</b>	<b>Annual Forecast \$'000</b>	<b>Forecast Variance \$'000</b>
<b>Income</b>						
Rates and charges	133,383	133,329	(54)	<b>135,560</b>	135,631	71
Statutory fees and fines	1,786	2,120	334	<b>5,739</b>	5,112	(627)
User fees	2,056	2,051	(5)	<b>5,464</b>	5,774	310
Grants - operating	8,579	10,610	2,031	<b>15,727</b>	21,628	5,901
Grants - capital	1,322	2,339	1,017	<b>4,570</b>	9,995	5,425
Contributions - monetary	1,943	3,238	1,295	<b>3,500</b>	5,529	2,029
Net gain (loss) on disposal of property, infrastructure, plant and equipment	250	296	46	<b>612</b>	388	(224)
Other income	1,084	858	(226)	<b>2,614</b>	1,653	(961)
<b>Total income</b>	<b>150,403</b>	<b>154,841</b>	<b>4,438</b>	<b>173,786</b>	<b>185,710</b>	<b>11,924</b>
<b>Expenses</b>						
Employee costs	44,041	43,734	307	<b>88,339</b>	90,708	(2,369)
Materials and services	24,034	22,482	1,552	<b>46,723</b>	48,875	(2,152)
Bad and doubtful debts	657	59	598	<b>1,320</b>	845	475
Depreciation and amortisation	12,162	12,590	(428)	<b>24,323</b>	24,053	270
Lease finance costs	0	0	0	<b>0</b>	0	0
Other expenses	4,078	3,243	835	<b>7,410</b>	7,424	(14)
<b>Total expenses</b>	<b>84,972</b>	<b>82,108</b>	<b>2,864</b>	<b>168,115</b>	<b>171,905</b>	<b>(3,790)</b>
<b>Surplus for the year</b>	<b>65,431</b>	<b>72,733</b>	<b>7,302</b>	<b>5,671</b>	<b>13,805</b>	<b>8,134</b>
<b>Less</b>						
Grants - capital (non-recurrent)	(1,322)	(1,948)	(626)	<b>(3,988)</b>	(9,414)	(5,426)
Contributions - capital	0	(515)	(515)	<b>0</b>	(515)	(515)
<b>Adjusted underlying surplus/(deficit)</b>	<b>64,109</b>	<b>70,270</b>	<b>6,161</b>	<b>1,683</b>	<b>3,876</b>	<b>2,193</b>



## Operating Revenue – notes

### 1. Rates and charges

Major variances include:

- Supplementary rates are \$105K greater than budget. This is due to a number of supplementary valuations occurring after the 2020 general re-valuation undertaken by the Valuer-General. (T)
- Special rates and charges related to retail activity areas are \$146K less than budget. 2020/21 Special rates and charges have been deferred under the COVID-19 Community and Business Resilience and Recovery Package. (T)

### 2. Statutory fees and fines

Major variances include:

- Building and Planning fees are \$500K greater than budget and it is forecast that this variance will be \$593K more than budget at the end of the financial year. (P)
- Traffic enforcement fees are \$73K greater than budget YTD however it is forecast that this variance will be \$1.42 million less than budget at the end of the financial year. (P)
- Local laws fees are \$105K greater than budget. (T)
- Animal control fees are \$294K less than budget. (T)

### 3. Grants operating

Major variances include:

- Darebin City Council is a participant in the Victorian Government funded Working for Victoria initiative. Total funding expected to receive is \$4.99 million under the scheme was not budgeted in 2020/21. (P)
- Aged and disability service delivery funding is \$1.43M greater than budget. (T)
- Family and community program service funding is \$144K greater than budget. (T)
- State Government COVID-19 funding received for business support was not budgeted to be received \$500K. (P)
- Victorian Grants Commission (Financial Assistance Grants) for 2020/21 were 50% prepaid in 2019/20 and accordingly the grants received are \$1.20 million less than budget. (T)
- Library funding from State Government of \$1.0M was not yet received as expected. (T)
- School crossing funding from State Government of \$231K was not yet received as expected. (T)

### 4. Grants capital

Major variances include:

- Funding for the Darebin Multi-Sports Stadium of \$200K was received earlier than expected. (T)
- Funding for KP Hardiman Reserve hockey field resurfacing is \$300K greater than budget. (P)
- Funding for the JUMP masterplan implementation is \$100K greater than budget. (P)
- Funding for Roads to Recovery programs of \$391K was received earlier than expected. (T)
- Local Roads & Community Infrastructure funding was not budgeted to be received \$4.70 million. (P)

### 5. Contributions – monetary

Major variances include:

- Public open space contributions are \$629K greater than budget and it is forecast that this variance will be \$817K more than budget at the end of the financial year. (P)
- Contributions received for the Local Government Power Purchasing Agreement project are \$133K greater than budget and it is forecast that this variance will be \$169K more than budget at the end of the financial year. (P)
- Funding received for strategic water outcomes are \$100K greater than budget and it is forecast that this variance will be \$125K more than budget at the end of the financial year. (P)
- Shared contribution received for the Darebin Parklands footbridge and Beavers Road bridge are \$514K greater than budget. (P)
- Contributions for the Northcote Aquatic & Recreation Centre are not expected to be received \$125K. (P)

### 6. Net gain/(loss) on sale of property, plant and equipment

- Proceeds from the sale of discontinued roads is \$252K less than budget and it is forecast that this variance will be \$224K less than budget at the end of the financial year. (P)
- Proceeds on sale of motor vehicles is \$244K greater than budget. (T)

### 7. Other income

Major variances include:

- Lower deposit interest rates have resulted in the Interest received to be \$315K less than budget and it is forecast that this variance will be \$611K less than budget at the end of the financial year. (P)

Note: (T) Timing, (P) Permanent

## 2 FINANCIAL ANALYSIS

### Operating Expenses - notes

#### 8. Employee costs

Major variances are:

- Aged and disability service delivery is \$789K less than budget and it is forecast that this variance will be \$393K less than budget at the end of the financial year. (P)
- Community Hubs are \$237K less than budget and it is forecast that this variance will be \$162K less than budget at the end of the financial year. (P)
- Libraries are \$274K less than budget and it is forecast that this variance will be \$183K less than budget at the end of the financial year. (P)
- Reservoir Leisure Centre is \$312K less than budget and it is forecast that this variance will be \$840K less than budget at the end of the financial year. (P)
- Statutory planning is \$158K greater than budget. (T)
- Working for Victoria program is \$256K greater than budget it is forecast that this variance will be \$4.38 million more than budget at the end of the financial year. (P)
- Staff from facilities closed under COVID-19 have been redeployed throughout Council. The cost of redeployment to date is \$1.52 million.

#### 9. Materials and services

Major variances are:

- Communications and engagement are \$277K less than budget and it is forecast that this variance will be \$304K less than budget at the end of the financial year. (P)
- Council business is \$154K less than budget. (T)
- Environmental programs are \$465K less than budget. (T)
- Facilities management is \$866K less than budget and it is forecast that this variance will be \$860K less than budget at the end of the financial year. (P)
- Infrastructure maintenance is \$262K less than budget and it is forecast that this variance will be \$664K less than budget at the end of the financial year. (P)
- IT Infrastructure is \$103K less than budget and it is forecast that this variance will be \$393K less than budget at the end of the financial year. (P)
- Leisure contracts is \$227K less than budget however it is forecast that this variance will be \$549K more than budget at the end of the financial year. (P)
- Parks and open space is \$595K less than budget and it is forecast that this variance will be \$174K less than budget at the end of the financial year. (P)
- Aged and disability service is \$84K less than budget however it is forecast that this variance will be \$162K more than budget at the end of the financial year. (P)

- Transport strategy is \$191K less than budget and it is forecast that this variance will be \$141K less than budget at the end of the financial year. (P)
- City safety and compliance is \$97K greater than budget and it is forecast that this variance will be \$240K less than budget at the end of the financial year. (P)
- Information services is \$162K greater than budget. (T)
- Local Government Power Purchasing Agreement project are \$168K greater than budget and it is forecast that this variance will be \$575K more than budget at the end of the financial year. Contributions from 46 councils were received in 2019/20 so over the two years the net cost to Council is \$34K. (P)
- Pandemic response is \$230K greater than budget. (P)
- People and culture is \$143K greater than budget it is forecast that this variance will be \$124K more than budget at the end of the financial year. (P)
- Property services is \$206K greater than budget it is forecast that this variance will be \$174K more than budget at the end of the financial year. (P)
- Waste operations service is \$501K greater than budget it is forecast that this variance will be \$740K more than budget at the end of the financial year. (P)

#### 10. Bad and doubtful debts

Major variance is:

- Traffic enforcement in bad and doubtful debts is \$448K less than budget and it is forecast that this variance will be \$411K 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)
- Local laws bad and doubtful debts is \$103K less than budget. (T)

#### 11. Other expenses

Major variances are:

- COVID-19 Community and Business Resilience and Recovery Package response is \$843K less than budget and it is forecast that this variance will be \$288K less than budget at the end of the financial year. (P)
- Community grants program is \$224K less than budget and it is forecast that this variance will be \$155K less than budget at the end of the financial year. (P)
- Special rates and charges contributions related to retail activity areas are \$116K less than budget. 2020/21 Special rates and charges have been deferred under the COVID-19 Community and Business Resilience and Recovery Package. (T)
- Council's shareholding in the Regional Kitchen Pty Ltd was transferred to Western Health, consequently, the shares held in this entity have been written-off \$230K. (P)

Note: (T) Timing, (P) Permanent

## 2.2 Capital performance

The information in the table below shows capital expenditure for the period ended 31 December 2020. The seven columns of data provide information on the following:

- YTD budget to 31 December 2020
- YTD actual results to 31 December 2020
- 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.

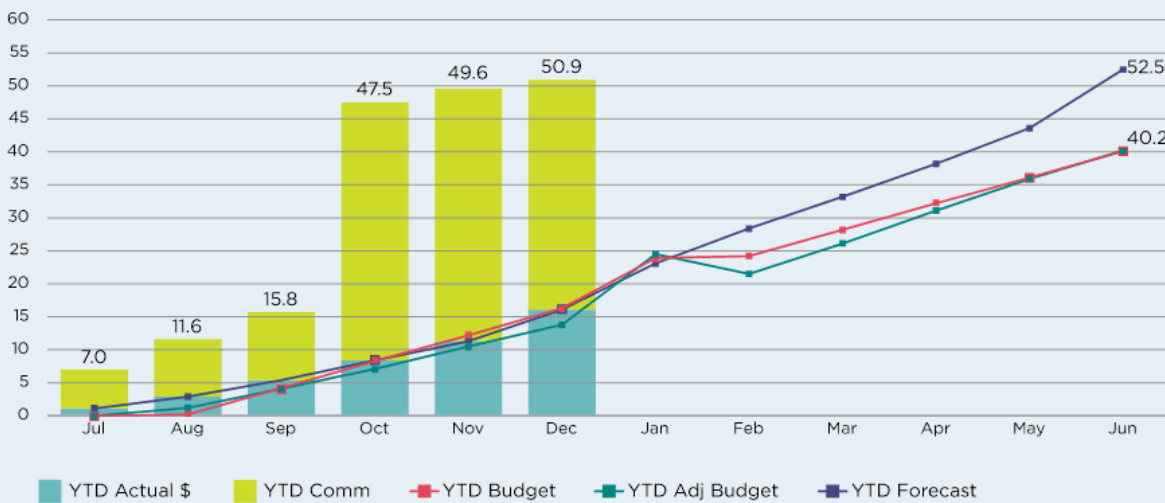
### Statement of Capital Works

For the 6 months ended  
31 December 2020

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Annual Budget \$'000	Budget & CFWD's \$'000	Annual Forecast \$'000
<b>Capital works</b>						
Buildings	7,944	9,033	(1,089)	<b>19,859</b>	19,465	24,700
Building improvements	80	55	25	<b>200</b>	200	200
<b>Total property</b>	<b>8,024</b>	<b>9,088</b>	<b>(1,064)</b>	<b>20,059</b>	19,665	24,900
<b>Plant &amp; equipment</b>						
Plant, machinery & equipment	950	525	425	<b>2,375</b>	2,375	2,375
Fixtures, fittings & furniture	40	26	14	<b>100</b>	100	100
Computers & telecommunications	1,186	1,679	(493)	<b>2,964</b>	3,601	3,601
Library books	535	341	194	<b>800</b>	800	800
<b>Total plant &amp; equipment</b>	<b>2,711</b>	<b>2,571</b>	<b>140</b>	<b>6,239</b>	6,876	6,876
<b>Infrastructure</b>						
Roads	1,450	747	703	<b>3,625</b>	4,078	4,777
Bridges	192	558	(366)	<b>480</b>	515	1,077
Footpaths & cycleways	933	1,587	(654)	<b>2,333</b>	2,633	6,723
Drainage	437	309	128	<b>1,093</b>	1,223	1,257
Land Improvements	1,325	795	530	<b>3,312</b>	3,262	3,262
Recreation, leisure & community facilities	121	55	66	<b>303</b>	303	303
Parks, open space & streetscapes	1,058	400	658	<b>2,644</b>	2,876	3,293
<b>Total infrastructure</b>	<b>5,516</b>	<b>4,451</b>	<b>1,065</b>	<b>13,790</b>	14,890	20,692
<b>Total capital works</b>	<b>16,251</b>	<b>16,110</b>	<b>141</b>	<b>40,088</b>	41,431	52,468
<b>Represented by:</b>						
Asset renewal	6,686	6,628	58	<b>16,493</b>	17,046	21,586
New assets	4,798	4,756	42	<b>11,835</b>	12,231	15,490
Asset expansion	1,801	1,785	16	<b>4,442</b>	4,591	5,814
Asset upgrade	2,967	2,941	26	<b>7,318</b>	7,563	9,578
<b>Total capital works</b>	<b>16,251</b>	<b>16,110</b>	<b>141</b>	<b>40,088</b>	41,431	52,468

# 2 FINANCIAL ANALYSIS

Cumulative capital works actual and committed expenditure



Capital Expenditure - notes

1. Buildings

Major variances include:

- JE Moore pavilion is \$119K greater than budget. (T)
- Multi-sports stadium is \$1.37 million greater than budget and it is forecast that this variance will be \$5.0 million more than budget at the end of the financial year. (P)
- Reservoir Leisure Centre is \$323K greater than budget. (T)
- Building Renewal works are forecast to be \$730K greater than budget. (P)
- Public convenience strategy works are \$156K greater than budget. (T)
- Bill Lawry Oval pavilion upgrade is \$249K less than budget. (T)
- BT Connor Reserve pavilion upgrade is \$178K less than budget. (T)
- Intercultural Centre relocation is \$196K less than budget. (T)
- 350 High Street office upgrade is \$127K less than budget. (T)
- NARC schematic design is forecast to be \$1.0 million less than budget at the end of the financial year. (P)

2. Plant, machinery & equipment

Major variances include:

- Plant replacement program is \$477K less than budget. (T)

3. Computers & telecommunications

Major variances include:

- IT infrastructure upgrade program is \$93K greater than budget and it is forecast that this variance will be \$350K more than budget at the end of the financial year. (P)
- Integrated financial system is \$434K greater than budget and it is forecast that this variance will be \$866K more than budget at the end of the financial year. (P)
- IT equipment purchases for the pandemic response is \$179K greater than budget. (P)

4. Library books

Major variances include:

- Library product purchase is \$195K less than budget. (T)

Note: (T) Timing, (P) Permanent

**5. Roads**

Major variances include:

- Road resurfacing program is \$278K less than budget and it is forecast that this variance will be \$704K more than budget at the end of the financial year. (P)
- Rehabilitation - Cheddar Road is \$391K less than budget. (T)
- Kerb and channel renewal program is \$195K greater than budget. (T)
- Blackspot funded works are forecast to be \$378K more than budget at the end of the financial year. (P)

**6. Bridges**

Major variances include:

- Beavers Rd Bridge is \$290K greater than budget and it is forecast that this variance will be \$290K more than budget at the end of the financial year. (P)
- Darebin Parklands footbridge is \$156K greater than budget and it is forecast that this variance will be \$156K more than budget at the end of the financial year. (P)
- Leamington St bridge repair is forecast to be \$150K more than budget at the end of the financial year. (P)

**7. Footpaths**

Major variances include:

- Footpath renewal program is \$735K greater than budget and it is forecast that this variance will be \$4.3 million more than budget at the end of the financial year. (P)

**8. Land improvements**

Major variances include:

- KP Hardiman Reserve hockey pitch resurfacing is \$264K less than budget. Project was deferred from 2019/20. (P)
- John Cain Memorial Park resurfacing is forecast to be \$150K more than budget at the end of the financial year. (P)
- Operations centre retaining wall is \$267K less than budget. (T)

**9. Parks, opens space & streetscapes**

Major variances include:

- Oakover Road pocket park is \$135K less than budget. (T)
- Street tree planting is \$120K less than budget and 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

# 2 FINANCIAL ANALYSIS

## 2.3 Financial position

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Adopted Budget \$'000	Annual Forecast \$'000	Audited 2020 \$'000
Cash and investments	37,212	72,984	35,772	<b>53,583</b>	57,091	73,526
Net current assets	108,834	119,981	11,147	<b>37,045</b>	31,355	50,038
Net assets and total equity	1,517,977	1,593,874	75,897	<b>1,458,221</b>	1,534,947	1,521,142

### Cash balance

The chart below shows projections of how Council's cash balance is expected to perform over the course of the 2019/20 financial year. The chart portrays:

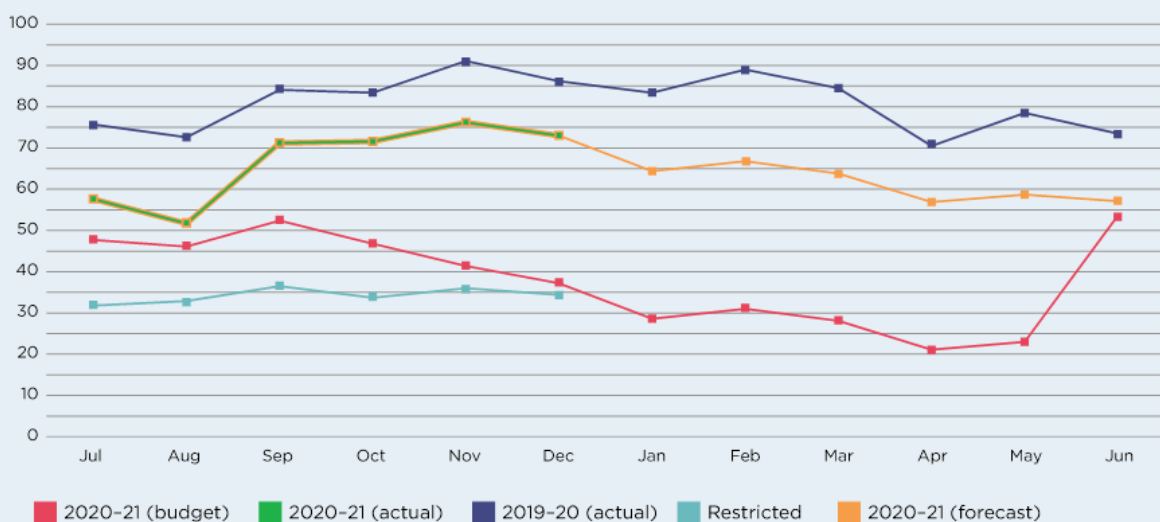
- Budgeted 2020/21 cash balance
- Actual 2020/21 cash balance
- Actual 2019/20 cash balance
- Restricted Cash
- Mid-year (annual) forecast cash balance.

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.

### Cash and Investment Balance

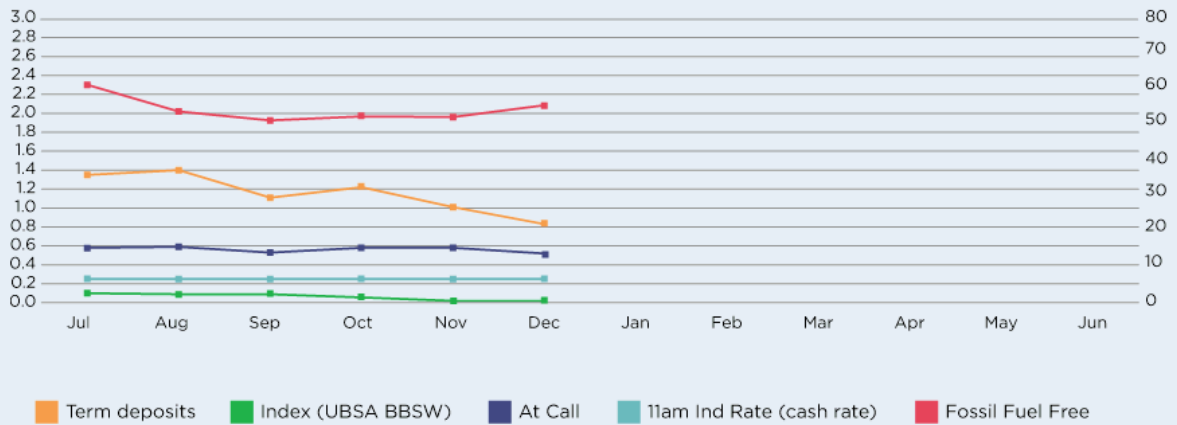


Note: Cash and investments include term deposits with a maturity date exceeding 90 days which are classified as other financial assets in the Balance Sheet (\$15.48M).

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 2020, 56% of all invested funds were placed with financial institutions and ADIs which do not have a record of funding fossil fuels (30 June 2020 65%).

**Weighted average interest rate v benchmark**



# 2 FINANCIAL ANALYSIS

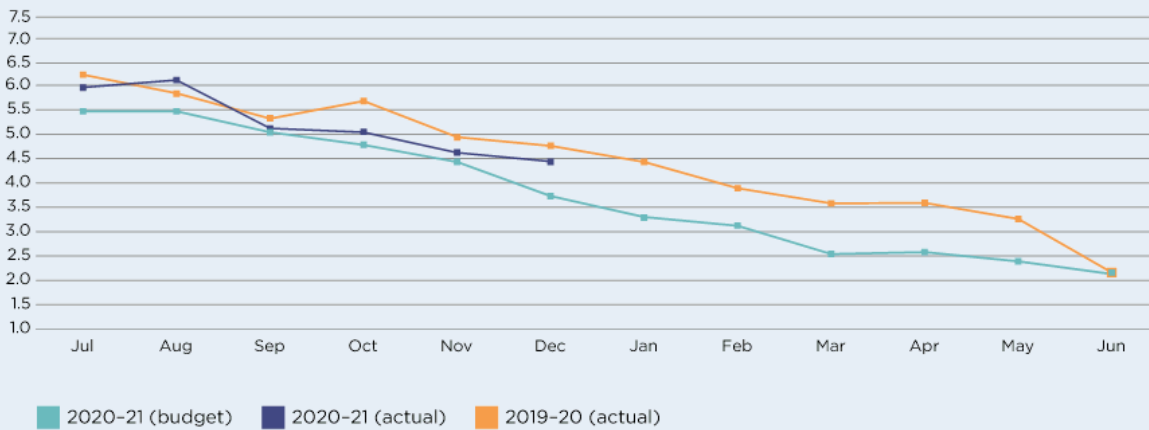
### Working capital

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

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

As at 31 December 2020, \$130.62 million was raised in general rates and charges including supplementary valuations generated by changes to council's property base. At 31 December 2020, 48.4% of the rates raised have been collected compared to the same period of the 2019-20 financial year of 50.3%.

### Working capital (current assets/current liabilities)

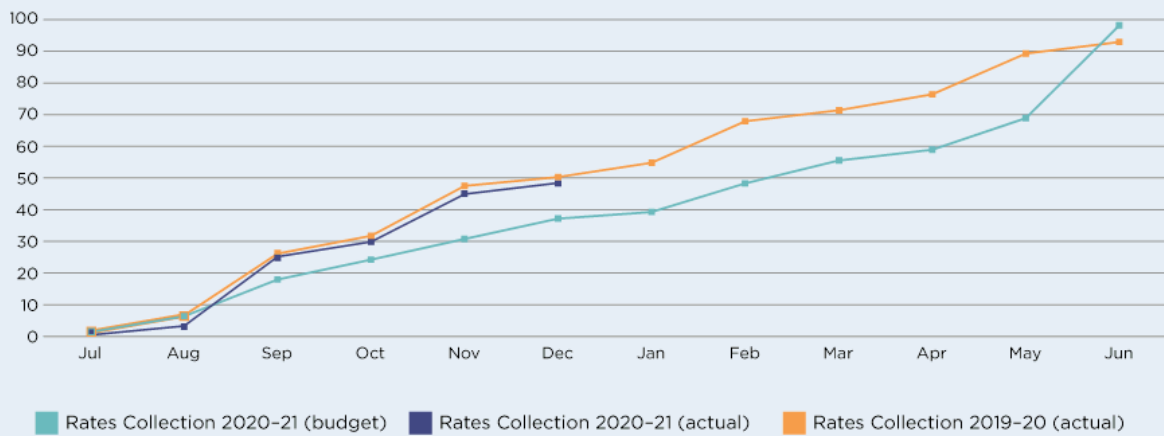




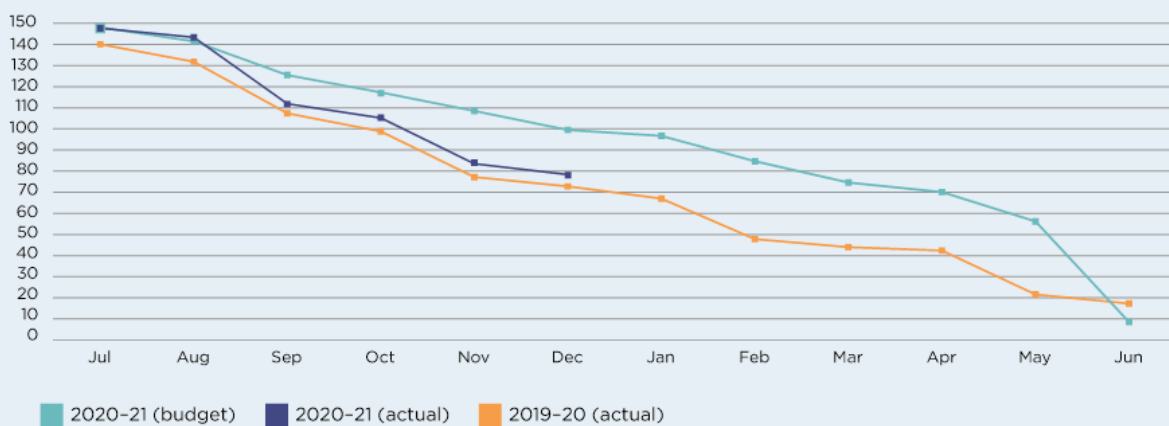
**Rates debtors**

The following graphs show that current collection trends are closely following the 2019-20 collection trends and the budgeted collection trend:

**% of rates received**



**Rates outstanding**



## APPENDIX A

### Comprehensive Income Statement

For the 6 months ended 31 December 2020

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Annual Budget \$'000	Annual Forecast \$'000
<b>Income</b>					
Rates and charges	133,383	133,329	(54)	<b>135,560</b>	135,631
Statutory fees and fines	1,786	2,120	334	<b>5,739</b>	5,112
User fees	2,056	2,051	(5)	<b>5,464</b>	5,774
Grants – operating	8,579	10,610	2,031	<b>15,727</b>	21,628
Grants – capital	1,322	2,339	1,017	<b>4,570</b>	9,995
Contributions – monetary	1,943	3,238	1,295	<b>3,500</b>	5,529
Net gain (loss) on disposal of property, infrastructure, plant and equipment	250	296	46	<b>612</b>	388
Other income	1,084	858	(226)	<b>2,614</b>	1,653
<b>Total income</b>	<b>150,403</b>	<b>154,841</b>	<b>4,438</b>	<b>173,786</b>	<b>185,710</b>
<b>Expenses</b>					
Employee costs	44,041	43,734	307	<b>88,339</b>	90,708
Materials and services	24,034	22,482	1,552	<b>46,723</b>	48,875
Bad and doubtful debts	657	59	598	<b>1,320</b>	845
Depreciation and amortisation	12,162	12,590	(428)	<b>24,323</b>	24,053
Lease finance costs	0	0	0	<b>0</b>	0
Other expenses	4,078	3,243	835	<b>7,410</b>	7,424
<b>Total expenses</b>	<b>84,972</b>	<b>82,108</b>	<b>2,864</b>	<b>168,115</b>	<b>171,905</b>
<b>Surplus for the year</b>	<b>65,431</b>	<b>72,733</b>	<b>7,302</b>	<b>5,671</b>	<b>13,805</b>
<b>Less</b>					
Grants – capital (non-recurrent)	(1,322)	(1,948)	(626)	<b>(3,988)</b>	(9,414)
Contributions – capital	0	(515)	(515)	<b>0</b>	(515)
<b>Adjusted underlying surplus/(deficit)</b>	<b>64,109</b>	<b>70,270</b>	<b>6,161</b>	<b>1,683</b>	<b>3,876</b>

**Balance Sheet**

As at 31 December 2020

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Annual Budget \$'000	Annual Forecast \$'000	Audited 2020 \$'000
<b>Current assets</b>						
Cash and cash equivalents	3,506	57,497	53,991	<b>36,730</b>	40,238	42,920
Trade and other receivables	103,376	79,614	(23,762)	<b>13,598</b>	13,598	17,175
Other financial assets	33,706	15,487	(18,219)	<b>16,853</b>	16,853	30,606
Inventories	67	60	(7)	<b>67</b>	60	60
Other assets	3,131	2,167	(964)	<b>2,618</b>	2,525	2,528
<b>Total current assets</b>	<b>143,786</b>	<b>154,825</b>	<b>11,039</b>	<b>69,866</b>	<b>73,274</b>	<b>93,289</b>
<b>Non-current assets</b>						
Trade and other receivables	4,403	3,981	(422)	<b>4,718</b>	4,369	4,387
Other financial assets	236	6	(230)	<b>236</b>	4,704	236
Property, infrastructure, plant & equipment	1,402,945	1,468,036	65,091	<b>1,414,755</b>	1,492,740	1,464,388
Right-of-use assets	263	237	(26)	<b>0</b>	263	237
Investment property	2,810	2,790	(20)	<b>2,810</b>	2,790	2,790
Intangible assets	452	863	411	<b>467</b>	578	1,086
<b>Total non-current assets</b>	<b>1,411,109</b>	<b>1,475,913</b>	<b>64,804</b>	<b>1,422,986</b>	<b>1,505,445</b>	<b>1,473,124</b>
<b>Total assets</b>	<b>1,554,895</b>	<b>1,630,738</b>	<b>75,843</b>	<b>1,492,852</b>	<b>1,578,719</b>	<b>1,566,413</b>
<b>Current liabilities</b>						
Trade and other payables	9,505	8,107	1,398	<b>7,956</b>	15,182	17,520
Trust funds and deposits	4,441	5,145	(704)	<b>4,571</b>	4,527	4,527
Provisions	20,894	21,495	(601)	<b>20,294</b>	21,918	21,107
Lease liability	112	97	15	<b>0</b>	112	97
<b>Total current liabilities</b>	<b>34,952</b>	<b>34,844</b>	<b>108</b>	<b>32,821</b>	<b>41,739</b>	<b>43,251</b>
<b>Non-current liabilities</b>						
Provisions	1,810	1,876	(66)	<b>1,810</b>	1,876	1,876
Lease liability	156	144	12	<b>0</b>	156	144
<b>Total non-current liabilities</b>	<b>1,966</b>	<b>2,020</b>	<b>(54)</b>	<b>1,810</b>	<b>2,032</b>	<b>2,020</b>
<b>Total liabilities</b>	<b>36,918</b>	<b>36,864</b>	<b>54</b>	<b>34,631</b>	<b>43,771</b>	<b>45,271</b>
<b>Net assets</b>	<b>1,517,977</b>	<b>1,593,874</b>	<b>75,897</b>	<b>1,458,221</b>	<b>1,534,947</b>	<b>1,521,142</b>
<b>Equity</b>						
Accumulated surplus	628,500	634,093	5,593	<b>568,744</b>	571,034	560,464
Asset revaluation reserve	865,796	936,646	70,850	<b>865,796</b>	936,646	936,646
Other reserves	23,681	23,135	(546)	<b>23,681</b>	27,267	24,032
<b>Total equity</b>	<b>1,517,977</b>	<b>1,593,874</b>	<b>75,897</b>	<b>1,458,221</b>	<b>1,534,947</b>	<b>1,521,142</b>

## APPENDIX A

### Statement of Cash Flow

For the 6 months ended 31 December 2020

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Annual Budget \$'000	Annual Forecast \$'000
<b>Cash flows from operating activities</b>					
Rates	50,423	71,654	21,231	<b>147,286</b>	138,324
Statutory fees and fines	1,708	2,039	331	<b>6,235</b>	5,112
User fees & charges (inclusive of GST)	2,015	1,294	(721)	<b>5,937</b>	6,186
Government receipts	9,901	2,820	(7,081)	<b>22,052</b>	32,104
Contributions – Monetary	2,850	3,238	388	<b>3,500</b>	5,529
Other income	1,444	617	(827)	<b>1,866</b>	1,089
Employee costs	(44,769)	(43,345)	1,425	<b>(96,588)</b>	(89,136)
Materials and services (inclusive of GST)	(32,559)	(31,415)	1,144	<b>(59,188)</b>	(70,479)
Net FSPL refund/payment	10	19	9	<b>0</b>	0
	(8,979)	6,922	15,901	<b>31,100</b>	28,729
Interest	136	274	138	<b>1,175</b>	764
Trust funds and deposits	0	538	538	<b>0</b>	0
Net GST refund/payment	4,273	4,352	80	<b>7,088</b>	8,958
<b>Net cash provided by operating activities</b>	<b>(4,570)</b>	<b>12,086</b>	<b>16,656</b>	<b>39,363</b>	<b>38,451</b>
<b>Cash flows from investing activities</b>					
Proceeds from sale of property, plant & equipment	390	469	77	<b>673</b>	690
Payment for property, infrastructure, plant & equipment	(16,251)	(13,209)	3,042	<b>(44,097)</b>	(55,700)
Repayment of loans and advances	0	114	114	<b>0</b>	123
Proceeds from sale of other financial assets	0	0	0	<b>0</b>	0
<b>Net cash used in investing activities</b>	<b>(15,860)</b>	<b>(12,628)</b>	<b>3,233</b>	<b>(43,424)</b>	<b>(54,887)</b>
<b>Cash flows from financing activities</b>					
<b>Net cash used in financing activities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net increase / (decrease) in cash &amp; cash equivalents</b>	<b>(20,430)</b>	<b>(541)</b>	<b>19,890</b>	<b>(4,061)</b>	<b>(16,435)</b>
Cash & cash equivalents at the beginning of the year	57,642	73,526	15,884	<b>57,642</b>	73,526
<b>Cash &amp; cash equivalents at the end of the period</b>	<b>37,212</b>	<b>72,985</b>	<b>35,774</b>	<b>53,581</b>	<b>57,091</b>

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

**Reconciliation of cash flows from operating activities to surplus**

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Annual Budget \$'000	Annual Forecast \$'000
Surplus for the year	65,431	72,733	7,302	<b>5,671</b>	13,805
<b>Items not involving cash or non operating in nature</b>					
Depreciation and amortisation	12,162	12,590	428	<b>24,323</b>	24,053
Interest expense	0	0	0	<b>0</b>	0
Bad & doubtful debts	657	59	(598)	<b>1,320</b>	845
Net (gain)/loss on sale of assets	(250)	(296)	(46)	<b>(612)</b>	(388)
Other	0	230	230	<b>0</b>	230
	78,000	85,316	7,316	<b>30,702</b>	38,545
<b>Change in operating assets and liabilities</b>					
Decrease/(Increase) in rate debtors	(77,134)	(61,670)	15,464	<b>17,000</b>	2,894
Decrease/(Increase) in other operating assets	1,061	(10,629)	(11,690)	<b>(6,077)</b>	(35)
(Decrease)/Increase in trade creditors	(3,320)	(437)	2,883	<b>(1,831)</b>	(4,524)
(Decrease)/Increase in other operating liabilities	(3,777)	(882)	2,895	<b>(431)</b>	760
(Decrease)/Increase in provisions	600	388	(212)	<b>0</b>	812
	(82,570)	(73,229)	9,341	<b>8,661</b>	(93)
<b>Net cash provided by operating activities</b>	(4,570)	12,086	16,656	<b>39,363</b>	38,451

## APPENDIX A

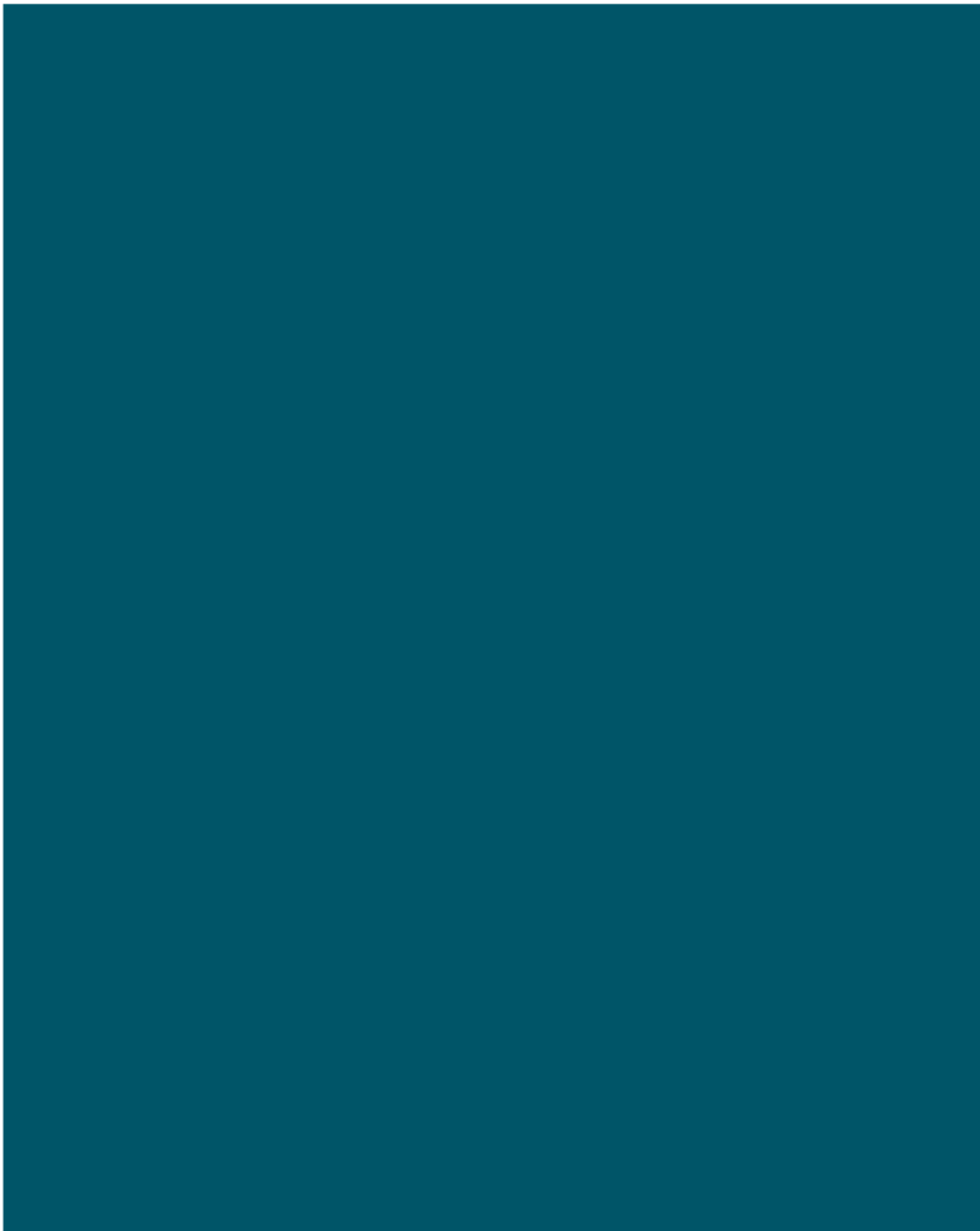
### Statement of Capital Works

For the 6 months ended 31 December 2020

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Annual Budget \$'000	Budget & CFWD's \$'000	Annual Forecast \$'000
<b>Capital works</b>						
Buildings	7,944	9,033	(1,089)	<b>19,859</b>	19,465	24,700
Building improvements	80	55	25	<b>200</b>	200	200
<b>Total property</b>	<b>8,024</b>	<b>9,088</b>	<b>(1,064)</b>	<b>20,059</b>	19,665	24,900
<b>Plant &amp; equipment</b>						
Plant, machinery & equipment	950	525	425	<b>2,375</b>	2,375	2,375
Fixtures, fittings & furniture	40	26	14	<b>100</b>	100	100
Computers & telecommunications	1,186	1,679	(493)	<b>2,964</b>	3,601	3,601
Library books	535	341	194	<b>800</b>	800	800
<b>Total plant &amp; equipment</b>	<b>2,711</b>	<b>2,571</b>	<b>140</b>	<b>6,239</b>	6,876	6,876
<b>Infrastructure</b>						
Roads	1,450	747	703	<b>3,625</b>	4,078	4,777
Bridges	192	558	(366)	<b>480</b>	515	1,077
Footpaths & cycleways	933	1,587	(654)	<b>2,333</b>	2,633	6,723
Drainage	437	309	128	<b>1,093</b>	1,223	1,257
Land Improvements	1,325	795	530	<b>3,312</b>	3,262	3,262
Recreation, leisure & community facilities	121	55	66	<b>303</b>	303	303
Parks, open space & streetscapes	1,058	400	658	<b>2,644</b>	2,876	3,293
<b>Total infrastructure</b>	<b>5,516</b>	<b>4,451</b>	<b>1,065</b>	<b>13,790</b>	14,890	20,692
<b>Total capital works</b>	<b>16,251</b>	<b>16,110</b>	<b>141</b>	<b>40,088</b>	41,431	52,468
<b>Represented by:</b>						
Asset renewal	6,686	6,628	58	<b>16,493</b>	17,046	21,586
New assets	4,798	4,756	42	<b>11,835</b>	12,231	15,490
Asset expansion	1,801	1,785	16	<b>4,442</b>	4,591	5,814
Asset upgrade	2,967	2,941	26	<b>7,318</b>	7,563	9,578
<b>Total capital works</b>	<b>16,251</b>	<b>16,110</b>	<b>141</b>	<b>40,088</b>	41,431	52,468



81



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**7.2 25 EDWARDES STREET RESERVOIR - FORMER POLICE STATION UPDATE**

**Author:** Property Project Officer  
Property & Business Improvement Project Officer

**Reviewed By:** General Manager, Governance and Engagement

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**EXECUTIVE SUMMARY**

Council as the landowner, entered into a ground lease agreement with Victoria Police on 1 January 1974 for the rear of 25 Edwardes Street Reservoir. The ground lease provided for the construction of a building for the purposes of a police station and for its removal of the building at the end of the agreement or for Darebin City Council to retain the building from Victoria Police at a purchase price to be determined.

Victoria Police gave notice that they had decided to terminate the ground lease effective 12 February 2021. The purpose of this report is to inform Council of the need for a decision in relation to the building owned by Victoria Police at the rear of the site that was constructed with Council's permission in 1974. It is recommended that Council determine to instruct Victoria Police to demolish their section of the rear building including removal of the internal ramp and reinstatement of the rear wall

A decision is required before 15 March 2021, otherwise the cost of demolition would fall to Council. This decision has been subject to the request for an extension of time by Council from 12 February 2021. The lease provides the tenant 6 months from the date of determination of the lease to complete its demolition.

It is considered that the demolition of the Victoria Police section of the building would not compromise Councils strategic planning for the long term future of the site.

<b>Recommendation</b>
-----------------------

**That Council:**

- (1) Authorises the Chief Executive Officer, under delegation, to instruct Victoria Police to demolish their section of the building at the rear of 25 Edwardes Street Reservoir including the removal of the internal ramp and reinstatement of the rear wall as per the provisions in the ground lease between Darebin City Council and Victoria Police, unless a different outcome can be negotiated before 15 March 2021;
  - (2) Notes that a strategic approach to determine the long term future of 25 Edwardes Street and the Former Reservoir Library site is to be considered for inclusion as actions in the new 2021-2024 Council Plan;
  - (3) Refer the property of 25 Edwardes Street Reservoir to the Revitalise Reservoir board for consideration of state government investment;
  - (4) Receives a further report on the future use of 25 Edwardes Street Reservoir and the former Reservoir Library at the Council meeting in July 2021.
-

**BACKGROUND / KEY INFORMATION**

The former Reservoir Police Station is located on the south side of Edwardes Street in Reservoir.

The building was constructed in two parts; The front section (Building 1 – *Figure 2*) facing Edwardes Street is owned by Darebin City Council and the rear section (Building 2 – *Figure 3*) was constructed in approximately 1974 and owned by Victoria Police on Council land. Victoria Police have recently vacated the whole building.



*Figure 1 Aerial view of 25 Edwardes Street Reservoir - Nearmap*



*Figure 2 Street view of 25 Edwardes Street Reservoir*



*Figure 3 Rear side view 2 storey*

The building was originally in three (3) parts; Civic Centre extending eastwards into the carpark, Reservoir Police Station building running north-south behind the Civic Centre with entry from the carpark, and Council building abutting the Police Station and extending to Edwardes Street.

A ground lease was granted to Victoria Police in 1974 to the middle of the large site which fronts both Edwardes Street & Cleeland Street whereon they constructed a purpose-built, part 2 storey police station being constructed in several parts with a main building and outbuildings to house holding cells & sally port.

Council built a single storey facility for maternity & childcare services on the site fronting Edwardes Street as part of the community centre prior to 2000.

In 2000, renovation works included the demolition of the Civic Centre fronting the carpark and internal purpose-built police station renovations to the Council owned building to link and expand the Police Station including a new frontage with reception to 25 Edwardes Street.

The building and finishes reflect both the age of the building and lack of maintenance over the years. Whilst the building would have conformed with the Uniform Building Regulations at time

of construction, in its current form does not comply with current National Construction Code of Australia (NCC) which was previously known as the Building Code of Australia (BCA) in relation to fire resistance, egress and access, health and amenity and essential safety measures.

## **COMMUNICATIONS AND ENGAGEMENT**

### **Consultation**

Property Services has worked collaboratively with Facilities Management and has conducted joint site visits of the property. Property Services has also shared various building reports with Facilities Management including a Building Suitability Report including reports from architects, building surveyors and service engineers in addition to a Quantity Surveyors report which outlined the costs of demolition and renovation.

Regular communications have been maintained with Victoria Police (the tenant).

Councillors were briefed by the CEO on 4 February 2021 in a special briefing session. A second briefing session was held on 5 February 2021 for Councillors who had not been able to attend the 4 February briefing.

Councillors were provided the opportunity to visit the property at 25 Edwardes Street on 8 February and 9 February in advance of the original deadline of 12 February 2021. Officers sought an extension of time from Victoria Police and this was granted on 11 February 2021, with a new deadline of 15 March 2021.

### **Communications**

A communications plan has been prepared to inform the community and local businesses of any decision in relation to this matter.

## **ANALYSIS**

### **Alignment to Council Plan / Council policy**

Goal 2: We will improve the wellbeing of people in our community by providing opportunities for them to live their lives well.

Goal 4: We will support and attract a diversity of local businesses and industries by fostering an environment in which they can thrive.

### **Environmental Sustainability Considerations**

Any future proposals for the remaining building will be required to comply with the Environmentally Sustainable Design Building Policy and the Climate Emergency Plan 2017-2022.

#### **Climate Emergency**

All opportunities for recycling demolition material will be explored, as set out in Darebin's *Waste and Recycling Strategy 2020* and the State Government's *Recycling Victoria* policy.

Any future proposals for the remaining building will be required to comply with the Climate Emergency Plan 2017-2022.

## Equity, Inclusion and Wellbeing Considerations

Any future proposals for the remaining building will need to be consistent with the Towards Equality Framework 2019-2029 via the application of the Equity Impact Assessment.

## Cultural Considerations

Any cultural or creative considerations will need to be consistent with the Darebin Creative and Cultural Infrastructure Framework 2018 which lays out a vision for delivering creative infrastructure and strategic directions.

## Economic Development Considerations

The future use of the remaining building could either have direct or indirect impact on the local economy and needs to be considered in any future strategic proposals.

## Financial and Resource Implications

It is estimated that the rental loss from Victoria Police vacating the Reservoir Police Station at 25 Edwardes Street Reservoir will be in the order of \$96,388 + GST per annum.

The cost of demolishing the relevant section of the building is able to be borne by Victoria Police as part of the provisions of the lease. The instruction to demolish must be given to Victoria Police by 15 March 2021. If Council do not do this by that date then all associated costs will fall to council.

The cost of demolition has been estimated at \$130,000 + GST.

Building works required to comply with current building standards, for community use is estimated at \$1.417 million + GST.

The cost to renovate the remaining section of the building, which is owned by Council, for community use is estimated at \$633,000 + GST.

These renovation costs are not provided for in budget.

## Legal and Risk Implications

The ground lease expired on the 12 February 2021. Council has until the 15<sup>th</sup> March 2021 to direct Victoria Police to pay for the demolition as per the lease agreement. Council does not want to risk carrying the cost for demolition, when Victoria Police is legally bound to cover demolition costs, as long as formal instruction to do so is provided by 15 March 2021.

Due to the immediacy of the decision that was required, legal advice was sought on whether the Chief Executive Officer had the delegated power to instruct Victoria Police to demolish their section of the building including removal of the internal ramp and reinstatement of the rear wall. Legal advice provided by Maddocks is based on the the *Instrument of Delegation to the Chief Executive Officer*, which was authorised by a Council resolution passed on 17 August 2020.

The legal advice provided on 3 February 2021 is, *Council has not previously designated this decision as a matter which must be the subject of a resolution of Council (see part 6 of the schedule within the Instrument of Delegation to Chief Executive Officer), and the matter is not the subject of an exclusive delegation to another Council officer (see part 9), we confirm that the CEO has delegated power to decide whether to require the tenant, pursuant to the lease, to demolish the building, and to inform the tenant of the decision.*

Whilst the CEO is considered authorised to make the decision on this matter under delegation, given this site is of high interest to Council and the community the decision has been referred to Council.

## **DISCUSSION**

### **Building Lease**

On 1 November 2002, Council entered into a lease agreement with Victoria Police for the former Maternal Child Health building located at 25 Edwardes Street, Reservoir - which had been purpose modified for Victoria Police - with the Assistant Treasurer, for and on behalf of the State of Victoria. This was for a period of 10 years and provided for one further term of 10 years.

Following agreed variations to the further term options during the term of the lease, the agreement has been terminated and Council are now in the transition of handover.

### **Ground Lease**

On 27 August 1973, Council entered a land lease for the land located at 25 Edwardes Street, Reservoir, with the Minister of Public Works, for and on behalf of the State of Victoria. This was for a period of 75 years with an option for another 75 years (commencing 1 January 1974) and provided Victoria Police with the ability to erect all such buildings and improvements as necessary for the use of a police station.

Victoria Police have decided to terminate the agreement effective as at 12 February 2021, as the ground lease provided for a 3 month notice at any time throughout the term. (This period of notice is quite short and favours the tenant.)

The ground lease provided for the construction of a building for the purposes of a police station and for its removal at the end of the agreement or for Darebin City Council to purchase the building from Victoria Police at a price to be determined. As the building is in such a poor state of repair the building has no added value and would cost \$1,417,000 + GST to bring the building up to current building standard for community use.

At such a time that the whole of the site becomes vacant (both building and ground lease), Council will assess the property and make an informed decision on its future use though at this stage it will be recommended that a strategic approach to determine the future of this site and the Former Reservoir Library site be considered for inclusion as actions in the new 2021-2024 Council Plan. This approach is based on the potential opportunities these sites present, together with the complexity of the building structures and the likely significant budgetary impacts.

The section of the building which is owned by Victoria Police is outlined in blue in *Figure 4* below.

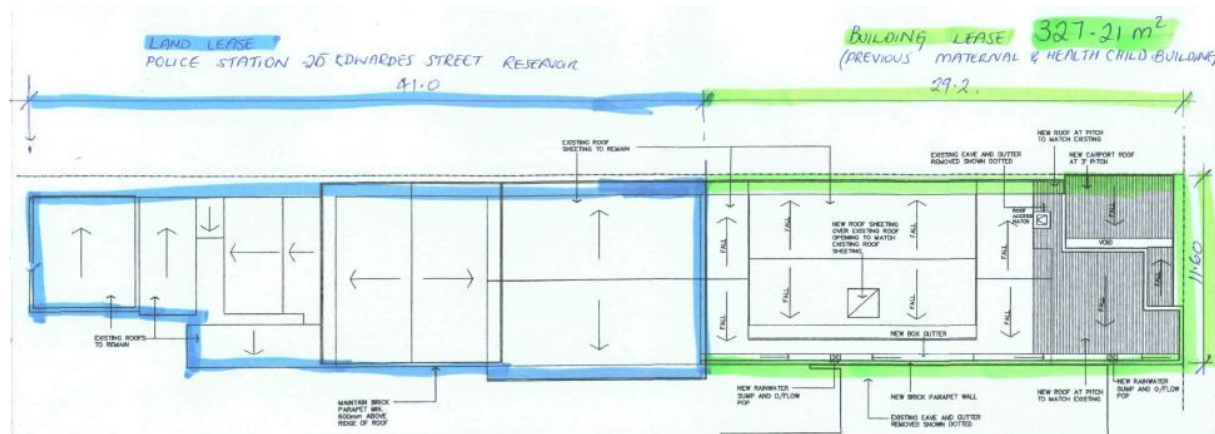


Figure 4 Floorplan of 25 Edwardes Street with the proposed section of the building to be demolished outlined in blue.

### **Building Reports**

A Building Suitability Report from FPPV Architecture was engaged on 16 October 2020 and received on 1 December 2020.

Currie & Brown (Australia) Pty Ltd was engaged on 1 December 2020 for quantity surveying services that have informed decision making and advised on cost:

- To demolish the rear building built by Victoria Police 55 years ago which may contain some asbestos, in accordance with the asbestos report provided. (N.B. This would be Victoria Police's cost to demolish);
- Cost to upgrade the rear building to be compliant to BCA standards for office use; and
- Cost to upgrade the front building (built and owned by City of Darebin) to be compliant to BCA standards for office use.

Currie & Brown (Australia) Pty Ltd was engaged to undertake a further report on this site on 8 February 2021, to provide a revision of cost estimates based on community use rather than use for office accommodation. This report was received on 9 February 2021.

These reports have been received, considered and analysed by Property Services and shared with Facilities Management.

Based on the poor condition (cost to renovate is prohibitive) and lack of strategic direction for the site, it is recommended that Victoria Police be instructed to demolish their section (only) of the building including removal of the internal ramp & reinstatement of the rear wall.

### **OPTIONS FOR CONSIDERATION**

The options that are available and the officer recommendation are:

- Demolition of the rear building owned by Victoria Police, acknowledging the cost (estimated at \$130k + GST) this would be paid for by Victoria Police in accordance with the lease, unless a different outcome can be negotiated before 15 March 2021
- Retain the rear building owned by Victoria Police, acknowledging the current condition and indicative costs to bring to current Building standard (estimated at \$1.417m + GST).

**Recommendation**

The recommendation is to give formal instruction to Victoria Police to demolish their section of the building including removal of the internal ramp and reinstatement of the rear wall before 15 March 2021 be endorsed, unless an alternative to this decision can be reached.

**IMPLEMENTATION STRATEGY****Details**

If supported, formal instruction will be issued to Victoria Police to demolish their section of the building including removal of the internal ramp & reinstatement of the rear wall. This instruction is to be provided to Victoria Police before 15 March 2021.

All legal and demolition permits, and requirements would need to be fulfilled.

As for the remaining building at 25 Edwardes Street Reservoir which is owned by Council, Facilities Management have recommended minimal maintenance spending in the interim until a new long term end user is identified for repurposing. Also, Facilities Management remain committed and funded to ensure the building does not deteriorate further.

A strategic approach to determine the future of this site and the Former Reservoir Library site be considered for inclusion as actions in the new 2021-2024 Council Plan.

**Communication**

A communications plan will be prepared to inform the community on what is happening at 25 Edwardes Street Reservoir which will include liaison with the Reservoir Traders Association.

**Timeline**

Formal instruction to Victoria Police for demolishing to be given prior to 15 March 2021

A further report for Council's determination on the future use of 25 Edwardes Street Reservoir will be presented to the Council at its meeting in July 2021

**RELATED DOCUMENTS**

Nil

**Attachments**

Nil

**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 general or material interest in a matter to which the advice relates.

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



**7.3 COMMUNITY ENGAGEMENT POLICY****Author:** Research Officer**Reviewed By:** General Manager, Governance and Engagement

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**EXECUTIVE SUMMARY**

This report presents the results of the community consultation for the proposed Community Engagement Policy, which will supersede the existing Community Engagement Strategy and Framework. Feedback from the community highlighted some areas in the policy which should be revised, simplified and strengthened. As a result, some important amendments have been made to the final policy which is recommended to be considered and adopted by Council (attached as **Appendix A**).

The new Community Engagement Policy reflects the community engagement requirements included in the *Local Government Act 2020*, will improve the organisational guidance required to integrate the Towards Equality Framework into our 'how to' engagement approach, and includes minimum engagement standards to ensure the voices of our diverse community are included in the decision making of future projects.

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

- (1) Notes the outcomes of community engagement on the draft Community Engagement Policy and endorses the changes recommended to the Community Engagement Policy as a result of this engagement;
- (2) Adopts the Community Engagement Policy;
- (3) Revokes the Community Engagement Strategy and Community Engagement Framework adopted on 6 November 2019;
- (4) Receives a further report and update on the Community Engagement Policy to incorporate any feedback received upon completion of engagement with the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation, and other Aboriginal and Torres Strait Islander peak bodies and organisations as required.
- (5) Considers the options for participation requirements of future engagements undertaken by Council and endorse the recommended option to be incorporated into the proposed Community Engagement Policy

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**BACKGROUND / KEY INFORMATION**

This report is in response to the Council Resolution from the Council meeting held on 7 December 2020:

*That Council:*

- (1) *Endorses the updated Community Engagement Policy for release for community engagement.*

- (2) *Endorses the community engagement plan for consultation on the proposed Policy, with the extension of the engagement period from 8 December to 22 January.'*

### Previous Council Resolution

At its meeting held on 6 November 2019, Council resolved:

*'That Council receives a report in June 2020, outlining the progress made on the implementation and effectiveness of the Community Engagement Strategy and Framework.'*

## COMMUNICATIONS AND ENGAGEMENT

### Consultation

The proposed Community Engagement Policy was released for public consultation from 8 December 2020 to 22 January 2021. An external consultancy (and local provider), Chatterbox Projects was engaged to assist with the delivery of five of the engagement sessions outlined below on behalf of Council.

The following is a summary of the consultation activities conducted, a detailed report of the consultation and feedback received from the community is attached as **Appendix B**.

A total of 681 community members were engaged during the consultation process, which included the following methods and activities:

- Online and hard copy surveys
- Randomly selected telephone surveys
- Consultation session with Zoom for Fun events members (9 December 2020)
- Consultation at Active and Healthy Ageing Advisory Committee meeting (10 December 2020)
- Consultation at Welcoming Cities Reference Group meeting (16 December 2020)
- Consultation session at Reservoir Senior Chinese Group picnic (18 December 2020)
- Drop in sessions at All Nations Park in Northcote, Edwardes Lake Park in Reservoir and at the forecourt of the Fairfield library (16, 17 and 22 January 2021)
- One online workshop session for community leaders (19 January 2021)
- Two workshop sessions for young people (20 and 21 January 2021)
- Two workshop sessions for children (21 January 2021)

Engagement Activity	Number of participants/ people engaged	Target group	Demographic information
Online and hard copy surveys	123	General community	<ul style="list-style-type: none"> <li>• <u>Gender</u>: More than half of the survey respondents indicated their gender was 'Female' and 35% of indicated their gender was 'Male'. Two respondents chose 'I identify as' and 5 respondents chose 'I prefer not to say'.</li> <li>• <u>Age group</u>: All nine age groups were represented by the survey respondents, but the three dominant age groups were '35-44', '45-54' and '65-74'.</li> <li>• <u>Postcode</u>: Most of the survey respondents were Darebin residents (95.1%) from across the municipality. However, the highest proportion of residents were from 'Reservoir' and 'Northcote'.</li> <li>• <u>Language spoken</u>: Just over a quarter of the survey respondents indicated they spoke a language other than English at home and 71.5% of the respondents indicated they spoke English only.</li> <li>• <u>Aboriginal and/or Torres Strait Islander origin</u>: Most of the survey respondents indicated that they were 'neither' Aboriginal and/or Torres Strait Islander origin. One respondent indicated they were 'Aboriginal' and nine respondents chose 'I prefer not to say'.</li> <li>• <u>Disability</u>: Nine survey respondents identified as having a disability and the large majority identified as not having a disability. Six respondents chose 'I prefer not to say'.</li> </ul>
Randomly selected telephone surveys	381	General community	<ul style="list-style-type: none"> <li>• <u>Gender</u>: 51% were 'Female', 49% were 'Male' and 1% chose 'I identify as'</li> <li>• <u>Age group</u>: highest proportion of participants were in the 65 and over age group, this was followed by 45-54 (24%), 35-44 (20%) and 55-64 (20%), then 18-34 (8%)</li> <li>• <u>Language spoken</u>: 41% of participants either spoke or had someone in their household who spoke a language other than English, the other participants spoke English only</li> <li>• <u>Aboriginal and/or Torres Strait Islander origin</u>: 2% of participants indicated they were of 'Aboriginal' origin and 1% indicated they were of 'Torres Strait Islander' origin, the others chose 'neither'</li> <li>• <u>Disability</u>: 12% of participants identified as having a disability</li> </ul>
Consultation session with Zoom for Fun events members	30 people engaged at event	Older community members and CALD community members	Not available

Consultation at Active and Healthy Ageing Advisory Committee meeting	9 committee members	Older community members and CALD community members	Not available
Consultation at Welcoming Cities Reference Group meeting	11 reference group members	CALD community representatives and asylum seekers and refugee community representatives	Not available
Consultation session at Reservoir Senior Chinese Group picnic	10 participants	Older community members and CALD community members	<ul style="list-style-type: none"> <li>• <u>Age group</u>: 55 years old and over and</li> <li>• <u>Language spoken</u>: Mandarin (interpreter used)</li> </ul>
Drop-In sessions (Northcote, Reservoir and Fairfield)	140 people engaged	General community	Not available.
Online workshop session for community leaders	12 participants	Community leaders, community group representatives, diverse community members	<ul style="list-style-type: none"> <li>• <u>Gender</u>: 50% 'Female', 33% 'Male' and 17% 'Mrs'. Most participants lived in Darebin</li> <li>• <u>Age group</u>: between 44 to 86</li> <li>• <u>Language spoken</u>: 50% speak language other than English (Hindi, Gujerati, Farsi, Vietnamese, Greek, Macedonian, Spanish, Tamil), 50% speak English only</li> <li>• <u>Aboriginal and/or Torres Strait Islander origin</u>: all participants chose 'neither'</li> <li>• <u>Disability</u>: 33% of participants identified as having a disability</li> </ul>
Young people workshop sessions	24 participants	Youth community members	<ul style="list-style-type: none"> <li>• <u>Gender</u>: 50% 'Female', 42% 'Male', one chose 'I identify as' and one chose 'I prefer not to say'</li> <li>• <u>Age group</u>: between 12 and 23 • Most participants lived in Darebin</li> <li>• <u>Language spoken</u>: 58% speak language other than English (Somali, Italian, Mandarin, Greek, Sicilian, Vietnamese), 42% speak English only</li> <li>• <u>Aboriginal and/or Torres Strait Islander origin</u>: one person identified as Aboriginal and/or Torres Strait Islander and three chose 'I prefer not to say', the other participants chose 'neither'</li> <li>• <u>Disability</u>: one person identified as having a disability and one person chose 'I prefer not to say', the other participants did not identify as having a disability</li> </ul>
Children workshop sessions	30 participants	Children	<ul style="list-style-type: none"> <li>• <u>Gender</u>: 58% 'Female' and 42% 'Male'. Most participants lived in Darebin.</li> <li>• <u>Age group</u>: between 5 and 11</li> <li>• <u>Language spoken</u>: 42% speak language other than</li> </ul>

			<p>English (Mandarin, Japanese, Slovak, Filipino, Chinese, Arabic, Vietnamese), 58% speak English only</p> <ul style="list-style-type: none"> <li>• <u>Aboriginal and/or Torres Strait Islander origin</u>: one person chose 'I prefer not to say' and the others chose 'neither'</li> <li>• <u>Disability</u>: no participants identified as having a disability.</li> </ul>
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### Consultation with the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation

The Community Engagement team has been working with Aboriginal and Torres Strait Islander Council staff members to plan and conduct a meeting with the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation. A letter from the Mayor has been sent to begin a conversation with regard to Council's community engagement approach.

The Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation has a high demand on their time and it has not been possible to undertake the level of engagement sought within the timeframe available to Council. This is due to the legislative requirement in the *Local Government Act 2020* which stipulates Councils must adopt a Community Engagement Policy by 1 March 2021.

This engagement has been initiated and will take place after the attached Community Engagement Policy has been adopted. A revised version of the Policy will be prepared and provided to Council for consideration once the engagement has been completed with the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation, and other Aboriginal and Torres Strait Islander peak bodies and organisations as required.

### **Communications**

Information about the Darebin Community Engagement Policy consultation was accessible on the Your Say Darebin online community engagement platform, which included the proposed Community Engagement Policy, the project timeline, ways to participate and detailed information translated into 12 languages other than English.

There was a total of 724 visits to the project page during the consultation period.

The proposed Community Engagement Policy consultation was communicated and promoted to the community by the following ways:

- Social media

- Facebook:

- 5 posts on 15 and 24 December 2020 and 11, 18 and 20 January 2021
- Total reach: 7,893
- Total shares: 102
- Total link clicks: 253

- Twitter:

- 5 posts on 15 and 24 December 2020 and 11, 15 and 20 January 2021
- Total retweets: 7
- Total likes: 6

- Instagram:
  - 1 post on 15 January 2021
  - Total likes: 19
- LinkedIn:
  - 5 posts on 15 and 24 December 2020 and 11, 15 and 20 January 2021
  - Total likes: 29
- Radio: aired six times during the community announcements on 3KND radio
- Brochures and posters were developed and distributed at:
  - Preston Customer Service Centre
  - Darebin Libraries – Preston, Reservoir and Fairfield
  - Keon Park Children’s Centre
  - Darebin Youth Hub
  - Reservoir Leisure Centre
  - Northcote Aquatic and Recreation Centre
  - Darebin Arts Centre
  - Bundoora Park Farm
  - Immunisation sessions – during January
  - Drop-in sessions that were held on 16 and 17 January
- 5 corflute signs were attached to fencing in parks across municipality in the following locations:
  - All Nations Park
  - Edwardes Lakes Park
  - Bundoora Park
  - Darebin Parklands
  - Penders Park
- Surveys were provided to three Macedonian senior groups

In addition, the proposed policy consultation was also emailed out to the administrators of the following advisory committees, reference groups and networks:

- Darebin Disability Advisory Committee
- Climate Emergency Darebin Advisory Committee
- Darebin Aboriginal Advisory Committee
- Darebin Community Awards Advisory Committee
- Darebin Domestic Animal Management Reference Group
- Darebin Education Network
- Darebin Interfaith Council
- Darebin Nature Trust

- Darebin Women's Advisory Committee
- Municipal Emergency Management Planning Committee
- Sexuality, Sex and Gender Diversity Advisory Committee
- Welcoming Cities Reference Group
- Arts and Heritage Advisory Committee
- Darebin Intercultural Centre Community Reference Group
- Multicultural interfaith networks
- Community groups and community organisations working with residents at a disadvantage in East Preston and East Reservoir

The feedback process was also promoted via Council's on hold telephone message during the consultation period.

## **ANALYSIS**

### **Alignment to Council Plan / Council policy**

Goal 5 - Involving our diverse community

Darebin is a diverse community with a multitude of voices and viewpoints, experiences and needs. Our aim is to ensure equal opportunity for all people, notably people who experience barriers to engagement with Council, and to ensure community voices are able to inform Council's decision-making.

### **Environmental Sustainability Considerations**

Consideration was given to environmental sustainability when planning and running the consultation sessions that were face to face. However, due to COVID safety, some less environmentally sustainable decisions were made such as using hard copy surveys in place of iPads and buying individually wrapped snacks for workshops. However, where possible, re-usable glasses and plates were used for catering purposes.

#### **Climate Emergency**

There are no immediate considerations.

### **Equity, Inclusion and Wellbeing Considerations**

The *Towards Equality* Framework is strongly reflected in the Community Engagement Policy. The Equity Impact Assessment team was included in the review and their guidance and advice have been integral in the development of the policy. The team have also provided advice on the equity considerations that will be included in the Community Engagement Plan, which is currently in progress.

## Cultural Considerations

The Community Engagement Policy was developed in collaboration with the Equity and Diversity team and integrates the lenses of people, places and experiences in the 'how to' section of the proposed policy. In addition, the policy also includes cultural considerations when engaging with the Aboriginal and Torres Strait Islander communities and our culturally and linguistically diverse communities. The considerations when engaging with the Aboriginal and Torres Strait Islander communities will be discussed with the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation in a respectful and culturally appropriate way.

## Economic Development Considerations

There are no immediate economic development considerations.

## Financial and Resource Implications

There is no specific budget allocated to the implementation of the Community Engagement Policy. This work has been absorbed by the Community Engagement and Demographics team and the project teams who undertake engagement. However, the new engagement approach will have financial and resource implications, particularly in order to ensure the minimum standards of engagement is met for all engagements undertaken and to meet the aim of the policy.

## Legal and Risk Implications

The Community Engagement Policy incorporates an approach aligned to the community engagement principles in the Local Government Act 2020 to embed these across Council through the implementation of this policy. The Policy further supports the relevant overarching Governance principle "ensure the transparency of Council decisions and actions" and Public Transparency principle "to ensure that Council decision making processes are transparent except when the Council is dealing with information that is confidential by virtue of this Act or any other Act".

It is a requirement of the *Local Government Act 2020* that the Community Engagement Policy is endorsed by Council before 1 March 2021 and be developed in consultation with the community.

## Operational Impacts

The Community Engagement Policy applies to all engagements which are undertaken by Darebin Council. A detailed Community Engagement toolkit will be developed once the policy is adopted to support the organisation with the implementation.

## DISCUSSION

All consultation sessions, activities and methods undertaken sought to capture community feedback about the following five questions:

1. Our six community engagement principles include specific commitments to our community. Do you support these commitments?
2. Is there anything missing in the proposed Community Engagement Policy?
3. How do you want us to engage and communicate with you for future projects?
4. What does successful community engagement look like to you?



5. What kind of topics would you most likely participate in?

During workshop sessions there were some other questions asked to support the Community Vision engagement and to enhance the discussion. For more information on the other questions which were included, please refer to Darebin Community Engagement Policy Workshop Notes and Drop-In Engagement Summary from Chatterbox Projects (Appendix C).

### **Feedback received from the community**

Refer to the detailed report of the consultation and feedback received from the community (attached as Appendix B).

#### Support for specific commitments to community

There was general support from the community regarding this question. However, a notable amount of feedback received suggested that the wording was a bit confusing and long.

- Many of the respondents who completed the online and hard copy surveys were supportive of the commitments to community
- This question was quite difficult for some community groups to understand, particularly for young people and children. It was also a challenging question to explain at the shorter engagement interactions such as the drop-in sessions and for the telephone surveys.
- Participants where consultation sessions were conducted were generally supportive of the commitments to community.
- About half of the participants in the online community leaders workshop were supportive of the commitments to community.
- Young people workshop participants suggested changing some terms for some of the commitments to community to make it simpler to understand. There were also comments made about the vagueness of the wording and the potential negative effect on community development of trying to engage with everyone.
- Due to the difficulty of explaining the commitments to community question over the telephone to residents, the question was changed slightly and asked about importance of the commitments to community to make it easier for the telephone participants to respond. The telephone survey participants provided an average importance score of 4 and above for all the commitments to community which suggests support for the commitments.

#### Anything missing in the proposed Community Engagement Policy

Many participants who participated in this consultation, either by completing a survey or at the consultation sessions did not have any comments, or found it difficult to answer this question.

The feedback received from the online and hard copy surveys included suggestions and ideas of putting the community engagement principles and commitments into practice, as well as specific considerations when undertaking engagement with the community:

- Creating minimum standards regarding the approach for engagement with older people.

- Including minimum standards for engaging with CALD communities, in-line with the commitment to Aboriginal and Torres Strait Islander Peoples.
- Demonstrating there has been a genuine and transparent process to identify the community's interests, having an open process, and ensuring not necessarily the loudest but that all voices are heard.
- Having a clear commitment to when feedback will be communicated back to the community.

#### Engagement and communication with community for future projects

- The three preferred ways that the online and hard copy survey participants indicated they would like Council to engage with them for future projects were 'Surveys', 'Online engagement activities' and 'Pop up sessions'. However, it should be noted that each of the options provided were selected by about a third of the respondents.
- The three preferred ways that the online and hard copy survey participants indicated they would like Council to communicate with them for future projects were 'Email', 'Letterbox drop' and 'Social media'.
- The three preferred ways that the telephone survey respondents indicated they would like Council to engage with them for future projects were 'Surveys', 'Information sessions face to face' and 'Online engagement activities'.
- The three preferred ways that the telephone survey respondents indicated they would like Council to communicate with them for future projects were 'Newsletters available in hard copy or online', 'Email' and 'Information in letterbox'.
- Participants at consultation sessions and the community leaders workshop preferred the more traditional ways of engaging and communicating i.e. face to face workshops and providing translated materials to engage culturally and linguistically diverse communities. There was also comments that Council should tailor engagement and communications to the different community groups according to their preferences and do more outreach engagement to include voices from community members who usually are not engaged.

#### *Response from younger participants*

- The three preferred way young people preferred to be engaged included Face to face workshops, surveys and drop in sessions
- The three preferred way young people preferred to be communicated with by Council were social media, letterbox drops and email.

#### What successful community engagement looks like?

- A notable number of comments received from the participants who completed the online and hard copy surveys related to the principles of the proposed Community Engagement Policy and to ensure Council follows through with them in engagement practice. Similarly, there are also comments which relate to the minimum standards of engagement in the proposed policy.
- Some key themes observed include:
  - Being consistent

- Building trust
- Being transparent
- Reporting back to the community
- Being informed early about engagement opportunities and projects
- Getting feedback from community members and groups who usually do not participate
- Listening to the community
- Collaboration
- Ensuring diversity of voices
- Having enough time to provide feedback.

#### Topics most likely to participate in

- The three topics the online and hard copy survey participants indicated they would most likely participate in were 'People and Community', 'Environment and Climate' and 'Open Space'. However, it should be noted that half of the respondents also indicated that they would be likely to participate in 'Creativity and Culture', 'Planning and Building' and 'Leisure and Recreation'.
- A large number of topics were discussed at the consultation sessions and online community leaders workshop, which included:
  - Transport and Movement
  - Planning and Building
  - Roads and Footpaths
  - Urban development and planning
  - Accessibility.
- The topics of importance to younger participants included:
  - Sport
  - Helping the homeless
  - Disability
  - Mental health
  - Education
  - Politics
  - Australia Day
  - Anzac Day
  - Racism
  - Discrimination
  - Religion

- Swimming pools
- Water parks
- Libraries
- Playgrounds
- Rubbish bins to keep the area tidy.

#### Telephone surveys

The 381 telephone survey respondents indicated they would most likely participate in the following topics:

- Parks
- Parking
- Development
- Transport and traffic
- Safety
- Environment.

#### **Recommended changes to Community Engagement Policy**

- Wording to describe principles and commitments to community

Feedback from the community has highlighted a need to simplify the language and make the policy easier to understand. These changes have been made to the proposed Community Engagement Policy (Appendix A).

- Minimum standards of engagement

There has been concerns raised from the community regarding the wording under the 'Minimum standards of engagement', which seems to lack some clarity around engagement with the diverse communities and is not as strong compared to the standards for engaging with Aboriginal and Torres Strait Islander peoples. Some changes have been made in the policy to address these concerns

- Five steps for putting community engagement into practice

Some comments have been received regarding the brief information in this section. The details of this section will be included in the Community Engagement Toolkit, which will be part of the policy implementation. However, some minor changes have been made in the proposed policy to reflect the community feedback.

Feedback received on the the other questions relating to the implementation of the policy will be used to inform the Community Engagement Toolkit and engagement practice of the organisation.

#### **OPTIONS FOR CONSIDERATION**

This report recommends that Council endorses the changes made to the Community Engagement Policy which responds to the feedback received from the community, will meet the community engagement requirements in the Act, and improve the engagement practice of the organisation.

The Community Engagement Policy is a statutory requirement and needs to be developed in consultation with the community. Council could decide not to endorse the final policy, but this will result in the Council not meeting the legislative requirements of the Act.

#### Requirements for participation in future engagements

Recent feedback received from some community members regarding Council allowing multiple submissions from the community and ensuring data integrity has prompted a review of the current requirements for participation in future engagements undertaken by Council.

Over the past three years Council has undertaken significant consultation across the Community on matters of community interest. To remove barriers to participation and foster open engagement, Council has not required community members to state personal information such as name, contact numbers, email address or postal address as a standard requirement. The practice has been that collection of personal information has been at the discretion of officers leading each community engagement process. This means that some community engagement has required the provision of personal information and some has been completed anonymously.

In planning our engagements, we seek to encourage the participation of our diverse community by ensuring a wide range of methods such as online, face to face and telephone surveys. Through the consultation for the Community Engagement Policy, qualitative feedback was received from young people and people from culturally and linguistically diverse backgrounds that the provision of personal information would deter them from participating in the survey. Our engagements are designed to capture qualitative data and the feedback received is analysed by Council officers during the collation, review and consideration stage. It is standard practice to check for duplication of responses as part of this stage and undertake a data cleanse as required

Council could consider the following options for future engagements to reduce the risk of multiple responses by an individual and to establish a consistent approach to engagement:

Option 1: Continue the focus on maximising engagement reach and representativeness with usual standard demographic questions included to understand more about the participants and ensure the voices of all community members are included. The standard practice to check and address duplication of responses will continue.

Option 2: Minimise the risk of multiple submissions by requiring participants to provide personal information such as name and email address or postal address. This could be applied to all methods of engagement including online, face to face and telephone surveys. This method creates a barrier to participation for respondents and is not considered best practice.

This report recommends that Council proceeds with Option 1, which aligns with the proposed Community Engagement Policy. This approach will remove a barrier for community participation in future engagements and will enable Council to engage with targeted community groups who for cultural reasons prefer to engage anonymously. The minimum standards of engagement included will ensure that all community voices are able to inform Council decisions.

## IMPLEMENTATION STRATEGY

### Details

- The outcome of this engagement will be reported back to the community and participants.
- The Community Engagement Policy will be implemented and the Community Engagement Toolkit will be reviewed, revised and rolled out to the organisation.
- Engagement with the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation will commence following an initial meeting with the Mayor.
- Once the section on engaging with the Aboriginal and Torres Strait Islander communities has been finalised, the revised policy will be once again be considered by Council for endorsement.

### Communication

The outcome of the engagement will be reported back widely to the community and participants via the Your Say Darebin project page, email and social media.

### Timeline

The aim is for the implementation of the Community Engagement Policy and the revised policy to be completed by end of July 2021.

## RELATED DOCUMENTS

- Darebin Community Engagement Strategy and Framework
- Proposed Darebin Community Engagement Policy

### Attachments

- Appendix A - Darebin Community Engagement Policy - Final Draft (**Appendix A**) [↓](#)
- Appendix B - Report for proposed Community Engagement Policy consultation (**Appendix B**) [↓](#)
- Appendix C - Darebin Community Engagement Policy-Workshop Notes and Drop-in Engagement 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 general or material 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 Community Engagement Policy

DRAFT

## CONTENTS

- Purpose and Scope
- What is 'community engagement' and why we engage
- Our Principles and Commitment to the community
- How we engage – Minimum standards, level and type
- Legislative environment and requirements
- Putting community engagement into practice – planning, implementation and evaluation
- Responsibilities
- Definitions
- References

### **Acknowledgement of Traditional Owners and Aboriginal and Torres Strait Islander people**

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

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

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

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



## Purpose and scope

Darebin City Council is committed to building a fair, inclusive and equitable city, particularly as it changes with population growth and the urgent need for action to address climate **emergency**. We know our diverse community is our greatest asset for building a greener, bolder, more connected city, which is why we put residents, business owners and the community sector at the heart of our decision-making.

This policy ensures we conduct our community engagement in a way that includes all voices in our community by actively seeking to remove the barriers people and groups in the community might encounter, and is open and transparent to ensure the community can trust the decisions we make as caretakers of this city.

This will be achieved through:

- Our community engagement principles and our commitment to the community, which underpins and guide our approach to community engagement.
- Our clear minimum standards of conducting meaningful, equitable and inclusive engagement, taking into consideration the significance and complexity of projects and matters, and level of interest, impact and influence that the stakeholders have on decisions being made.
- Consistent application of this policy to all planning, implementation and evaluation of all community engagement processes and activities at Darebin undertaken by Council, including work undertaken by consultants and volunteers.

This policy also provides direction on our legislatively required community engagement practices.

## What is Community Engagement and why we engage

Community engagement is a planned process that provides individuals and groups the opportunity to be involved meaningfully in service planning, delivery and decision-making which may affect them or are of interest to them. Community engagement seeks to build trust and strengthen relationships.

Community engagement is a key step in forming decisions and developing policies, services, programs, places and spaces that continue to be relevant and responsive to changing needs and expectations. Maintaining and improving the wellbeing of our community depends on effective and transparent decision-making, that has considered the diversity of community views in an equitable, inclusive, open and authentic way.

Meaningful, equitable and inclusive community engagement is essential as highlighted in one of the principles of our Towards Equality – Equity, inclusion and human rights framework 2019-2029.

International research shows that the decision-making of governments is improved when communities are involved (Parvin 2018). It makes local government: respond better to the diverse needs of the community; design better services; and best of all, use the ideas of our community to respond to change. It also builds trust in government as people become involved in, and therefore see themselves reflected in it.

Our two aims for engaging are:

- To strengthen representation in decision-making
- To make sure we fulfil our commitments to community in line with our engagement principles and ensure the decisions and actions Council makes are transparent and well explained to our community

The first aim is to strengthen representativeness in decision-making by ensuring Councillors and staff have access to information that reflects the diversity of the needs and lived experiences in our community, not just the opinions of the loudest voices. There is a widening “participation gap” in who gets their views heard in government decision-making (Dalton 2017). If not thought through carefully, new methods of community engagement only give people with the skills and resources more ways to have a say, further widening that gap (Dalton 2017). Focusing on representativeness will improve the quality of our community engagement, ensuring we generate a balanced set of perspectives to incorporate into discussions about action and outcomes. It is important that we provide more ways for a broader range of residents, businesses, and community representatives to have a say, and to experience and build an understanding of local government.

The second aim is to ensure we fulfil our commitments to community in line with our engagement principles and widely provide open and transparent feedback on decisions, to allow public scrutiny, and to make sure the community understands the reasons for our decisions (Parvin 2018). Fulfilling our commitment to the community is essential for good community engagement. This means always “closing the loop” by going back to the community post-engagement, so people know how their feedback was considered and what decisions were made as a result.

This aim also aligns to the principles in the *Local Government Act 2020* to ensure the transparency of Council decisions and actions (governance principle), and to ensure that Council decision making processes are transparent. An exception is when the Council is dealing with information that is confidential by virtue of this Act or any other Act (public transparency principle). Engaging our community in the decision-making process is at the

**heart of transparency in Council's decision making processes.**

Bolstering the representativeness of information used to make decisions and feeding decisions back to community is not always easy. But well-planned community engagement means we can lead meaningful, open and transparent conversations about policy challenges and options. It means we can deliver the types of services and facilities our community needs and wants and address undue influence of skilled interest groups by balancing needs and perspectives. Ultimately, it allows our elected representatives to make decisions that create better communities, in increasingly complex environments.

**Our Principles and Commitment to the community**

The following six principles underpin community engagement at Darebin. They are the guiding rules for all engagement processes and activities undertaken, and ensure our community engagement is purposeful, representative, and is easy to be involved in.

Council has built on these six principles to include our commitment to our community against each of these principles.

<b>Principles</b>	<b>Our Commitment</b>
<b>A genuine opportunity to shape the way our local government works</b> (respectful)	We set clear objectives and scope for our engagements to ensure participants have clear expectations of what they can influence and how their feedback will be used.
<b>Focused on providing input to solving challenges</b> (action oriented)	We recognise that better decisions will be made with community feedback and input.
<b>Representative</b> (focused on justice and equity)	We ensure all community members have opportunities to contribute and benefit, no matter their preferences, abilities, cultures or where they live. We recognise there are barriers for some groups and will use suitable methods, and build our relationships across our community, to reduce those barriers and ensure everyone's voices are heard
<b>Build on our relationships with the community which are essential to trust in our work</b>	We value the insights of our community and respect the time and effort they give towards informing our decision making. We will be collaborative, consistent, transparent and will keep the community informed in our engagement approach
<b>Accessible, easy, and enjoyable</b> (inclusive)	We focus on productive and meaningful sessions that suit the community and are enjoyable and culturally relevant. We want those involved to learn about complex issues, hear a range of perspectives, and have their own experiences and needs heard.
<b>Fed back to the community</b> (integrity)	We are committed to sharing the findings with participants and to ensuring our decisions are reported back widely to the community.

## How we engage – Minimum standards, Level and Type

### Minimum standards of engagement

Council will endeavour to reach all sections of the diverse community and provide an opportunity to give feedback and be involved when forming decisions and developing policies, services and spaces in a way that is accessible, appropriate and welcoming. It is important people who participate are supported and made to feel safe and comfortable in the process so they can have their say, whatever their background or life experiences. Specific consideration must be given to encourage feedback from those who experience disadvantage, marginalisation or those who Council traditionally finds hard to reach.

We apply the lenses of people, places and experiences from our Towards Equality Framework to consider the diverse needs of our community and how they should be included in the engagement process. We also apply minimum standards of engagement to all our engagements to achieve this in our engagement approach.

We are particularly committed to supporting the rights of people and groups who experience discrimination and disadvantage, including Aboriginal and Torres Strait Islander peoples; children; young people; older people; culturally and linguistically diverse people; migrants and refugees; women and girls; Lesbian, Gay, Bisexual, Transgender, Intersex and Queer (LGBTIQ+) people; people with a disability; and people experiencing poverty, including intergenerational disadvantage in the context of historical and growing inequalities.

Council is committed to high quality, open and respectful engagement with all Aboriginal and Torres Strait Islander peoples and communities. Council acknowledges Aboriginal communities' right to self-determination and community-control principles. These principles have special significance for the way in which Council engages with Aboriginal peoples. Council also recognises the diversity of views and opinions within Aboriginal and Torres Strait Islander communities.

Aboriginal and Torres Strait Islander peoples and communities have been deeply harmed by the policies and actions of past governments, which means trusting relationships may not exist or may need time and resources to establish and build.

In all of Council's engagement with Aboriginal peoples and Aboriginal organisations, Council will ensure that there are culturally appropriate opportunities for the Aboriginal community to be involved and strive to establish and sustain collaborative relationships: working together, giving recognition for Aboriginal community decision-making and, importantly, supporting the on-going aspirational efforts of Aboriginal peoples themselves towards justice and community well-being.

Aboriginal communities must always have the authorising voice in any thinking and decisions in matters which will affect them and their communities. This is usually where there is a higher level of community influence in the decision-making.

A comprehensive guide of how to apply these standards are explained in our *Community Engagement Toolkit*.

**Level of Community Engagement**

Engagement opportunities provided by Council will vary in level and type depending on the significance, complexity of projects, and level of interest, impact and influence that the stakeholders have on decisions being made.

At Darebin Council, we use the IAP2 Spectrum of Engagement to guide our engagement approach. The Spectrum as shown below, describes five different levels of engagement each with a different level of influence that the community should expect to have, and the related promise that we make to the community.

The levels of engagement are identified during the engagement planning process, but they can change throughout the course of projects due to factors like political impact, nature of the project, scope, resources, and influence from communities of interest.

Council will assess the following when identifying the levels of engagement and related engagement activities:

- Level of impact on the community
- Level of influence communities of interest have on the decision being made
- Complexity and associated risks of the issue, project or topic
- Resources available

Council will also assess our demographic data and identify the community groups that need to be targeted during the engagement planning process.

	<b>Inform</b>	<b>Consult</b>	<b>Involve</b>	<b>Collaborate</b>	<b>Empower</b>
<b>Participation goal</b>	To provide well balanced and objective information to assist our community to understand or make them aware of the problem, alternatives, opportunities and/or solutions	To seek community feedback on analysis, alternatives, and proposed decisions	To work directly with the community throughout the process to ensure that their concerns and aspirations are consistently understood and considered.	To partner with the community in each aspect of the decision including the development of alternatives and identification of preferred solution, and work together toward a jointly agreed outcome.	To place final decision making in the hands of the community, and build their capacity to deliver change
<b>Our promise to the community</b>	We will keep you informed	We will keep you informed, listen to and acknowledge concerns and aspirations and provide feedback on how community input	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives	We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide or recommend

		influenced the decision.	developed and provide feedback on how community input influenced the decision.		
<b>Example methods and practices</b>	Information sessions Media releases Social media posts On-site signage Direct mail Project updates	Surveys (online and hardcopy) Ideas collection Drop-in sessions Opinion poll Submission processes Pop-up sessions	Advisory groups Workshops Deliberative polling Elements of deliberative engagement practices	Citizen advisory committees Participatory decision making Community ownership project governance Elements of deliberative engagement practices	Citizens' jury/ panel/ assembly Deliberative budgeting Consensus Conference Representative deliberative panels
<b>Engagement Type</b>	<b>Consultative</b>		<b>Deliberative</b>		
<b>Minimum standards of engagement</b>	<p><b>Engaging with our diverse community</b></p> <ul style="list-style-type: none"> <li>Applying community engagement principles and commitments to community in practice</li> <li>Ensuring accessibility: language, location, format, platform and time</li> <li>Making sure there is translated materials/ interpreters (languages other than English including Auslan)</li> <li>Identifying demographics and priority groups: to ensure representativeness of the diverse community</li> <li>Providing enough time and resources for engagement (planning and time for responses)</li> </ul> <p><b>Engaging with Aboriginal and Torres Strait Islander peoples</b></p> <ul style="list-style-type: none"> <li>As a first principle, Council will lead engagement activities with the Traditional Land Owners, the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation, on all matters of key importance</li> <li>Culturally appropriate opportunities provided</li> <li>Views and guidance must be sought from the earliest stages of an idea or proposal before moving into scoping and planning</li> <li>Advice cannot be sought and then ignored</li> <li>Advice must be integrated without adjustment or censorship.</li> <li>Advice may need to be sought and integrated successively, at each stage of a project or initiative.</li> <li>When engagement type is deliberative engagement there must be a partnership decision-making process</li> </ul>				

**Type of Community Engagement**

Engagement practices can largely be considered as 'consultative' or 'deliberative'. Consultative engagement is where the engagement level is at 'inform' or 'consult' on the IAP2 Spectrum and deliberative engagement is where the engagement level is at 'Involve', 'Collate' and 'Empower'.

Consultative Engagement

Consultative engagement includes:

- Information provided to the community to help them to understand a project or a matter
- Feedback sought from the community such as ideas, thoughts and insights which are considered by Council and the outcome of the engagement is reported back to the community

Deliberative Engagement

Deliberative engagement is a process that involves an informative and engaging dialogue with an inclusive, diverse and genuine representation from our community, where considered views and joint outcomes can be developed. Participants are provided with a breadth of inputs, information and enough time and opportunity to engage and discuss issues in depth in a welcoming and respectful environment, then provide recommendations and feedback which is reviewed and adopted by Council.

Council will undertake deliberative engagement in the following circumstances:

1. Where it has a legislated obligation (including Community Vision, Council Plan, Financial Plan and Asset Plan) or
2. Where it is assessed as appropriate to undertake this engagement approach for projects or processes, and meet the level of influence and promise required

Example of deliberative methods and practices are shown in the table above. Council will use some of these methods and practices to meet the legislative requirements in the Act.

## Legislative environment and requirements

There are some areas where our community engagement work is guided by legislation. Under the *Local Government Act 2020*, there are five community engagement principles that Council's Community Engagement Policy need to give effect to, and four principles that need to be applied to the engagement undertaken for strategic documents and plans such as the four-year Council Plan, Community Vision, Financial Plan, and Asset Plan.

Community engagement principles

- a community engagement process must have a clearly defined objective and scope;
- participants in community engagement must have access to objective, relevant and timely information to inform their participation;
- participants in community engagement must be representative of the persons and groups affected by the matter that is the subject of the community engagement;
- participants in community engagement are entitled to reasonable support to enable meaningful and informed engagement;
- participants in community engagement are informed of the ways in which the community engagement process will influence Council decision making

Principles of deliberative engagement

- authentic engagement with the community;
- good representation of the community in engagement activities;

- clear demonstration of how all views have been considered;
- accessible and relevant information available to the community to ensure the decision-making process and the community's level of influence is clear in each instance and that participants are fully informed.

The following is a guide of how Council will meet the engagement requirements as outlined in the Act.

<b>Strategic document, plan or process</b>	<b>Engagement type</b>
Council Plan	Deliberative Engagement
Municipal Health and Wellbeing Plan	Deliberative Engagement
Community Vision	Deliberative Engagement
Financial Plan	Deliberative Engagement
Asset Plan	Deliberative Engagement
Making of local laws.	Consultative Engagement
Budget	Consultative Engagement
Governance Rules	Consultative Engagement
Acquiring, purchasing, selling, exchanging or leasing land	Consultative Engagement
Electoral structure review	Engagement type to be decided upon assessing the intricacies of the matter
Other Council policies, strategies and plans that directly impact the community	Engagement type to be decided upon assessing the intricacies of the matter
Projects that create new assets or change service levels	Engagement type to be decided upon assessing the intricacies of the matter
Submissions process – replaces section 223 of the Local Government Act 1989	Follow the provisions in the Local Government Act 1989

This policy also meets the Victorian Auditor General's Office recommendations for community engagement practices (VAGO 2017).

All of our community engagement processes and practices comply with the letter and spirit of the Charter of Human Rights and responsibilities Act 2020. The following rights are particularly relevant to community engagement:

- right to recognition and equality before the law (section 8), which implies that special measures can be taken to assist groups who are disadvantaged by discrimination
- right to freedom of expression (section 15) stating that people are free to say what they think and want to say, and have the right to find, receive and share information and ideas
- right to taking part in public life (section 18) stating that every person has the right to take part in public life
- right to freedom of thought, conscience, religion and belief (section 14)
- cultural rights (section 19), notably Aboriginal cultural rights
- right to protection of families and children (section 17)
- right to privacy (section 13) - Every person has a right to enjoy their private life free from interference.

Community engagement relating to planning permit applications and planning scheme amendments is outside of the scope of this policy, as these processes are governed by the *Planning and Environment Act 1987(Vic)* and associated regulations. However, these



processes should be interpreted in accordance with human rights principles as mandated by the *Charter of Human Rights and Responsibilities Act 2006 (Vic)*.

## Putting community engagement into practice – planning, implementation and evaluation

Council follows five steps to put community engagement into practice and undertake a successful engagement. This easy-to-use, step-by-step approach is applied to all community engagements undertaken at Darebin regardless of the complexity or scale.

Each of these steps align with the principles of this Policy, which allows a consistent application of the principles to our engagements.

**Step 1** – think about what information you need to solve your problem or challenge (objective, background, scope engagement levels and type)

**Step 2** – identify the community members and groups you need to talk to (who to engage)

**Step 3** – identify the best engagement methods

**Step 4** – get the right data from your engagement, including for evaluation and ensure the information is housed accordingly for future use

**Step 5** – report back to the community: this is where Council will inform the community of engagement outcomes, which is usually via the Your Say Darebin online engagement platform, Council website, and directly to the participants who were involved and have provided contact details

The steps of this policy will help staff consider:

- if they need to engage
- how they can generate robust, useful, representative data, and
- how they can report results of decision-making back to the community.

Council staff can use the five steps to write their *Community Engagement Plan*, which is part of the *Community Engagement Toolkit* and has detailed information on how to apply these five steps.

## Responsibilities

We have principles, commitments and approaches that ensure our community engagement is meaningful, equitable and inclusive.

The implementation of the Community Engagement Policy is the collective responsibility across all teams and staff members at Darebin.

Responsibilities for ensuring this policy is implemented as intended is as follows:

Who	Roles and responsibilities
Councillors	Ensure that there has been meaningful and inclusive engagement, and support the community mandate
Executive Management Team	Ensure policy is being applied to the community engagements when reviewing reports and presentations Champion best practice community engagement
Managers Group and Leadership Group	Ensure policy is being applied to community engagements being undertaken by their teams
Staff	Ensure policy is being applied to community engagements undertaken

## Definitions

The following definitions have been used for the purposes of this policy.

<b>Community Engagement</b>	A planned process that provides individuals and groups the opportunity to be involved meaningfully in service planning, delivery and decision-making which may affect them or are of interest to them. Community engagement seeks to build trust and strengthen relationships.
<b>Community</b>	A term used that includes residents, businesses/workers, community leaders/representatives, and community groups and organisations in Darebin.
<b>Consultative Engagement</b>	A term used to describe engagements at the level of ‘inform’ or ‘consult’ on the IAP2 Spectrum of Engagement, with the related promise of keeping the community informed or seeking feedback on strategies, policies and plans.
<b>Deliberative engagement</b>	Deliberative engagement is a process that involves an informative and engaging dialogue with an inclusive, diverse and genuine representation from our community, where considered views and joint outcomes can be developed. Participants are provided with a breadth of inputs, information and enough time and opportunity to engage and discuss issues in depth in a welcoming and respectful environment, then provide recommendations and feedback which is reviewed and adopted by Council.
<b>Public Participation</b>	A term used by IAP2 meaning the involvement of those affected (interested or impacted) by a decision in the decision-making process. We use the term interchangeably with Community Engagement, Stakeholder Engagement or Consultation.

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## Report for Share your thoughts on the proposed Community Engagement Policy



Completed by Community Engagement and Demographics team



## Introduction

The proposed Community Engagement Policy was available for the community to share their thoughts and comments on from 8 December 2020 to 22 January 2021.

Feedback was sought through:

- online/ hardcopy surveys
- telephone surveys
- community engagement activities

This report presents the feedback that was received through all the engagement methods used and includes the findings from the report provided by Chatterbox Projects, who was engaged by Council to conduct two of the drop-in sessions, the online community leaders workshop and the children workshops.

The report also includes the feedback received from the randomly selected telephone survey which included the participation of 381 residential households. This survey was conducted by Di Mario Research on behalf of Council.





## Findings at a Glance

### Participation and Demographic Information

- A total of **681 community members** were engaged via online and hard copy surveys, engagement activities, drop-in sessions and a telephone survey from 8 December 2020 to 22 January.
- 35% of respondents were **male**, 59.3% were **female**, with **Reservoir**, followed by **Northcote** as the predominate postcodes.
- The three largest age group cohorts were **35-44** (29%) and **45-54** (18%) and **65-74** (17%).
- 71.5% of respondents only spoke **English at home**, and 26% spoke **another language**.

### Feedback and Comments about the Community Engagement

- A large majority of the 123 survey respondents **supported all the commitments** to community that were listed against the six principles.
- A number of respondents felt the wording of the policy was **too complex and could be simplified**.
- The **381 telephone survey respondents** provided an average importance score of 4 and above for all the commitments to community which suggests support for the commitments.
- Timeliness, understanding the parameters of the engagement and listening to the community were all important factors in effective community engagement.
- The top three preferred methods of engagement were **surveys** (65.9%), **online engagement activities** (54.5%) and **pop-in sessions** (49.6%).
- The top three preferred methods of communication were, **email** (74%), **letterbox drop** (48.8%) and **social media** (47.2%).
- The top topics respondents were most likely to participate in were **People and Community** (61%), **Environment and Climate** (57.7%), **Open Space** (56.1%), **Creativity and Culture** (54.5%), **Planning and Building** (52.8%) and **Leisure and Recreation** (52%).



## Detailed Findings

### Participation and Demographic Information

A total of 681 community members were engaged during the consultation process which resulted from the following consultation sessions, activities and methods undertaken.

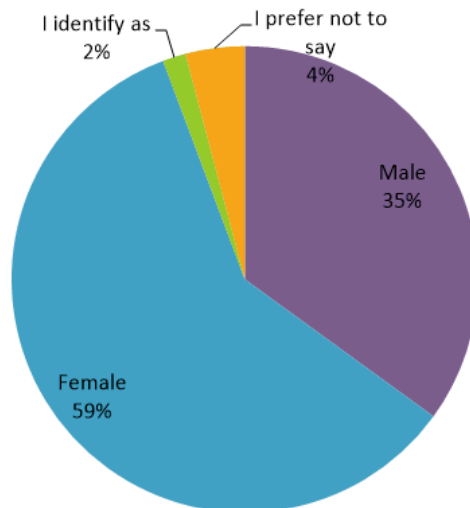
#### Online and hardcopy surveys

A total of 123 online and hardcopy surveys were completed which included 119 completed and 4 partial responses.

The breakdown of the surveys completed were as follows:

- 42 online surveys completed
- 3 surveys completed at picnic event with Zoom for Fun members
- 22 surveys completed at Northcote drop-in session
- 35 surveys completed at Reservoir drop-in session
- 16 surveys completed at Station Street responses
- 5 surveys completed at Bundoora Park Farm

#### Gender



Value	Percent	Count
Male	35.0%	43
Female	59.3%	73
I identify as	1.6%	2
I prefer not to say	4.1%	5
	Totals	123

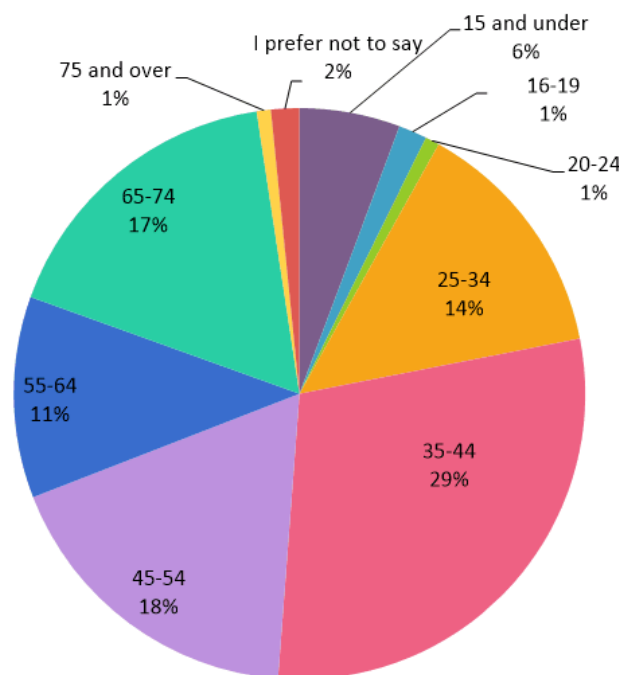




I identify as	Count
Mrs	1
Non binary	1
Totals	2

More than half of the survey respondents indicated that their gender was 'Female' and 35% of indicated that their gender was 'Male'. Two respondents chose 'I identify as' and 5 respondents chose 'I prefer not to say'.

**Age group**



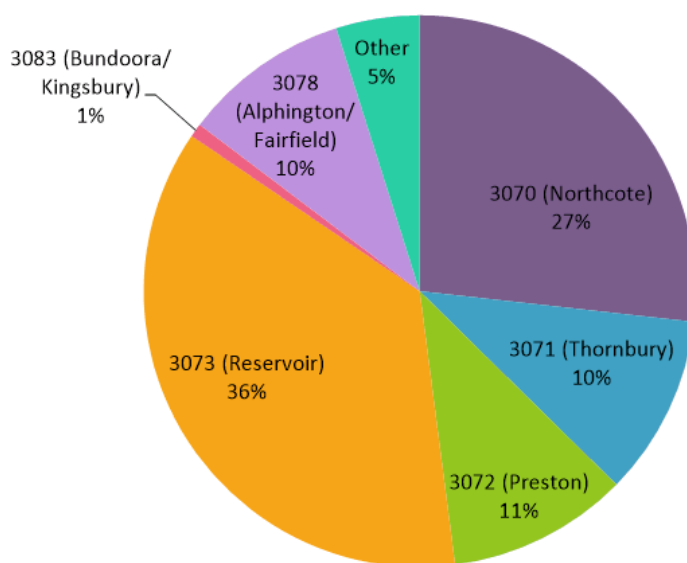
Value	Percent	Count
15 and under	5.7%	7
16-19	1.6%	2
20-24	0.8%	1
25-34	13.8%	17
35-44	29.3%	36
45-54	17.9%	22
55-64	11.4%	14
65-74	17.1%	21
75 and over	0.8%	1



I prefer not to say	1.6%	2
	Totals	123

All nine age groups were represented by the survey respondents, but the three dominant age groups were '35-44', '45-54' and '65-74'.

**Postcode**



Value	Percent	Count
3070 (Northcote)	26.8%	33
3071 (Thornbury)	10.6%	13
3072 (Preston)	10.6%	13
3073 (Reservoir)	36.6%	45
3083 (Bundoora/ Kingsbury)	0.8%	1
3078 (Alphington/ Fairfield)	9.8%	12
Other	4.9%	6
	Totals	123

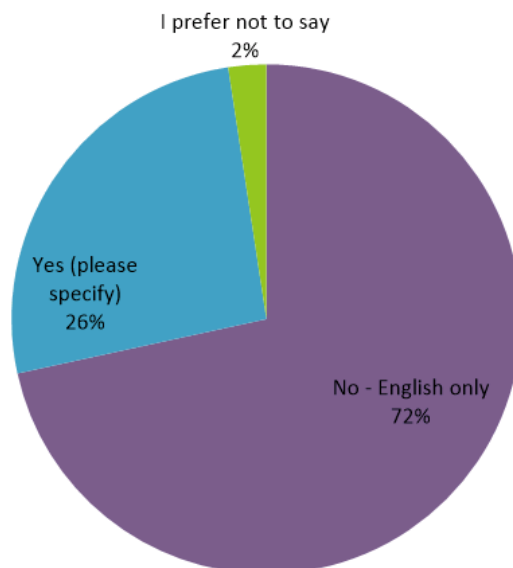
Other	Count
3043	1
3044	1



3050	1
3058	1
3079	1
work in Preston (not a resident)	1
Totals	6

Most of the survey respondents were Darebin residents (95.1%) from across the municipality. However, the highest proportion of residents were from 'Reservoir' and 'Northcote'.

**Speak a language other than English at home**



Value	Percent	Count
No - English only	71.5%	88
Yes (please specify)	26.0%	32
I prefer not to say	2.4%	3
	Totals	123

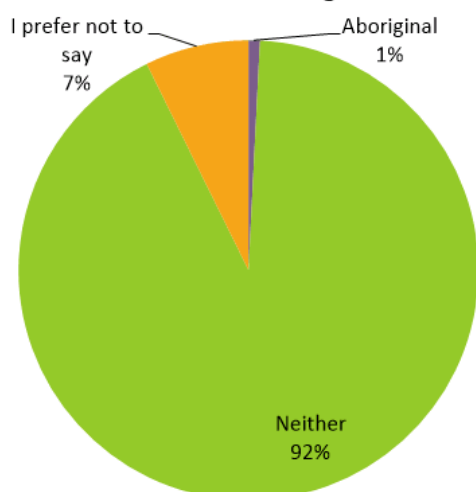
Yes (please specify)	Count
Italian	5
Greek	4



Arabic	3
Macedonian	2
Mandarin	2
Russian	2
Albanian	1
Arabic and French	1
Arabic and Japanese	1
Bosnian	1
Croatian	1
Farsi, Dari	1
Greek and Macedonian	1
Hindi	1
Hindi (Punjabi/Tamil)	1
Hindi (Shweta)	1
Hindi, Gujerati, Punjabi	1
Spanish	1
Totals	30

Just over a quarter of the survey respondents indicated that they spoke a language other than English at home and 71.5% of the respondents indicated that they spoke English only.

**Aboriginal and/or Torres Strait Islander origin**

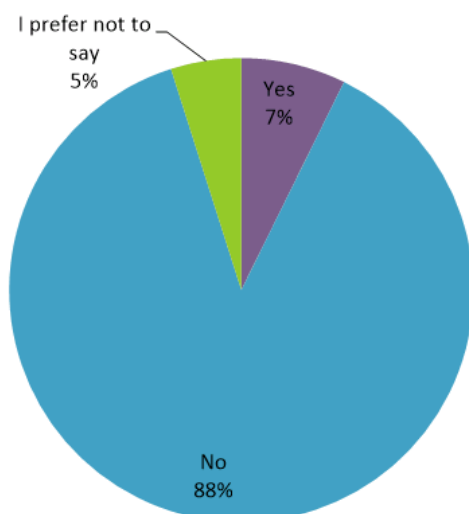




Value	Percent	Count
Aboriginal	0.8%	1
Neither	91.9%	113
I prefer not to say	7.3%	9
	Totals	123

Most of the survey respondents indicated that they were 'neither' Aboriginal and/or Torres Strait Islander origin. One respondent indicated they were 'Aboriginal' and nine respondents chose 'I prefer not to say'.

**Identify as having a disability**



Value	Percent	Count
Yes	7.3%	9
No	87.8%	108
I prefer not to say	4.9%	6
	Totals	123

Nine survey respondents identified as having a disability and the large majority identified as not having a disability. Six respondents chose 'I prefer not to say'.

Community engagement activities

The following community engagement activities were conducted:



- Consultation session with Zoom for Fun events members – 9 December 2020
- Consultation at Active and Healthy Ageing Advisory Committee meeting – 10 December 2020
- Consultation at Welcoming Cities Reference Group meeting – 16 December 2020
- Consultation session at Reservoir Senior Chinese Group picnic – 18 December 2020
- Drop in sessions at All Nations Park in Northcote, Edwardes Lake Park in Reservoir and at the front of the Fairfield library in Fairfield – 16, 17 and 22 January 2021
- One online workshop session for community leaders – 19 January 2021
- Two young people workshop sessions – 20 and 21 January 2021
- Two children workshop sessions – 21 January 2021

Engagement Activity	Number of participants/ people engaged	Targeted group	Demographic information
Consultation session with Zoom for Fun events members	30 people engaged at event	Older community members and CALD community members	Refer to online and hardcopy surveys
Consultation at Active and Healthy Ageing Advisory Committee meeting	9 committee members	Older community members and CALD community members	Not available
Consultation at Welcoming Cities Reference Group meeting	11 reference group members	CALD community representatives and asylum seekers and refugee community representatives	Not available
Consultation session at Reservoir Senior Chinese Group picnic	10 participants	Older community members and CALD community members	<ul style="list-style-type: none"> <li>• Age: 55 years old and over and</li> <li>• Language spoken at home: Mandarin (interpreter used)</li> </ul>
Drop-In sessions (Northcote, Reservoir and Fairfield)	140 people engaged	General community	Refer to online and hardcopy surveys
Online workshop session for community leaders	12 participants	Community leaders, community group representatives, diverse community members	<ul style="list-style-type: none"> <li>• Gender: 50% 'Female', 33% 'Male' and 17% 'Mrs'</li> <li>• Age: between 44 to 86</li> <li>• Most participants lived in Darebin</li> <li>• Language spoken: 50% speak language other than English (Hindi, Gujerati, Farsi, Vietnamese, Greek, Macedonian, Spanish, Tamil), 50% speak English only</li> <li>• Aboriginal and/or Torres Strait Islander origin: all participants chose 'neither'</li> <li>• Disability: 33% of participants</li> </ul>



			identified as having a disability and the other participants did not
Young people workshop sessions	24 participants	Youth community members	<ul style="list-style-type: none"> <li>• Gender: 50% 'Female', 42% 'Male', one chose 'I identify as' and one chose 'I prefer not to say'</li> <li>• Age: between 12 and 23 • Most participants lived in Darebin</li> <li>• Language spoken: 58% speak language other than English (Somali, Italian, Mandarin, Greek, Sicilian, Vietnamese), 42% speak English only</li> <li>• Aboriginal and/or Torres Strait Islander origin: one person identified as Aboriginal and/or Torres Strait Islander and three chose 'I prefer not to say', the other participants chose 'neither'</li> <li>• Disability: one person identified as having a disability and one person chose 'I prefer not to say', the other participants did not identify as having a disability</li> </ul>
Children workshop sessions	21 participants	Children	<ul style="list-style-type: none"> <li>• Gender: 58% 'Female' and 42% 'Male'</li> <li>• Age: between 5 and 11 • Most participants lived in Darebin</li> <li>• Language spoken: 42% speak language other than English (Mandarin, Gaelic, Japanese, Filipino, Chinese, Arabic, Vietnamese), 58% speak English only</li> <li>• Aboriginal and/or Torres Strait Islander origin: one person chose 'I prefer not to say' and the others chose 'neither'</li> <li>• Disability: no participants identified as having a disability</li> </ul>

### Telephone surveys

A randomly selected telephone survey was conducted across the municipality and included the participation of 381 residential households. The demographic breakdown of the participants was as follows:

- Gender: 51% were 'Female', 49% were 'Male' and 1% chose 'I identify as'
- Age group: highest proportion of participants were in the 65 and over age group, this was followed by 45-54 (24%), 35-44 (20%) and 55-64 (20%), then 18-34 (8%)
- All participants were Darebin residents – Reservoir (36%), Preston (25%), Northcote (17%), Thornbury (13%), Alphington/Fairfield and Macleod (5%), and Bundoora/Kingsbury (4%).



- Language spoken: 41% of participants either spoke or had someone in their household who spoke a language other than English, the other participants spoke English only
- Aboriginal and/or Torres Strait Islander origin: 2% of participants indicated they were of 'Aboriginal' origin and 1% indicated they were of 'Torres Strait Islander' origin, the others chose 'neither'
- Disability: 12% of participants identified as having a disability and the others did not

### Communication and Promotion

The Darebin Community Engagement Policy project information was accessible via the project page which was created on the Your Say Darebin online community engagement platform. The project page included all information about the proposed Community Engagement Policy including the project timeline, ways to participate and detailed information translated into 12 other languages other than English.

There was a total of 724 visits to the project page during the consultation period.

The proposed Community Engagement Policy consultation was communicated and promoted to the community by the following ways:

#### - Social media

- Facebook:
  - 5 posts on 15 and 24 December 2020 and 11, 18 and 20 January 2021
  - Total reach: 7,893
  - Total shares: 102
  - Total link clicks: 253
- Twitter:
  - 5 posts on 15 and 24 December 2020 and 11, 15 and 20 January 2021
  - Total retweets: 7
  - Total likes: 6
- Instagram:
  - 1 post on 15 January 2021
  - Total likes: 19
- LinkedIn:
  - 5 posts on 15 and 24 December 2020 and 11, 15 and 20 January 2021
  - Total likes: 29

- Radio: aired six times during the community announcements on 3KND radio

- Brochures and posters were developed and distributed at:

- Preston Customer Service Centre
- Darebin Libraries – Preston, Reservoir and Fairfield
- Keon Park Children's Centre
- Darebin Youth Hub
- Reservoir Leisure Centre
- Northcote Aquatic and Recreation Centre
- Darebin Arts Centre
- Bundoora Park Farm





- Immunisation sessions – during January
- Drop-in sessions that were held on 16 and 17 January

- 5 corflute signs were attached to fencing in parks across municipality in the following locations:

- All Nations Park
- Edwardes Lakes Park
- Bundoora Park
- Darebin Parklands
- Penders Park

- Surveys were provided to three Macedonian senior groups

In addition, the proposed policy consultation was also emailed out to the administrators of the following advisory committees, reference groups and networks:

- Darebin Disability Advisory Committee
- Climate Emergency Darebin Advisory Committee
- Darebin Aboriginal Advisory Committee
- Darebin Community Awards Advisory Committee
- Darebin Domestic Animal Management Reference Group
- Darebin Education Network
- Darebin Interfaith Council
- Darebin Nature Trust
- Darebin Women's Advisory Committee
- Municipal Emergency Management Planning Committee
- Sexuality, Sex and Gender Diversity Advisory Committee
- Welcoming Cities Reference Group
- Arts and Heritage Advisory Committee
- Darebin Intercultural Centre Community Reference Group
- Multicultural interfaith networks
- Community groups and community organisations working with residents at a disadvantage in East Preston and East Reservoir

The feedback process was also promoted via Council's on hold telephone message during the consultation period.

### Feedback and comments received

**Our six community engagement principles include specific commitments to our community. Do you support these commitments?**

#### Online and hardcopy surveys

	Yes		No		Not Sure		Total Responses
	Number	%	Number	%	Number	%	
<b>(Respectful)</b> We set clear parameters for our engagements to ensure participants have clear expectations of what they can	101	82.1%	3	2.4%	19	15.4%	123



influence and how their feedback will be used							
<b>(Action oriented)</b> We recognise that community feedback and input will create better decisions.	104	84.6%	5	4.1%	14	11.4%	123
<b>(Justice and Equity)</b> We ensure all community members have opportunities to contribute and benefit, no matter where they live, preferences, abilities and cultures. We recognise there are barriers for some groups and will use novel methods, and build our relationships across our community, to reduce those barriers and ensure everyone's right to be heard.	106	86.2%	5	4.1%	12	9.8%	123
<b>(Trust)</b> We value the insights of our community and respect the time and effort they give towards informing our decision making.	105	85.4%	2	1.6%	16	13.0%	123
<b>(Inclusive)</b> We focus on short, productive sessions that are enjoyable, culturally relevant, and meaningful experiences. We want those involved to learn about complex issues, hear a range of perspectives, and have their own experiences and needs heard.	97	78.9%	3	2.4%	23	18.7%	123
<b>(Integrity)</b> We are committed to sharing the findings with participants and to ensuring our decisions are reported back widely to the community.	103	83.7%	4	3.3%	16	13.0%	123

A large majority of the 123 survey respondents supported all the commitments to community that were listed against the six principles. However, it should be noted that more than 10 percent of the respondents responded 'Not Sure' for most of the commitments listed. This may suggest that the wording was not as clear or simple for community members to understand.

Community engagement activities

This question was quite difficult for some community groups to understand and respond to, particularly for young people and children. It was also a bit challenging to explain this question at the shorter engagement interactions such as the drop-in sessions and for the telephone surveys.

- Consultation sessions: participants where consultation sessions were conducted were generally supportive of the commitments to community



- Online community leaders workshop: about half the participants were supportive of the commitments to community.
- Young people workshops: participants suggested changing some terms for some of the commitments to community to make it simpler and easier to understand. There were also comments made about the vagueness of the wording and the potential negative effect on community development of trying to engage with everyone
- Children workshops: This question was too difficult for the children workshops, so it was not asked

#### Telephone surveys

Due to the difficulty of explaining the commitments to community question over the telephone to residents, the question was changed slightly to make it easier for the 381 telephone participants to respond.

Commitments to Community	1 - Not important at all	2	3	4	5 - Very important	Unsure / Can't Say	Average
Council will set clear parameters for our engagements to ensure participants have clear expectations of what they can influence and how their feedback will be used.	3%	3%	17%	29%	47%	2%	4.3
Council recognises that community feedback and input will create better decisions.	2%	1%	11%	19%	67%	1%	4.5
Council will ensure all community members have opportunities to contribute and benefit, no matter where they live, preferences, abilities and cultures. Council recognises there are barriers for some groups and will use novel methods, and build our relationships across our community, to reduce those barriers and ensure everyone's right to be heard.	2%	3%	9%	20%	65%	2%	4.5
Council values the insights of our community and respects the time and effort they give towards informing our decision making.	3%	4%	12%	26%	52%	4%	4.4
Council will focus on short, productive community engagement sessions that are enjoyable, culturally relevant, and meaningful experiences. Council wants those involved to learn about complex issues, hear a range of perspectives, and have their own experiences and needs heard.	3%	5%	19%	29%	41%	2%	4.1



Council is committed to sharing the findings with participants and to ensuring our decisions are reported back widely to the community.	2%	2%	11%	23%	61%	2%	4.5
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The 381 telephone survey respondents provided an average importance score of 4 and above for all the commitments to community which suggests support for the commitments.

**Verbatim comments received from online and hardcopy surveys**

Response
In my experience, Officers meet with the community usually with their decision already made. So for Officers, community consultation is just a matter of ticking a box, giving limited information at the outset and not really listening to people's response. Seeking opinion from a wide cross section of the community means that Council gets a diverse response so that ultimately the arbiter in decision making is the Council Officers.
Fine and to the point. Keep the entire document as short as you can.
If you do want community feedback you need to put time and money into hard copy ( paper ) responses as not everyone has phones or internet , that is reality . Elderly , CALD , disabled etc need different methods of communication otherwise you are doing a quick young persons consultation .
When council set parameters of engagement then they are able to control and steer the outcomes of the engagement. There should always be open and free wide ranging discussion to allow community members to contribute unrestrained. The justice and equity statement needs to ensure all community members contributions will be treated equitably.
stop voting in factions and think about your policies, political parties should be banned from council elections.
I would have preferred the survey be whether residents/ratepayers think the council practices these principles. Putting words in a policy is easy ... actual actions and transparency is what will count!
I do support these commitments, and would like to see some of them lived out more fully. E.g. I participated in the Streets for People consultations for Reservoir, and remain unaware as to updates/ outcomes of that process.
I support them all however they seem to be just statements. For example trust. Just valuing what we say is not building trust. Perhaps something about doing is needed here - we value the time and will build ideas into our programs and projects.
It would be great if there were enough time for the community to properly engage. The engagement periods feel short and not well advertised.
As per the new Gender Equity Act for LGAs, hope Darebin has initiated action



<p>I think the principles are fine, the important thing is the delivery of these. I think under inclusive focusing on short, productive sessions may not suit all people. To be inclusive you also need to build trust which can take time. Would be good to emphasise that it is a human right to be consulted about decisions that affect lives.</p>
<p>Is that the definition of trust?</p>
<p>while i agree these community engagement principles have to be more than words on a page they are only worthwhile if council actually follows through with them</p>
<p>The draft principles could more strongly embed a focus on 'shared purpose and partnerships '. This is a component of collaboration which seeks to ensure that participants, government and community institutions are able to work together to advance the common good. This could be a connecting component to the remaining 6 principles. While the principles are introduced in the beginning of the policy, they are not embedded into implementation and evaluation. For example, How will Council know when (or if) principles are have embedded and how will this be measured? What does true representation look like and could this be captured from hearing from a specific % sample of different audiences? Alternatively what does 'building on the relationships of community' actually look like? Could this be formalised through a consistent platform or network which includes representation from specific stakeholders? **Refer to Surf Coast Shire sample policy for examples of points which support the oper</p>
<p>i think for the start is good . Also , I like people call me Friend , based on my experience people more talk to us when we call our self a Friend .</p>
<p>It depends on the community providing the feedback re Action Oriented - some people's feedback isn't always going to produce better decisions as there maybe vested interests.</p>
<p>Sounds good - covered everything</p>
<p>Would prefer things in Italian to respond in Italian</p>
<p>Focus not just on business - Breavington Way. Increase opportunity for same (under action oriented)</p>
<p>Justice and equity - V. important Inclusive - V. important Integrity - V. important</p>
<p>Their input - let community give you ideas</p>
<p>It's hard to learn about complex issues in short sessions</p>
<p>Very important for us to understand what we can influence. Please don't waste our time with what we can't influence.</p>
<p>All good</p>
<p>I missed the purpose of this question initially - not aware that this related to a proposed policy. I don't feel as though I am qualified to provide quick feedback on such an important policy.</p>
<p>I think the intent is good but you need to measure the outcome</p>



I haven't seen or spoken to anyone from the Council so I'm not sure if any of these are being met or not. I have not seen any community events or notices in my area. This pop up in Reservoir Lake Park is good
Engagement needs to be outcome focused. Communities which are underrepresented or disengaged need specialised methods to secure their feedback
Seems to cover it
Not very easily understood. Very wordy
As a disability advocate I have not been impressed by Darebin's attitude
These are all logical and considered. I can't add any more. These are great
I'm not involved much from a political space so I'm not able to comment much.
YES YES. Action oriented and Justice and Equality most important
Truly valuing people's contributions is important (not just getting lip-service)
Bring out examples to demonstrate commitments to principles

**Comments received from engagement activities**

<ul style="list-style-type: none"> <li>• Representative: disagree, doesn't matter where they live. Not just going through the motions</li> </ul>
<ul style="list-style-type: none"> <li>• Action-oriented: Action plan will show how Council will do it</li> </ul>
<ul style="list-style-type: none"> <li>• Inclusive: Make it accessible – do short productive sessions. Include real-life examples with descriptions, need to be useful and understood. Sometimes Council officers forget we are volunteers, lack of time to respond, allow time for feedback</li> </ul>
<ul style="list-style-type: none"> <li>• Integrity: How the feedback is used and the solutions – these are key points.</li> </ul>
<ul style="list-style-type: none"> <li>• That it is seen that Council actually listened. And give appropriate feedback as to how the decision was made</li> </ul>
<ul style="list-style-type: none"> <li>• The commitments are quite vague due to the variables regarding types of community engagement</li> </ul>
<ul style="list-style-type: none"> <li>• Attempting to hear the opinions of everyone may actually have a negative effect on community development. Equity attempts to hear the views of those in positions of disadvantage, however this policy may not be fully applied due to push of people in other positions. Not everyone will agree, and more often, than not the popular opinion benefits the individual, not the community</li> </ul>
<ul style="list-style-type: none"> <li>• Consider changing some terms used in the commitments such as 'parameters' and 'novel'</li> </ul>
<ul style="list-style-type: none"> <li>• Suggest expanding on the term 'set clear parameters'</li> </ul>
<ul style="list-style-type: none"> <li>• Wording for principles and commitments to community is a bit long e.g. 'Build on our relationships with the community which are essential to trust in our work'</li> </ul>
<ul style="list-style-type: none"> <li>• The wording in the 'Our promise to the community' section of the proposed policy is a bit repetitive</li> </ul>



<ul style="list-style-type: none"> <li>• Suggest changing the wording for the commitment to community relating to the principle of 'action oriented' to – “We recognise that with community feedback and input, decisions will be better and reflect the community’s values and objectives”</li> </ul>
<ul style="list-style-type: none"> <li>• Carefully consider the term 'novel' as it is jargon and may be perceived like Council will only use novel and not traditional methods as well. Suggest rewording “ensure everyone’s right to be heard”</li> </ul>
<ul style="list-style-type: none"> <li>• Suggest changing the wording of “meaningful experiences” for the commitment to community relating to the principle 'inclusive'</li> </ul>
<ul style="list-style-type: none"> <li>• Suggest adding 'socio-economic level' to the list of barriers for the commitment to community relating to the principle 'justice and equity'. Also, when listing barriers there’s a lot there so broad term could work with semi colon</li> </ul>
<ul style="list-style-type: none"> <li>• Suggest adding “their” to the commitment to community relating to the principle 'justice and equity' in front of the following words “preferences”, “abilities” and “cultures”</li> </ul>
<ul style="list-style-type: none"> <li>• Principle about building on relationships with the community – phrasing is not clear and not sure what it means</li> </ul>
<ul style="list-style-type: none"> <li>• Representative principle – suggest rewording part of the commitment to community “benefit no matter their culture, preference, abilities or where they live”</li> </ul>
<ul style="list-style-type: none"> <li>• Words being over-used and the commitments to community is not easy to understand. Language is not public-friendly</li> </ul>
<ul style="list-style-type: none"> <li>• Like the following in the commitments to community section – representative, accessible, easy and enjoyable</li> </ul>

**Is there anything you think is missing in the proposed Community Engagement Policy?**

Many participants who participated in this consultation either by completing a survey or were at the consultation sessions did not have any comments for this question or could not respond to this question as they had only read the summary document of the proposed policy and did not have any interest or time to read the detailed document. This question was also not asked at the workshop sessions for children and it wasn't asked when the telephone surveys were conducted.

The comments received from the online and hardcopy surveys included suggestions and ideas of putting the community engagement principles and commitments to practice, as well as specific considerations when undertaking engagement with the community.

Online and hardcopy surveys

<p>Response</p> <p>Consistency in the way engagement is conducted regardless of the issue so that the community can be confident in the mechanisms available to it to influence decisions. The current processes appear haphazard and unduly influenced by minorities and particular Councillors. The role of Councillors in consultation needs to be more clearly with parameters around the stages or their involvement in decision making.</p> <p>Genuine consultations How you will keep consultation out of the hands of councilors</p>
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How Councillors behave during the election process, Blocking of Residents on Social Media.
What is missing is the need to communicate more fully with the community on news covering past, present and future projects and real associated issues. In light of the loss of the local Leader newspaper, the skewed/edited Ward newsletters and consultation being held at inopportune times of the year.
That Councillors will not Block Residents on Social Media, also long as the question is asked, or comments made are respectful.
Informed - Engagement is supported with accessible information - numerical and non-numerical. For example, data sets might be supplied to enable testing of conclusions.
How do you share findings of any engagement with no local newspaper ? That's where I had quick read on what Council was or wasn't doing. How does anyone in community know what Council is doing ? People don't go to the website every week to read ? People are busy and that is not a realistic answer. Why not paper based newsletter ? In letterboxes or emailed? Needs to be considered otherwise all your hard work will not be promoted.
No, it is really good
Real and tangible processes that truly empower the community, engaging them in the decision-making processes.
Closing the circle; providing feedback to participants on their input and how it is/was used. A strategy plan needs to set timelines for feedback and needs to ensure changes in policy are advertised in a timely way on the council website. Council should have a strategy for targeted engagement of community groups especially in their area of interest.
Focus. Whilst it is right for the community to have a say in important Council decisions the engagement needs to be targeted and concise. There's nothing worse than over consultation and a decision/position dragging on forever. Use modern techniques, public meetings and consultations sessions are the worst and generally achieve little apart from attracting someone who wants to vent.
I think a lot of the words written are the complete opposite to how Darebin Council (and its councillors) have behaved in recent years.
I think there needs to be a clearer articulation of the value (if any) and parameters around using contractors to deliver community consultations. My experience in a consultant-run consultation lead to unrealistic expectations being generated, partly through the consultants clearly being unaware of some of Councils resource/ other constraints.
Something about commitment to regenerative processes too. Taking the land into account and ensuring we work towards a regenerative process in leadership, in actions, etc.
Tangible action





<p>Very important to include First Nations People in all engagements. Also, to make sure everyone has the opportunity to respond - especially people who usually don't feel as though they have a right to have a voice on matters.</p>
<p>When LGAs are looking at diversity across intersectionality of all factors, Darebin should show the way forward by recruiting accordingly. Live by example!</p>
<p>I have not seen the Policy as yet. (Or is the policy just these commitments listed above?)</p>
<p>I have just looked at the Summary policy document and I think it needs a lot of work. Please see comments under question 7 below. (Please note this is my second survey I have completed as I had not read the policy document when I completed the last survey)</p>
<p>Love you to reach out and not just talk to usual nut cases that squeak on about old stuff</p>
<p>I like the commitments, it's probably more about the how for me. I think for Council to be able to provide modern and progressive engagement opportunities, but also how Council can connect with the community better for awareness of engagement opportunities and information of projects. There seems to be a low level of interest in Council projects to me, so I think it is trying to increase that as well to encourage engagement.</p>
<p>Timeliness. The Council should commit to acting and responding to community concerns in a timely manner.</p>
<p>accountability</p>
<p>I would like to be able to subscribe to an email list that alerts me to all policies, procedures, plans, etc. that are out for community consultation no matter what they are. Sometimes it is hard to keep up with the "Have Your Say" page and issues out for public comment are over before I have realised. Thank you</p>
<p>The draft principles could more strongly embed a focus on 'shared purpose and partnerships '. This is a component of collaboration which seeks to ensure that participants, government and community institutions are able to work together to advance the common good. This could be a connecting component to the remaining 6 principles. While the principles are introduced in the beginning of the policy, they are not embedded into implementation and evaluation. For example, How will Council know when (or if) principles are have embedded and how will this be measured? What does true representation look like and could this be captured from hearing from a specific % sample of different audiences? Alternatively, what does 'building on the relationships of community' actually look like? Could this be formalised through a consistent platform or network which includes representation from specific stakeholders? **Refer to Surf Coast Shire sample policy for examples of points which support the operation of principles. 2. Is there anything you think is missing in the proposed Community Engagement Policy? * The draft policy structure could strengthen how it will put the community engagement principles into practice. For example, under the section 'Putting community engagement into practice – planning, implementation and evaluation' there is no mention of how Council will embed the principles into practice. It would be useful to explore a procedure and supporting resource which Council Officers can use to ensure that the principles are considered throughout steps 1-5 (planning</p>



<p>through to implementation). Without such a supporting process, the principles outlined in this policy could be perceived as superficial. **Refer to Golden Plains Shire sample policy for example of procedures. Under the section 'minimum standards of engagement', there are no specific indicators or examples of what the minimum standards are. This heading is somewhat misleading. It would be helpful to specifically articulate how equity will be ensured and applied, in alignment with existing Council documents (Equity and Impact Assessment (EIA) document). For example, can a gender lens be applied by considering how the policy, program, service or communication impact women and men differently (because their needs are different)? Opportunity to strengthen alignment and leverage of community organisations. Community engagement can only be sustained by identifying and mobilising community assets and strengths and by developing the community's capacity and resources to make decisions and take action. This could be more clearly articulated in the draft policy, as well as specifying how this policy will recognise and respect the diversity of the community. For example, ensuring an awareness of the various cultures of a community and other factors affecting diversity in planning, designing, and implementation.</p>
<p>I do not have answer for that at this stage.</p>
<p>Haven't seen it</p>
<p>Haven't read it</p>
<p>Need to read it</p>
<p>Haven't had a chance to look at it</p>
<p>Unsure - haven't read it all</p>
<p>Please describe what 'culturally relevant' means. Please outline how you will reduce barriers for some groups, not good enough to state that you are committed. I want to know how you will all action.</p>
<p>This should be tackled in a facilitated workshop. Not a quick survey.</p>
<p>Not familiar enough with all details of the policy to comment</p>
<p>No</p>
<p>Obtaining permits in Darebin is a lingering exhausting process. Should be timeframes.</p>
<p>More media/print exposure. Leader Newspaper.</p>
<p>No. Just need more community input on decisions in the area. Great ideas for pop up and feedback. Please keep it up but need more community input for future development.</p>
<p>Integration with other levels of government. Local government can only do so much on its own. How to leverage level crossing removals, COVID etc. Council should build on and support State Government programs. Not just oppose and focus on stunts.</p>
<p>A sense of 'empowering' community to co-design and co-own initiatives. CIAP engagement mode</p>



When and how will these ideas be achieved?
Haven't read it
No- covers all bases
All good
But now that I have read more, I would add transparency as part of trust. Trust needs to be two-way so that community members involved in engagement programs etc. are confident they have all the information.
That community includes residents and those that work in area and students.
Could there be some reference to environmental responsibility? I know it would come under another team but would be a great message of the fundamental environmental responsibility in everything we do.

Community engagement activities

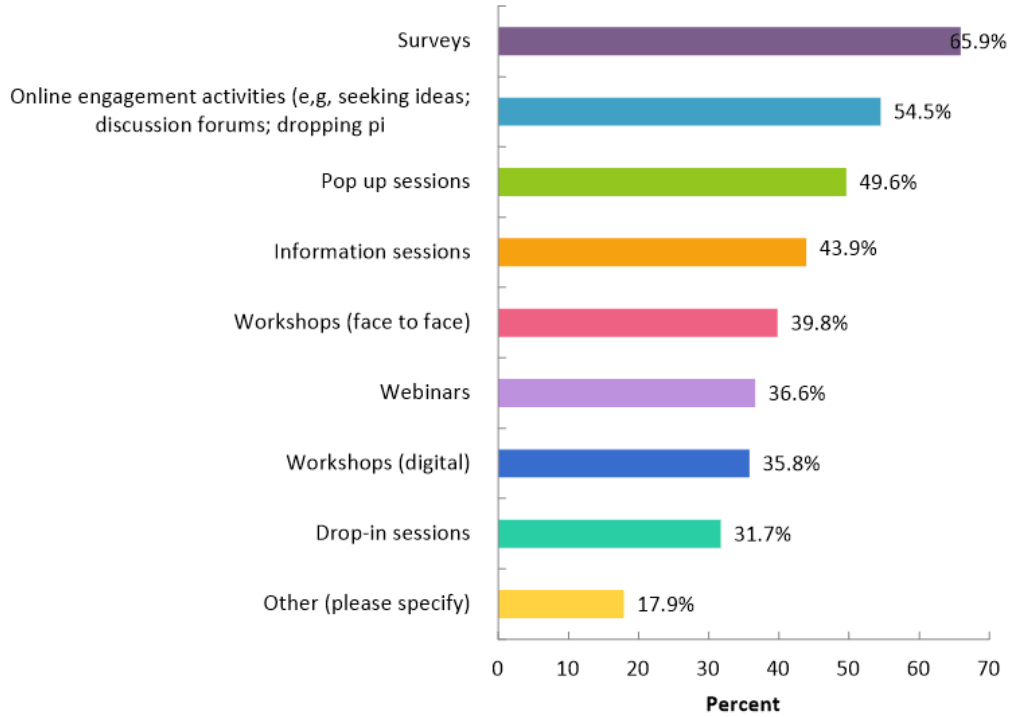
The following comments were received from workshops and consultation sessions:

- Create minimum standards regarding the approach for engagement with older people. There's no mention of how Council will engage with older people in that section of the policy
- Understand the importance of the section around minimum standards for Aboriginal Torres Strait Islander people but they may be perceived a bit negatively by the CALD communities, something to consider. No mention of standards for engaging with CALD communities
- To show there has been a genuine and transparent process identify the community's interests, have an open process not necessarily the loudest but that all voices get heard – that is important – if they will be affected or impacted by decision
- Have a timing on feedback when people communicate with Council e.g. 48 hours even if they have not completed the enquiry



**How do you want us to engage with you for future projects?**

Online and hardcopy surveys



Value	Percent	Count
Surveys	65.9%	81
Online engagement activities (e.g., seeking ideas; discussion forums; dropping pins on a map; seeking stories)	54.5%	67
Pop up sessions	49.6%	61
Information sessions	43.9%	54
Workshops (face to face)	39.8%	49
Webinars	36.6%	45
Workshops (digital)	35.8%	44
Drop-in sessions	31.7%	39
Other (please specify)	17.9%	22
Totals		123



The three preferred ways that the 123 survey respondents indicated they would like Council to engage with them for future projects were 'Surveys', 'Online engagement activities' and 'Pop up sessions'. However, it should be noted that each of the options provided were selected by about a third of the respondents.

Respondents who chose 'Other' indicated the following ways that they would like to be engaged by Council.

Other (please specify)	Count
Build long term relationships in the community	1
Co-design initiatives	1
Community based co-design	1
Council come to groups	1
Direct contact with community groups that have a special interest in the project and PQT	1
Information sent to home address - opportunities to respond online	1
No	1
Nothing listed	1
Online referendums on important decisions that impact the whole community and are binding	1
Polls on social media	1
Prefer face to face - Drop in sessions are really good because we can back and forth with discussion	1
Targeted engagement with local community members and organisations (e.g.: such as through a representative network)	1
Telephone	1
Text	1
Text message and door knocking	1
To have to opportunity to view videos of the presentations or activities at online events if you miss them.	1
community newsletters	1
email alert	1
face to face and online	1
no answer	1
social media so we can prompt our neighbours to contribute. Information sessions on a street where you are shopping is good.	1



ude community organisations	1
Totals	22

Community engagement activities

- Consultation sessions: participants where consultation sessions were conducted provided the following feedback regarding this question:
  - What would be useful is a timetable of the opportunities for engagement and regular intervals to keep community up to date about the progress of projects.
  - Need real engagement with the community that occurs all the way through
  - It is not valuable to have a set program at the start, then talk to us at the end. Community members should have regular opportunity for consultation during the project using various methods to communicate and considers the special needs of some community members. We don't all use the technology. Many older people not literate in English or their first language. An opportunity to talk with Council.
  - Use of interpreters / translated materials and newsletters
  - Opportunity for one to one communication especially with people who are isolated or not comfortable attending group consultations
  - Given the diversity in need, support and capacity for older people – the engagement policy could be strengthened in this area.
  - To engage with older people effectively, Council needs to approach nursing homes, retirement villages/ homes and carers
  - Surveys are a good way to get feedback too
  - The Community Engagement Policy needs to include how Council is engaging with older people
  - We would prefer to be engaged by Council via workshops face to face
  
- Online community leaders workshop: participants at the online workshop provided the following comments which related to both how they want to be engaged and communicated with by Council:
  - No local newspapers, how to get the word out, challenges with COVID-19
  - Reality is not everyone uses social media or specific platforms, Email and Darebin Facebook Page
  - I would like senior groups and CALD groups to be contacted directly, phones still exist.
  - Visit groups
  - Community newsletter
  - People without social media have no way to get information or to be consulted
  - Local paper limited print run, collect from local shop
  - Community radio
  - Publications in different languages, advertisement, insert (India link – some are national)
  - A booth set up at local shopping areas has proven to be the most successful for us
  - Also they could update the website, it is a battle to find any information
  - Use current CALD networks and translations



- A booth set up at local shopping areas has proven to be the most successful for us
  - Some cannot read and write English or another language
  - Also use internal sources like Inclusion and Diversity Team, Healthy Ageing etc.
  - Phone calls!!
  - Please use neighbourhood houses more to communicate opportunities! We've got the people!
  - Health Centres, Vaccination centres, etc.
  - Visit groups. Seniors, CALD, Neighbourhood Houses (time consuming yes)
  - Options to respond not online.
  - Council publications, social media like Facebook, Twitter, websites, emails, notice /flyers when payments are made in Council foyer
  - Billboards and posters at local shopping strips with a QR code
  - People without social media have no way to get information or to be consulted
  - Faith Networks to be contacted
  - Finding out about the events and day to day life.
  - And Council should take ownership by stating hardly reached rather than hard to reach
  - Community Connectors database.
  - Dr Carolyn Wallace research in this subject. She now works with Merri Health
  - How do they choose those diverse groups, I suppose it is up to the relevant staff person.
- Young people workshops: participants at the young people workshop sessions were asked this question via a dotmocracy activity, which required them to stick dots to vote on the ways that they would prefer to be engaged by Council:
    - Workshops face to face (13 dots)
    - Surveys (9 dots)
    - Drop-in sessions (8 dots)
    - Pop up sessions (6 dots)
    - Information sessions (5 dots)
    - Workshops digital (4 dots)
    - Webinars (3 dots)
    - Online Engagement Activities (2 dots)
    - Other - News and School
- Children workshops: the ways that children preferred to be engaged and communicated with by Council were asked to them in a couple of questions that made it easier for the participants to respond. The following feedback were in response to both

**Responses**

Send letters  
 Posters  
 Have a 1000 kid mideaing (game shop)  
 I would take a clipboard and get information about who wants to do it and who doesn't  
 Communicate via Roblox  
 Ring their doorbells for suggestions  
 Put it on the newspaper  
 Roblox chat, Wechat, discord, Google meet  
 Community pools on Minecraft  
 In person  
 Tell parents

**Responses**

Talk to children at the Library  
 Paper lollies  
 Poster, speaker, Roblox, Instagram, Facebook  
 Calling them, Instagram, Facebook, Snapchat, make a video and send it to them  
 Newspapers  
 Toys, phone, poster  
 Letter  
 Draw a picture  
 Voice message  
 In a meeting  
 Make a poster



Letterbox drop

Have a vote

Make my parents email everyone's parents and ask their kids

Posters in shops

In the mail

The news

The mall

- Write a letter
- Answer a survey or questionnaire
- Take a vote
- Send an email
- Respond via social media / video game groups/ chats

I would go walking in the street saying would you like to improve anything

Knock on doors

Go around the neighbourhood and ask them to rate ideas

Letterbox drop

On the street with a clipboard and questionnaire

Social media, Ipads

Telephone Surveys

Ways to engage	Percentage
Via Surveys	74%
Information sessions (i.e. Face to face)	70%
Online engagement activities (i.e. online discussion forums or online maps)	67%
Digital workshops	58%
Webinars	54%
Face to face workshops	48%
Some other way (please specify)	28%
None of these	1%
Don't know	0%
Totals	381

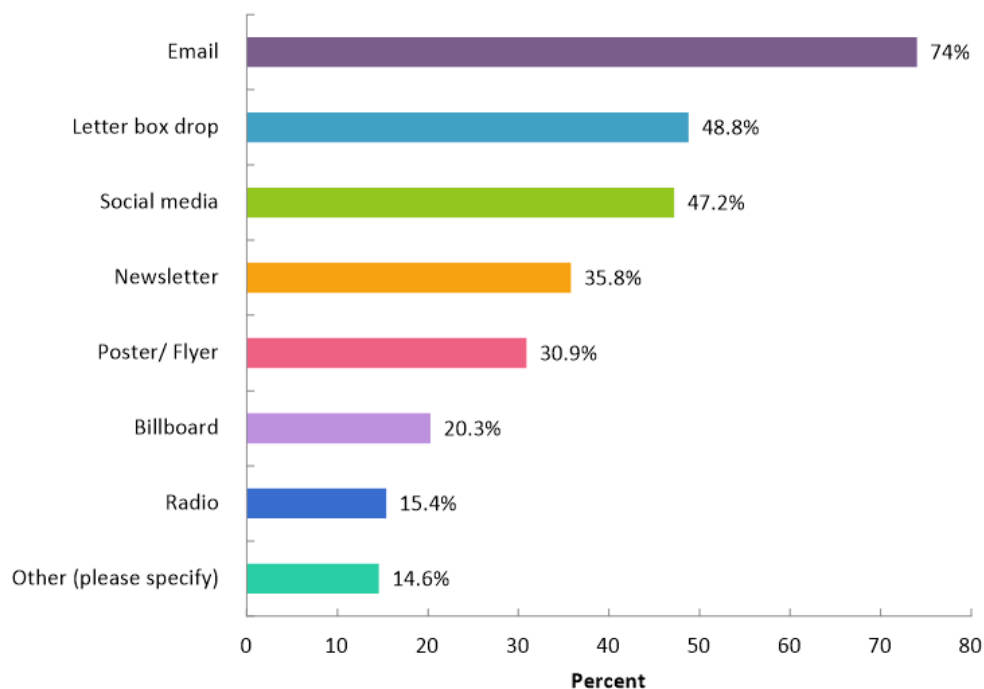
The three preferred ways that the 381 telephone survey respondents indicated they would like Council to engage with them for future projects were 'Surveys', 'Information sessions face to face' and 'Online engagement activities'.





**How do you want us to communicate with you for future projects?**

Online and hardcopy surveys



Value	Percent	Count
Email	74.0%	91
Letter box drop	48.8%	60
Social media	47.2%	58
Newsletter	35.8%	44
Poster/ Flyer	30.9%	38
Billboard	20.3%	25
Radio	15.4%	19
Other (please specify)	14.6%	18
Totals		123

The three preferred ways that the 123 survey respondents indicated they would like Council to communicate with them for future projects were 'Email', 'Letter box drop' and 'Social media'.



Respondents who chose 'Other' indicated the following ways that they would like to be communicated with by Council.

Other (please specify)	Count
Digital options preferred in order to reduce waste	1
Direct communication on specific areas/projects of interest.	1
E- newsletter	1
Monthly/bi-monthly community newsletter with dedicated updates on Have you Say	1
No	1
Not on any social media	1
SMS	1
SMS - need to know who from Council, also telephone - don't waste paper	1
Telephone	1
Text message	1
Text messages/SMS	1
There should be apps that notify residents of the community when important events or decisions are being made.	1
nothing specified	1
phone - text message	1
short communication with punch line and with less repetition	1
text	1
utilise key community organisations	1
Totals	17

#### Community engagement activities

- Consultation sessions: participants where consultation sessions were conducted provided the following feedback regarding this question:
  - The engagement policy should consider how could Council improve its communication with older people, especially those not in clubs
  - Various ways of communication are needed. For example, some older people can't use touch screens or QR codes so need to account for that
  - Communicating via newsletters works well for some older people, as well as regular face to face sessions, where Council would talk with the community



- Council needs to approach people who are more isolated and wouldn't necessarily engage. We need to find/ discover these people first then find out how they prefer to communicate and engage
  - Council should consider the range of ways it intends communicating and share this with community.
  - Council should tailor communications to the different community groups according to their preferences
  - We would prefer to be communicated with via poster/ flyer and it's best if these can be translated
- Online community leader workshop: refer to the previous question for feedback from workshop participants
  - Young people workshops: participants at the young people workshop sessions were asked this question via a dotmocracy activity, which required them to stick dots to vote on the ways that they would prefer to be communicated with by Council:
    - Social Media (16 dots)
    - Letter box drop (9 dots)
    - Email (9 dots)
    - Poster/ Flyer (5 dots)
    - Radio (4 dots)
    - Billboard (1 dot)
    - Newsletter (1 dot)
    - Other - commercials online e.g. instagram, youtube and snapchat, blimps (it's a hot air balloon that catches my attention), website
  - Children workshops: refer to the previous question for feedback from children participants

#### Telephone surveys

Ways to communicate	Percentage
Newsletters available in hard copy or online	85%
Email	81%
Information in your letter box	77%
Posters / flyers in community facilities	62%
Via social media	56%
Billboards	46%
Radio announcements or advertising	44%
Something other way (please specify)	12%
None of these	0%
Don't know	0%

The three preferred ways that the 381 telephone survey respondents indicated they would like Council to communicate with them for future projects were 'Newsletters available in hard copy or online', 'Email' and 'Information in letterbox'.



**What does successful community engagement look like to you?**

Online and hardcopy surveys

The following verbatim comments were received from the survey respondents regarding what successful community engagement look like to them. A notable number of comments seem to relate to the principles of the proposed Community Engagement Policy and to ensure Council follows through with them in engagement practice. Similarly, there are also comments which relate to the minimum standards of engagement in the proposed policy.

Some key themes observed include:

- being consistent
- building trust
- being transparent
- reporting back to the community
- being informed early about engagement opportunities and projects
- getting feedback from community members and groups who usually do not participate
- listening to the community
- collaborating
- ensuring diversity of voices in included
- having enough time to provide feedback

Response
Consistency in process Limits on the influence of Councillors throughout engagement processes so that their decisions in the Council Chamber are free of bias.
Something most people will be able to understand and follow.
Clear objectives, good report back so we know how feedback was used
Consultation run by council, not consultants. Consultation run for the residents, not the councilors. No more quick decisions and fast consultation periods, give residents the time to be involved.
Generally needs people who have a degree of pride in their surroundings and are actively demonstrating that they are engaged through membership of groups or active participation to give a sense of belonging. At Question time in Council mtgs, more attention and action on people's concerns, not just lip service.
Open and Transparent
Debate among those giving input would be a good sign. A respectful discussion board. If moderation of a comment is required then it should be noted that a comment has been redacted in part or in full - rather than simply rejected.
where everyone knows they have the choice to engage. Often with these opportunities I don't find out until they have already been completed.
Consulting with different sectors of community, not just those easy to access , or those that are always talking to Council. Engagement also needs to be listened to and considered even if Councillors don't like what they hear.



Using all the above communication methods, definitely to capture the most people, plus meaningful engagement that is clear on its objectives and limits of engagement opportunity. Plus closing the feedback loop and letting participants know the outcome is very important
Knowing your community, the ability to just say hello without having an issue in the back of your mind. Being proactive, having trusting and healthy relationships.
everyone's opinion/feedback is heard
One where the community is truly empowered and truly has ownership of its local government, not political parties. In practice, this would involve Councillors that represent their wards as local members who are independent, who have lived in their wards for an x amount of years, and regularly involve and empower their communities through: - involving the community in governance through local town-halls; - apps that notify the community when important governance decisions are being made; - online referendums that are binding on how the councilor votes on upcoming issues.
Engaging the community using a variety of methods to achieve sustainable outcomes. Initiatives reflecting the collective voice of the community.
Genuinely seeking out diverse voices, listening and taking onboard the views of the community. communities are tired of consultations with no positive outcomes.
Council seeking input at the start of the process, seeking broad and ranging community ideas before any agenda is determined and parameters set.
focused, targeted and concise using modern generally digital methods.
that the community knows about what you as a council are doing, not a surprise after the fact.
Having community drive decisions rather than councilors pushing their own agendas.
Reaching everyone equitably. I.e. not relying on social media for people to be aware of opportunities to engage. I would like to see for example a regular email update of current council consultations so that people can participate without relying on Facebook. Also, letterbox/ newsletter for those in the area with little or no internet access.
Having the opportunity to build from the ground up. Getting to inform the design as well as taking part in the implementation.
Actually doing what's in the interest of the community and not just profiteering activities with developers. Flyers advertising etc. real opportunities for ideas to be seen and heard
short, frequent and online
Where everyone gets the opportunity to provide feedback and your feedback is heard and listened to. That the loudest voices or most entitled people do not get to have greater sway - so that people who don't know or have the skills to provide



<p>feedback are encouraged and sought out to provide feedback and their voice is given the appropriate weight in the decision making.</p>
<p>When all members of Darebin are involved in seeking feedback [Comms in different languages], culturally and faith sensitive decisions are taken, CALD groups are included, Interfaith Networks consulted, social cohesion is the goal with harmony as the gold standard</p>
<p>Meetings with people and friendliness towards others.</p>
<p>Genuine interest in community perspectives. Clear understanding of engagement aims and outcomes. Reaching out to include groups not easily engaged. A variety of ways/methods in which a person can engage. Communication and follow up on outcomes. Ongoing long-term relationships.</p>
<p>Just really hard to know what you are doing. Social media is very light weight. You seem to have committees and stuff but have no idea how to have say</p>
<p>Reasonable level of two-way communication between Council and community. Opportunities for local community or relevant residents/groups/businesses to be informed about projects or ideas and be able to interact with their feedback, ideas, suggestions. And then also continuing to inform them on the progress of that idea or project. Even how some feedback was taken on board in the project so community can see their impact. I think we also need to be flexible in engagement opportunities, for example how we connect with people with poor or no access to technology.</p>
<p>Progressive, responsive and the best in Victoria among municipal councils.</p>
<p>Rejuvenation of physical environment Residents happy to walk, talk, engage Council taking action and making it known that they are and have Direct communication with residents on successes &amp; challenges ahead</p>
<p>councilors getting out of their offices and actually meeting and talking to the people of Darebin engaging with ALL within Darebin rather than select groups or microcosms of society</p>
<p>Everyone participating in things in that are important to them and they are passionate about.</p>
<p>Diverse voices and representation.</p>
<p>Actively seeking out opinions and making sure there is a large sample of people that comment on each project (set a target).</p>
<p>Success looks like a relationship between Council and community i.e. moving beyond inform and consult and seeking to truly involve and collaborate with local community members, partners and organisations. A relationship – and hence engagement - is two way, invested in by all parties, and develops (or not) cumulatively over time. This is supported by processes such as consultations, social listening, co-design etc. The goals of community engagement are to build trust, enlist new resources and allies, create better communication, and improve overall health outcomes as successful projects evolve into lasting collaborations YCH is aware of the expertise and skill of some DCC staff in community engagement. It would be great for this to formalised into a network or community of practice which</p>



can create a consistent and standardised method for engagement across the Darebin region, rather than planning and decision making occurring on a case by case basis.
we have voice - respect with dignity without judgment -
A cross section of the community is consulted on a variety of issues. Opportunity for the silent majority to somehow have a voice.
Successful engagement will mean I am not surprised by new projects, as I have heard about them and where appropriate have been asked what I think. It will also mean our area has things going on that are unique to us, because Council has listened to what residents are saying. It will also mean that we are not disappointed when we can't contribute to an idea or project, or when it didn't go our way, because Council was clear in what it can and can't do, and let us know how things were tracking.
Seeing the results of our feedback
Everyone in the community knowing how and where they can be involved in community decisions
For me it looks like making sure everyone understands and are contributing with any opinions they may have on a current or future project
Via text. A communal billboard to go to and read monthly. Communicated by text when and where.
Speaking as a cyclist, face to face engagement always
Having communication before and opportunity to have input then something being done
Meetings/discussions. People have a say - reach majority of people
Knowing what is going on and being able to have a say. Show support for projects (or object to them)
Quick and easy, graphic not recall of text.
Building trust
I somehow know what is going on and know what has happened if I've asked for something
action
Reasons behind decision making is clear. Reasons provided for outcome - easy to find - need a newspaper
Community conversations, engagement, co-design of awareness. Processes of embracing community input - not just being made aware of decisions being made
Seeing the results of our feedback



Easy to access engagement - e.g. letterbox drops and questionnaires.
Seeing the results of our feedback
Facilities like this park and of having art in the community - signs - make sure people get a say in it
Pop ups - people have a say and hear back
More social interaction - groups - with different community members
Will help in finding what community wants
Talking with community members in their own language - achieving goals that benefit everyone
Diversity and inclusiveness
CONSISTENT consultation and feedback
Register communication - feedback
Where everyone has the right to participate and enjoy the community
A Council that listens and responds to feedback
When all members of the community are engaged and listened to.
Consultation and action
I do not need to seek information but instead community groups are actively making me aware of ideas / proposals to engage in.
Facilitated forums and workshops. Working with small businesses and schools/TAFE etc.
Maybe you need to promote Darebin website better and present new projects there for everyone to see and consider. It should be interactive and include some local promos and benefits for people.
When everyone knows what to do when something bothers him. When everyone knows how to participate in community life.
All residents are able to engage and understand the value of engaging and how they can make a difference in community.
It looks like a community where residents know how to engage using the different ways they can be heard
Engaging activities for all ages and cultures, gender etc. Music, vibrant, interactive, educational
Give individuals the ability to be heard.
surveys/opinions on future investments





Listening to ideas, creating a plan, discussing feedback and plans into action.
Driven by community - use of community knowledge
Reflecting diversity views and needs. Finding common outcomes
As much as possible, reflective of broader Darebin population.
Achieving common goals and community standards
Where everyone's voice is heard, opinions and ideas are invited and everyone supports each other
Non-hierarchical partnerships
People coming together listening and helping
Commitment, contribution, capability.
Respect contribution
A good cross-section of community engaged. People get to listen to each other's views before recommendation is made.
People discussing their local world.
Easily accessible. Relevant. Actually achieves objectives.
Communication from people in charge interaction communication. Written material about what's happening. Important for community to have a voice.
Committed partnership with the community. Genuine attempts to reach and include vulnerable and socially isolated people.
Consultation with community members
We enjoy community
People feel confident that they have the opportunity and have been heard
All community members aware of and utilising the services on offer. And the fostering of relationships and support networks within the community.
More engagement in the community in the form of social motivation and social encouragement.
Ensuring different ways to engage
Diverse voices being heard and diverse experiences being offered to ALL community members
Open hand. Honest
Inclusive, cultural sensitivity. Broad socio-economic levels
Sufficient notice for future plans. Community has a say.



When I see the outcome of a workshop implemented in the community

#### Community engagement activities

The following comments were received from the participants of the workshops and consultation sessions. This question was a bit difficult for the children workshops, so they were not asked at these sessions. It should also be noted that some participants from the young people workshop sessions found this question challenging.

Some of these comments were like the ones that were received via the online and hardcopy surveys.

- When we provide feedback, we hope to receive a response, closing the loop and being transparent
- When diverse representation is used to make a genuine difference
- Access, inclusion, transparency
- Communication about the outcome and how the community input influenced the decision
- Messaging and communication
- Participation by the communities on an ongoing basis with leadership being a two-way basis.
- A love of Interculturalism and different cultures being given access to learn about each other
- That what the community recommends actually occurs.
- In my opinion I think that it looks like different type of children cooperating
- It's when different diversity are participating in a social event
- It looks like when everyone congregates with the community
- It's when they come together for community activities
- It's when the community cooperates
- It looks like very diverse to help the community
- It looks like a diverse youth group contributing these thoughts and ideas to help the community
- Everyone from all ages and nationalities come together for the greater good of the community
- A diverse group of people
- Everyone interacting
- Sharing opinions and ideas
- Being confident in receiving support
- Consistency
- When questions of interest have been answered
- Change happening specifically because of feedback
- People feeling like their demographic doesn't make them feel out of place
- You see your thoughts being presented throughout the community
- Getting everyone's opinion not just one specific group
- Broad diverse and representative community involvement
- Good feedback
- Participation
- Participants feel valued – asking in person or online - evaluation
- Facilitation that encourages people to step up, step back and share their ideas
- Participants understand how their contributions will be used



- Open communication
- Varied opinions
- Large sample
- Provides new/ useful information
- Method of engagement

### Telephone Surveys

The following verbatim comments were received from the telephone survey respondents regarding what successful community engagement look like to them. Some of the comments received from the respondents included similar themes to the comments received from the online and hardcopy surveys, workshops and consultation sessions.

A better community.
A broad range of voices
A combination of getting on with your business without micro-managing people and without being overly pedantic with policies. If they cut out all these things, they'll definitely engage in more successful community engagement.
A communist that has a buy in with decisions with council
A general mutual understanding of the goals we are trying to achieve as a community.
A genuine effort to communicate and engage with the community.
A good cross section of cultural and social backgrounds in discussions
A lot of people getting together to discuss things.
A nice, peaceful community, with no murders, no thugs, and robberies.
A platform where everybody can be heard. From people of different backgrounds and range of ages.
A response would be fantastic.
A survey on how important council decisions are, having input about council issues.
A wide range of people volunteering their opinions because they believe they will be listened to and those opinions being taken on board when decisions are being made.
Acknowledgement.
Acknowledging they have received my concerns, and calling me to discuss and putting an action plan together
Acting on the feedback given.
Action on promises.
Active initial information being sent out, consultation with the community, and clear guidance about what the outcomes are.
Active listening where the community feels well informed and heard
Actually meeting people on the streets, being available to talk to, replying to their emails
Actually taking on feedback and responding to it, enacting what they can from community feedback, push through with what they're going to do. Actually listening to community feedback and acting upon it as opposed to saying whatever.
All cross sections of the community to have input and time efficient and the outcome of the consultation and the actions documented and reported back regularly.
All decisions being made, and having community input.
Allowing the people that reside in the area to have a voice and being able to interpret all those voices and see what the community to could most benefit from.
An opportunity to be heard and seriously considered either through submissions, or being part of council meetings, or forums etc. Community involvement in each part of the process.
An organisation that responds to people's requests and enquiries in a timely manner.



Annual online conferences or zoom meetings. You need to put the information online or on social media, so people can respond. They need to make it clear for all residents, not everyone speaks English and are able to assess the information. Engage the community more
Applying information and taking all sides before making a decision.
Being able to get a wide range of opinions and make decisions without self interest.
Being aware to the goings on in council, being able to access things they are doing
Being clear on what feedback has been received and what has been decided about it. Clear statements, not wishy washy statements.
Being given the opportunity to be involved
Being heard and taken noticed of and actioned.
Being open to feedback from all sorts of unusual sources and being open to information from many different groups and acting upon it.
Being out and about amongst the people.
Best way they could engage with me is to send me a plain language survey either in hard copy format or digital which is via email and then to share the responses afterwards for transparency
Bringing the community together so it doesn't feel like it's just a conversation that's happening between an individual and the council, open the door to people in the neighbourhood with similar ideas. This thrives community spirit, and helps advance ideas forward
Broad online engagement enabling a wide variety of the population to have involvement, with maybe deeper dives as the projects progress.
Capturing people's attention and getting them involved. Such as inviting a multitude of people, including the general populace.
Changed attitudes in people towards things that aren't working well. More money invested in communications. More development in things that are important like aged care. Better policing in some areas and facilities like the Darebin Gym. I think there are problems with the recycling stations. I don't think there's enough facilities. And I think fees for recycling and rubbish disposal facilities are too high.
City of Darebin recognizes community festivals and celebrates diversity of culture
Clear communication between council and residents and taking on board residents' concerns and ideas
Clear communication to everyone regarding the intent and feedback from all groups back to the council and a review of all the feedback in context of the impact of those parties and clear communication back to community on the proposed decision. Community review of decision before final decision is made
Clear information.
Co designed
Collecting feedback, making those changes and reporting back what those changes were
Communicate and gets things done and consensus opinions.
Communication across all groups and listening.
Communication and getting feedback from residents, sharing the information
Communication with the council, such as if they could communicate with the community.
Communication, following through
Community has to be involved in every step of what the Council is doing or else we will have problems.
Community interacting
Community participation as long as the community is involved and informed
Community planning
Comparisons with facilities in adjoining shires



Completed improvements to the city
Conducting surveys for feedback
Consensus around outcomes
Constant feedback and constant communication and regular updates
Consultation
Consultation that actually results in action, being transparent, and should be able to trace that back to where the idea came from.
Consultation, as in listening to the community about what they want and need, how it would be delivered, and information regarding the process and forward planning. And, two-way communication.
Consultation, listening to what the feedback is, taking it on board, implementing feedback if possible, giving feedback back to the community to let them know why something has or hasn't happened and why. Step-by-step communication.
Consulting first nation people first and foremost and other people for decision making.
Consulting, as you are doing, getting a wide participant group.
Contacting me and listening to my opinions and communicating data from the community back to me after the have gathered it.
Council advising of its intentions, and actually listening to the community input.
Council are listening to the community attitudes and not trying to get around them, council not doing just whatever they like
Council being open and transparent in relation with project and all the people who are affected by certain projects. If there was a project in Northcote then you really want to know all the people in the area are informed
Council feedback to ratepayers
Council giving feedback to a large amount of people.
Council is slow to react, from feedback from residents to actioning strategies
Council listening to objections and doing something about them
Council listening to the people who are speaking
Council meetings, Councillors coming to retirement villages and talk about things
Council needs to look into residential planning. That has been inappropriately granted without consideration to others.
Council promoted information sessions, widely advertised information sessions across sections for the community
Council to be more accessible, during lock down the council was unresponsive
Discussion, 1-on-1 or in a group situation with people who feel similarly can talk.
Diversity attendees, clear expectations, report on outcomes
Diversity of people being heard and acted on and respected, a good number of people engaging
Easy communication for residents
Effort on behalf of the people involved
Email or phone call for feedback
Emails, online, letters
Enough information shared and in a timely way
Ensuring people understand and are communicated with to make sure we have input.
Events being held at venues to discuss upgrades and plans for the area
Every 3 months giving us a brochure or magazine, more active
Every decision that is made needs a face to it, individual Councillors to take ownership
Every member of the community to be able to engage with council and feel they can be heard
Every other culture living in the area is accounted for, not just focus on one culture. Multicultural engagement.



Every voice is heard
Everybody can be heard, transparency of procedures and results and how this links back to implementation
Everybody has an opportunity to contribute equally
Everybody has had their say
Everyone included, and everyone comfortable with what's going on. Everyone knowing what's going on
Everyone knows what's going on.
Everyone to come together and speak politely
Everything working well, and without noticing the work that has gone into it.
Face to face events, being able to interact with council members and community.
Face to face information sessions with other people as well.
Face to face, being able to have a forum for people, locals to talk face to face to the council or counsellors
Feedback is OK, relate music to giving of information
Flyers and brochures in the letterbox.
Footpaths.
For council or representatives of council to come out to the community and discuss what effects that community.
Free park entertainment. Recreation and entertainment. Like yoga, have a band and you can take your kids.
Gaining feedback from residents
Generally large lot of the community to discuss a topic and to provide feedback always.
Getting feedback from the community
Give feedback by mail and post.
Giving everyone a voice, and more importantly listening to it.
Giving people enough time and the opportunity to have their say, people's opinions to be valued, a general approach
Good advertising of the events, available at a wide range of times, a good cross-section of people involved across different communities, key summaries of those sessions available to the community and what actions would be taken as a result
Good communication, open and honest government, listening to the residents rather than consultation window-dressing
Happiness.
Happy people
Happy people.
Happy residents, people not complaining, things changed for the better, genuine follow-up and things being done.
Having a voice and input in major things that go in the community.
Having an easy channel of communication with the council, feedback groups
Having people from all age groups, walks of life and ethnicity inclusive.
Having people from the neighbourhood being involved with activities, public spaces to be decided on by residents, works to be decided by residents and done by residents
Having police on the streets, being completely safe. Having police patrol on the streets not just when trouble arises.
Having representatives for all different areas and having everyone's voices heard. Being given the opportunity for everyone to be able to offer feedback.
Having the option to make an input and making it easily accessible and can be done online.
High engagement and action as a result of the engagement



<p>How feedback is taken into account in the decision-making process. It needs to be communicated, and then the decisions that are made based on the councils own deliberation, need to be explained in terms of how it's either taken into account, or when the feedback from the community was ignored or gone against, then the reasons for that need to be explained back to the community.</p>
<p>I always think physical participation is important, meeting people face to face but I realise that is difficult these days.</p>
<p>I guess more people in the grand, everyone agreeing with the policy rather than more of those opposing it.</p>
<p>I like the idea of citizen assemblies.</p>
<p>I like to see more classes for the elderly people in computing and how to use a tablet.</p>
<p>I think it could be done online, or by surveys. To try and get a fresh perspective and not all from the same people who always complain</p>
<p>I think it looks like having the opportunity to voice your opinion via email or online discussion, or chat rooms.</p>
<p>I think it would be great for a community notice board and have several around</p>
<p>I think it's engaging with the people who are interested in making a difference, through focus groups, and reviewing that with other members of the community</p>
<p>I think survey is a good idea, and email to the community and if you can contribute.</p>
<p>I'd like to see development of smaller communities within the larger Darebin region. Community gardens etc.</p>
<p>If everyone knows what's going on.</p>
<p>If I give feedback via website or surveys, I then receive a response even if it's a thank you for your feedback, just an acknowledgement, a personalized response would be even better. More proactive response in acknowledging that the community is being heard, if Darebin is doing a focus group, and the focus group say they don't want something, Darebin has to acknowledge that that is how the community or participants responded. There's no point in doing a focus group if you're just going to go ahead with what you already planned. The focus group that I was in (Preston Market) came across as lip service. It was very obvious that they had already made decisions.</p>
<p>If there is a two way street, if the community has a say or is already informed</p>
<p>If they are successful it's good for everybody</p>
<p>If they were putting out surveys and getting responses. Community events and things. If they were getting support from local business. When they are council supported events. Information evenings to see if people are taking personal time to engage in it. Have some sort of community panel, that could be a way of reaching out to the community.</p>
<p>I'm contacted to talk to council, and offer feedback</p>
<p>I'm heavily involved with community, wouldn't want to reinvent the wheel, just better communication would be nice</p>
<p>Important for me to get feedback.</p>
<p>In a way that all the residents have the opportunity to contribute and not keep it narrow to a few residents.</p>
<p>In my opinion I think successful community engagement looks like when council provides qualitative and quantitative data to assist the community to having meaningful input into the early stages of decision making</p>
<p>Includes all voices, doesn't have a pre-determined outcome, actually listens to what's said.</p>
<p>Including church, news reports in the newspapers</p>
<p>Inclusive, someone who listens, people are inclusive and feel as they are a part of the organisation.</p>
<p>Inclusive, variety of medium ways to engage</p>



Inclusive, well-rounded discussions with all members in the community not just those that are socially active. More inclusion of our diverse community.
Information
Information for the community
Information sessions and feedback
Informing via an online survey for feedback.
Input from a wide range of people from all socio economic spectrum's. Input from diverse backgrounds.
Interactive and regular
Involves everybody in the community, doesn't matter what race, creed or religion you are, forums using the newsletter as well as communication is the way to go.
Involving everyone in the community
It has to be meaningful for participants, not just one-way communication, opportunity to voice opinions and have them heard, transparent, giving people sufficient time to respond, options for people who speak another language
It looks like consensus, people agreeing instead of political, more agreement to get things done
It looks like people in the community participating in community events.
It looks like successful public awareness on proposed changes followed by open response to feedback received.
It would help to know who the counsellors are.
It would involve being informed before things take place rather than after. I don't want things to be announced after they are decided and set, I want things to be consulted with the community.
It's engagement where as many people as possible can give feedback, that is meaningful and acted upon.
It's over multiple platforms with diverse voices, having different backgrounds and experiences and all of those differences being valued. Having very clear outcomes from that and action points
It's what we can see is happening. We need to be able to see what is happening to the whole community.
Keeping us informed
Knowing you've been listened to, and if the answers are not what you'd wish for, getting an adequate explanation why.
Lakeside looking after children down there. In regards to no domestic violence against children.
Like a fun day out or something like that. A community day out that would benefit anybody
Listening and feeding back to opinions they receive.
Listening to people from a range of different backgrounds and incorporating those opinions into decisions.
Listening to the people
Listening to what people say and act on them.
Local Councillors being available to the community when issues arise.
Local groups and exercise groups
Looks good
Lot of information but in a digestible format, easily searchable databases of information, easy access to talking to a real person via phone or live chat
Make sure we're all happy with upcoming changes that will actually affect the community .
Making sure people can have their say, spaces the community can have to meet, council listening to the community
Making sure voices are heard and being transparent and honest about ability to deliver.





Me being informed about what council is doing, such as what's happening with Bundoora park.
Meet ups in the community, e.g. neighbourhood meeting
Meeting people and having groups.
More actions, less words and talk. Meaning get things done don't just talk about doing it. They always promise on election day but it always takes a long time.
More face to face, group, get-togethers where people can speak out and give their opinion.
More information in mail box, more concise information
Multifaceted is good. Where have opportunities for different people at different times. Being online and in person.
Multiple opportunities to engage, that's the key. If you miss one type of engagement, then you have an opportunity in another way.
Newsletters.
No surprises
Not just a one-way passage of information where the council reaches out to the public. When the public has a two-way engagement with the council, a conversation that happens without being prompted by the council, an organic passage of information.
On social media, it's when people put likes and comments.
One that allows a broad spectrum of the community to participate.
One where there is obvious uptake of public opinion.
Online workshop with targeted questions, not open ended. I don't necessarily know what I want, but if the questions were more targeted then I could give more of an input. Definitely online, though.
Open and honest communication
Open and transparent but not beholdng to minority opinions, we elect Councillors to make decisions on our behalf and trust their judgement
Open communication, and transparency.
Open dialogue, residents are heard, and decision making is clear and above board and there is no corruption
Opportunity to review the council's thoughts about progress, and provide feedback through face to face, workshops, online, or survey methods.
Organizing an event where people could come and speak freely and put their ideas forward, where council members are present.
People being heard and council listening or actioning additional feedback.
People getting along with each other
People getting out and meeting people in the community.
People getting together and helping each other out.
People getting together to join in discussions about community projects.
People having a voice and agency in their own livelihood. I think people who are engaged in their community, and people who are feeling happy and safe in their community.
People talking to each other on the street.
People telling council what they think should be done and council actually doing it
Phone calls
Pretty much what I said, nothing further. Communication and focusing on the things that I've said to focus on.
Proactive and information comes across quickly.
Productive citizens of society that contribute to the community without infringing on others
Promote an event, for example, fetes, that will engage the locals to come out and support.
Providing information in a timely manner.
Providing opportunities, hearing voices of everyone in the community.



Putting a proposal up, giving time for people to review it, them coming back with comments, people giving feedback. If there's any change and what's the way forward. Maybe an appeal process if we're still not happy with it.
Rate of attendance is high, action, and results
Rational, balanced debates on relevant issues, free of unmanaged conflicts of interest.
Reach a lot of people
Reaching out and giving me an easy accessible way to give feedback, probably online, and for me to be communicated to and that what I have said has been listened to or responded to.
Regular communication with the community.
Regular engagement. Not like a month before council elections. But regularly throughout the year. Through all the formats mentioned before. But letterbox are good as they are more likely to receive it by that method.
Residents feeling like they are heard by the council and influence council decisions.
Responding to the community and doing something at a council meeting
Ring me up is pretty efficient. Every time there's any kind of fair or farmer's market, have a stall there with somebody to take down ideas in an ideas book because children's ideas are good too.
Running a follow up program in regards to an initial community engagement.
Saving money on hiring outside consultants before engaging with the community.
See people happily engaging and walking along with smiles and saying hello to shopkeepers.
Seeing more positive feedback
Send out an A4 information circular to every letterbox and then you can go online and give your feedback electronically and they get your registration of interest and can keep you informed via email updates.
Some sort of communication, a letter sent out or something like that.
Someone who is prepared to listen, respond and in that response address why they have or haven't actioned any ideas put forward.
Successful communication to get responses
Successful community and happy people smiling
Successful community engagement is where you have sport that elderly and the young can participate in and look after the sports clubs.
Successful engagement that is inclusive, takes into consideration peoples working life, and engagement where people think and believe their voice and concerns are properly acknowledged
Supply a list of possible projects. They survey all the residents for their opinions on them. Residents participating in those projects.
Taking information, processing it, and actually seeing results. Actually seeing what was said by the community translated into action.
Taking on a range of views from rate payers who live in the Darebin council area and using that information to make decisions, because they currently consult, but this does not affect decisions. Consulting is just a process they undertake
Taking the time to talk to the community in various ways, both the community coming to council and council coming to community. Listening to what the community says and acting on that
Talking to people, and actually listening, listen to the silent majority, not the vocal minority
Telephone calls, letters, emails, the community paper.
Telling us the truth and not trying to hide anything. Being upfront and honest.
That everyone's voice gets heard and that meaningful action is taken.
That input from customers has an impact



That it's genuine, that the consultation isn't based on preconceived outcomes. That the voices of the people are heard, and that people's concerns are heard and acted on.
That you have managed to connect with a wide range of people in the community, you collect feedback and act on the data you get. You need to also talk to experts because some people in the community don't do the right thing.
That you've reached out to those that are hard to get to, and they don't normally provide a voice.
The community coming together at parties and the neighbours getting together
The community need to be notified on many levels. Including door knocking to make sure people have heard about what they are consulting on. People need to be aware of community consultation and council needs to make more of an effort to make sure community know about consultations.
The community where everybody gets along and there is understanding and respect.
The council addressing the problems the community brings forward, even if it means the community affected sometimes helps raising the funds.
The council developing several options, (e.g. traffic management plans) and then engaging directly with the community involved and taking their feedback on board, so it's a feedback loop and can get refined by the community.
The council to take notice of views of the residents.
The process of the engagement would be more along a consensus rather than voting. To have a dialogue and creative discussion held in the community.
The process would have looked like it was before.
The way it is now is OK
They ask me what I would like to see happen in the Darebin area and stop building townhouses and units.
They could send out something in the mail to us for feedback. Or basically if you rang them about something they could then ask if I wanted to engage in conversation about something.
They have to be able to get that information out to the community, a lot of times you don't hear it unless you hear about what's happening in the neighbourhood. We don't have a say in that, and it could have an impact on us.
They know what's happening in the community and when
They need to communicate succinctly and clearly on the things that matter to their community in a timely way that enables community input and feedback where appropriate.
They provide opportunities for feedback and report back on their response to that feedback and how it was used and how it influenced decisions
They should be good community Hub, update market and contemporary, more cafes and arts. Some vibes to keep people here and do something about the empty shops.
They would send out online information, then people can give feedback. To give reflection and send back feedback. Make it more easier like through a smart phone.
Things being done, like the roads being fixed
This sort of feedback we're doing now
Those that wish to participate can be heard. That decision makers are informed of the different viewpoints.
Tidy unobstructed clear roads
Timeliness, transparency, and accessibility.
To be open so people can speak to the correct people about what ever they want to discuss. Direct engagement.
To be able to hear what they're offering, then be able to offer our views if possible.
To feedback to council to be incorporated and how it would be used.
To have an outcome.



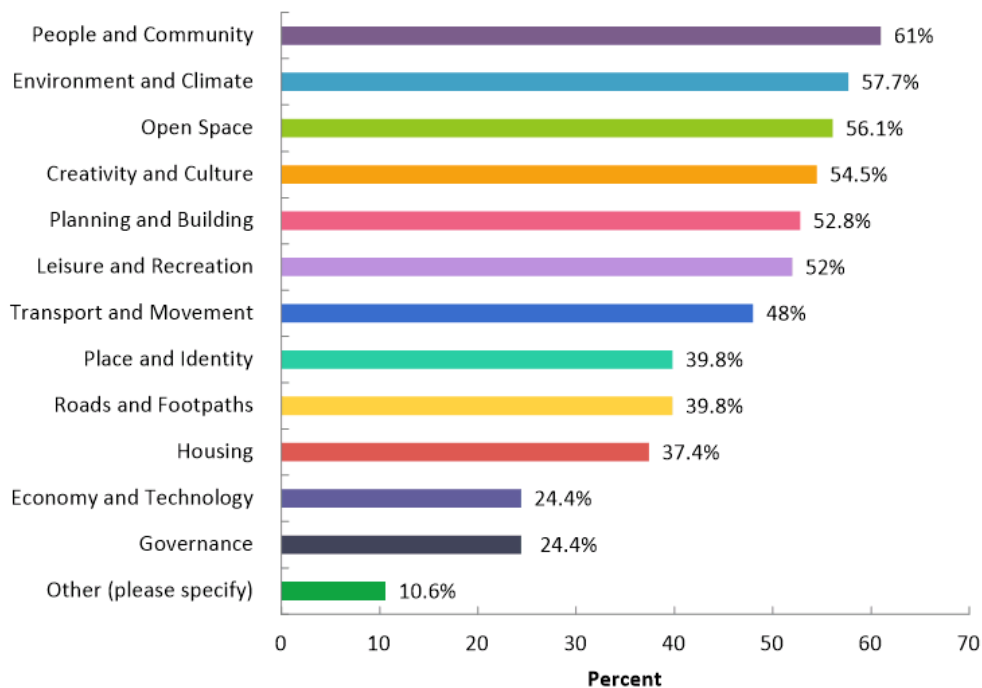
To see developments actually happening.
Tolerance. Not to the point of being out of control political correctness
Topics aren't fed to the community, the community raises the questions that are then answered through council
Transparency, clear communication and community feedback and consultation
Using a range of tools, an emphasis on interpersonal contact, genuine interpersonal engagement with residents, elected officials and paid constituents of the council having strong relationships with the community, having access to these sorts of people.
Valid and practical information
We know what's going on
Welcoming suburbs and more clean.
Well I guess they just involve you in different decisions
What the people want to happen
What would be great is face-to-face door knocking to find out what the community wants because when it's online or digital nothing happens. They need to actually speak to people.
When all ages can benefit from the council, the very young and the elderly. There's barriers in multicultural groups, so getting through those barriers would be good (groups for ethnic minorities for example)
When all the views of the community have been taken into account, and a decision has been made.
When counsellors acknowledge what community feedback they have incorporated.
When engagement is actually meaningful, and you're not having to deal with people that simply want to remind you that they're just doing their job. It depends on the people in council. It's about council having a set of principles that their public servant subscribe to, and having people being there to assist the community genuinely. Council have to be prepared to listen to the feedback and do something about it. And not do it when there is an upcoming election, to look like they are doing something
When everyone contributes and not just 1 or 2 people who are vocal.
When everyone gets along together
When everyone is on the same page about everything going on.
When everyone's happy, everyone knows what's going on
When lots of different people have opportunity to contribute.
When people are openly discussing people feedback, and positive reviews
When people feel they have had an input. Feel like they have been listened to and feel like their views have been considered.
When someone sends in an application or survey I would like a way for someone who wanted to be called back for a follow up to be asked why did you give this answer, why did you want that instead of it just being ignored.
When the community is aware of something, they're given the opportunity for feedback. The council uses those resources to make the best decision they can.
When the community is informed and projects actually benefit from that feedback
When the community is well-informed and have their say on what is going to happen
When the community is well-informed and have their say on what is going to happen.
When the neighbourhood speaks together and know about what's going on in the area.
When there's a buzz of activity where people in the community are attracted to it. So excitement in the community.
When they involve the whole community and make it more inclusive of various cultures and so on
When you are able to voice and be able to say things that the community will understand, make it relevant to the people you're trying to get across too.



When you do go to the parks and gardens you see a variety of cultures and people coming together, enjoying what Darebin has to offer.
When you see positive things getting done around the place, and there is change.
Where a broad cross-section of people are consulted in the early part of any planning processes and the outcome that's achieved satisfies most of the community
Where barriers are broken between different culture. So everyone is on the same page. As I feel not many people understand what is going on. Information is not getting out to different parts of the community.
Where communities are engaged in a timely manner; As in, giving them enough lead time to be engaged on particular projects that would impact them quite directly or largely. For example, in my experience, changing the street parking arrangements. The engagement there was quite low to non-existent, and a bit too late. It should have been more up front.
Where everyone has a say and what works for the community, with input from the community
Where people feel like they can approach council and be heard about issues
Where the feedback is considered and not just given token acknowledgement.
Where the majority of people in the suburb are comfortable with the end result.
Where the projects are discussed clearly and concisely, and where the decision making process is open and transparent to the public.
Where you inform people what you are doing and communicate well and hear what is being said.
Whether the community has a voice and whether what the community discusses are taken on board.
Which we can have a say in what happens in our environment and that we can contact them easily. We don't have to have internet to have that information given to us, we could have it via mail or attached to the rates.
Wide consultation, negotiation and participation and transparency too.
Wide cross section of people
Widespread and consulted.
Working all together to improve the local area.
Working with the community in the Darebin city to hear out some of the ways they can improve the quality of life, and working with them to produce projects to make that happen.
Written surveys, where you can read the questions yourself and answer how you see fit.



**Which of the following topics would you most likely participate in?**



Value	Percent	Count
People and Community	61.0%	75
Environment and Climate	57.7%	71
Open Space	56.1%	69
Creativity and Culture	54.5%	67
Planning and Building	52.8%	65
Leisure and Recreation	52.0%	64
Transport and Movement	48.0%	59
Place and Identity	39.8%	49
Roads and Footpaths	39.8%	49
Housing	37.4%	46
Economy and Technology	24.4%	30
Governance	24.4%	30
Other (please specify)	10.6%	13
Totals		123



The three topics the survey respondents indicated that they would most likely participate in were 'People and Community', 'Environment and Climate' and 'Open Space'. However, it should be noted that half of the respondents also indicated that they would be likely to participate in 'Creativity and Culture', 'Planning and Building' and 'Leisure and Recreation'.

In contrast, the three topics the respondents indicated that they would least likely participate in were 'Governance', 'Economy and Technology' and 'Housing'.

Respondents who chose 'Other' indicated the following topics that they would participate in:

Other (please specify)	Count
Bike paths and cycling	1
Community safety, the bigger issues such as lobbying State and Federal Government connect services to continue the discussion. Accessibility - advocate for public transport	1
Cycling infrastructure	1
Everything	1
Faith Representation	1
Health and everything	1
Health, Social isolation	1
No response	1
Preston Market	1
Such weird categories	1
nothing listed	1
Municipal Public Health and Wellbeing Planning	1
services for aged care - anything related to this topic	1
Totals	13

#### Community engagement activities

- Consultation sessions and online community leaders workshop:
  - Transport and Movement
  - Planning and Building
  - Roads and Footpaths
  - Urban development and planning
  - Accessibility in the main issue, not only wheel-chairs – pram, ageing mobility devices
  - Projects that will be used by the community
  - Art programs – consulted with refugees if intended for those people?



- We need look at all communities at one family based on humanity more than politics
- Also include the voices of Children, WE ALWAYS FORGET our youth and children
- Women's Health
- Council needs to get out to markets, festivals, events and ask people
- Projects that will ultimately be used by community members
- Multicultural and Multi-faith
- Urban development and planning
- Anything that has a direct on residents.
- CALD
- Health and well being
- Interculturalism matters
- Refugees and Koori communities
- Accessibility
- Transport
- Young families, look after the young
- Young people workshops:
  - Sports (x4)
  - Helping the homeless
  - Disability
  - Education (x3)
  - Protesting
  - Politics
  - Australia Day
  - Anzac Day
  - Racism
  - Discrimination
  - Religion
  - Race
  - Life
  - Mental health (x3)
  - Road safety
  - Coding/ Programming
  - Youth group
  - Gender equality
  - Queer events/ LGBTIQ+
  - Games
  - Music/ Music Festivals and events
  - Food (x2)
  - Job training – like the barista course at the Youth Hub
  - Gaming groups
  - Socialising/ learning social skills
  - Educational workshops
  - Cooking (x2)
  - Photography
  - Gender/ sexuality information sessions
  - Fighting against stigma
  - Gender roles
  - Indigenous identity
  - Youth groups/ drop-ins
  - Equality for LGBTIQ+ rights





- Children workshops: the question asked at the children workshops was asked a bit differently but from their responses, the following topics seemed to be of interest to them:
  - swimming pools
  - water parks
  - libraries
  - playgrounds
  - rubbish bins to keep the area tidy

Telephone surveys

The 381 telephone survey respondents indicated that they would most likely participate in the following topics.

Some common themes from the responses include:

- Parks
- Parking
- Development
- Transport and traffic
- Environment
- Safety

About LGBTQ
Access to technology for elderly and disadvantaged, broadband used to be shocking and expensive, people need to know you can access it at the library, public transport.
Accessibility and disability, food systems and nutrition, low income access
Accessibility, the parks, environmental aims and strategies (including moving towards a carbon neutral Darebin).
Activities in the neighbourhood parks, hard rubbish days
Age and disability, Health, Safety
Aged access to community facilities. Disabled access, promotion of the shire and shopping centres.
Aged care facilities, Health care, Community participation.
Aged-care.
Animal welfare, elderly citizens and community housing.
Arts and culture, parks, that's it
Arts and culture, youth, safety
Arts Funding. Housing and Development. Community Festivals.
Better customer service, better communication
Bicycle lanes and access, green space use or management, and community activities
Bike parks, Preston Market, Edward lake.
Bike Parks.
Bike paths, closure of the golf course.
Bringing back people on the streets
Building and construction, facilities in the parks and gardens and industrial areas.
Building developments like units, parking, and bike lanes.
Cat curfew, retaining Preston market, restricting building activities
Changes to parks and green areas.
Cleanliness, building code, community surrounds



Climate change action, Proposed building and road works, Proposed law, bi-law changes for example parking restrictions etc.
Climate change, development of parks, parkland, libraries
Climate change, Refugees, Family violence.
Collecting rubbish, doing the roads, and looking after the streets
Community art, garden projects
Community engagement. Markets or festivals.
Community events and festivals, future planning developments and parks and gardens and urban planning
Community events, community sporting events, Preston market
Community facilities, the Preston market, and local community sports.
Community issues in general
Community safety. Preston Market with the community spirit. At council election that the nominees don't advertise whether they are for or against Australia Day.
Community spaces for example shared community gardens. Development plans and Environmental issues and solutions i.e. solar panels.
Community sporting clubs. Anything to do with breaking down cultural barriers for people.
Community sports equipment, playgrounds, community pathway on Darebin creek east side, both sides of creek, townhouses, not enough parking
Community sports specifically around children, parks, Edward's lake, smaller surrounding community parks.
Conditions of footpaths, being partially blind I find those particularly difficult. Ratepayers to be aware that fruit that drops on the footpath is particularly dangerous.
Council Rates, Public Transport.
Crime rate, the safety of children, privacy in schools
Crime, support for the elderly, and support for young children
Cultural diversity, spirituality and making people feel welcome.
Cycle paths, parks and play equipment, environmental concerns
Cycling paths, transport related issues, parks and gardens
Cyclist
Decisions about parking. For example charging you to park out front of your home. Big changes like what the council provides and more information on big changes.
Developing open spaces, parklands, and sporting facilities, reducing high-rises that are popping up everywhere, developing shopping strips like High Street into more vibrant open spaces, there are some empty shop fronts that I would like to know what the Council are doing to fill up.
Development around the Town-Hall. Rebuilding and renovations to the town-hall. Development of the Preston business district.
Development as in planning development, council services, sustainability
Development in suburbs, maintenance and increase of green spaces, parks and protecting Preston market
Development issues.
Development of land and public space, arts program, Preston market redevelopment
Development of parks and green spaces, public transport, cycle paths shared routes
Development of the Merri Creek area, Major construction.
Development of the new areas and not being over crowded.
Development proposal, parkland, transport



Development, infrastructure, sustainability
Development, park lands, schools
Development, particular where there are smaller streets where new houses are going up.
Environmental sustainability. Public transport
Development, services in the area, environmental.
Development, traffic and traffic management, events
Development, traffic, and maintenance issues
Development, traffic, community events
Development, Traffic.
Development. Housing development. Preston Market proposed redevelopment. Business support or development. For people in new businesses which supports the community.
Development. How it benefits or hinders community wellbeing and encroaches on space. To talk about more beautifying the streets and activity centres. Council could actively do things to make streets look nicer. Maintain streets to look nicer. Install new footpaths and street trees. Generally make the streets cleaner safer and nicer. To talk about more green open space for families. To create more parks and build more and better activity, play equipment for kids and family. Maintenance in keeping our parks nice so we can use them. As well as looking at areas where they can create new parks. That includes also dog parks. People with dogs might like enclosed dog parks.
Development. Rezoning, redevelopment of areas into high density housing, changes to road infrastructure. Facilities for seniors. More like access to public facilities, shops. To have a community centre or hub.
Dispute resolutions, rates, and transparency of costs.
Dog paths
Educating community on Aboriginal culture and heritage in the area, litter collection, recycling and recycling centre, parking in residential areas
Education and the arts, environment and green spaces
Education on Australian day knowledge.
Education, health and environment.
Education, health care, homelessness
Education, roads, health
Educational, parking
Elderly community issues. Community workshops hosted by the elderly for younger people
Entertainment, busking to be allowed
Environment, access to council facilities
Environment, disability, inclusion
Environment, education and the arts
Environment, feedback about anything that's going to be built or not built and how we can continue to make Darebin greener.
Environment, housing, planning, cultural diversity
Environment, road safety, and education.
Environment, sustainability, Preston market.
Environmental management, parkland management and traffic control, including parking.
Environmental, local impact, roads, rates, rubbish.
Environmentally friendly efforts within the community, art and artist spaces and collectives, disability access and help for people that need it



Equitable use of green space, equitable use of facilities for all members of the community and for the council to stop involving themselves on issues that they want to get involved in. Collecting more rubbish, reducing rates and managing potholes, so I can safely drive on the roads.
Experiences with the council, building regulations, rubbish collections, pruning trees
Facilities, Recreation, Community health
Family activities, for example festivities for families with younger kids. The public facilities in the area.
Family violence and violence against women . More awareness in the community. First Nation People (Aboriginal and Torres Strait islanders. ) The reconciliation plan. The way Darebin Council recognise Aboriginal and Torres strait islander in the community. That their voices are heard. Green spaces. New parks. Utilising more of green spaces for outdoor events.
Family-orientation, places where we can get family together for gatherings to promote other families to come to our area with different things to see or different things to do, the environment, ways that we could recycle better and improve the local area
Financial, budget, future developments.
Fixing the speeding limits on some streets, fix Keon park train station. More shops
Fixtures for the roads and footpaths, More police, take a pay cut ( the council receives funds for electricity bills yet no changes to costs, it just keeps increasing).
Footpaths, aged care
Footpaths, dog park, schools
Footpaths, speed humps.
Footpaths.
Future plans, engaging the older community and public transport.
Gardens, feedback on projects, community spaces
Gay and lesbian issues, improving parkland and community areas.
General access to amenities, education opportunities and infrastructural development.
Grants, doing more environmental things in the community, the 3 Rs (rubbish, roads, rates)
Growth in the area and what facilities are available in the area.
Health of older people, asylum seekers and refugees, multicultural issues (more things in more languages, more intercultural activities, for indigenous people too).
Health, Accommodation for poorer parts of the community. Open spaces for sport and recreation
Health, education, general assistance
High density living, car parking (residential), walking and bike tracks
High rise apartments, street congestion.
High rise buildings.
High rise development building going up, something about park lands, traffic and parking
Homeless situation, sporting facilities, integration with public transportation
Hoons, Police Station. More commitment to clubs. Like Reservoir Bowling Club. As they wouldn't come to the party to pay for part of the fence.
Hospitality, new projects, recognising the indigenous more
Housing and development, schools, traffic
Housing development, community parks and gardens, community health services
Housing development, roads, education facilities.



Housing development, things or activities organised in the community.
Housing development, traffic flow, street maintenance.
Housing plans, green development, and cultural initiatives.
Housing, expansion of green areas, parks, gardens, expansion of services for LGBT community members.
How council spends money, education, refugee policies.
In terms of community involvement in decision making and how that takes place and put into play. The separation of powers between the council and State or Federal governments. The council can make decision unique to their locality and population rather than Victoria or Federal government saying you have to do this. For community lobby groups have places that are set up around council. It could be in a form of protest. Where people can share information on issues.
Inappropriate development, shop fronts, parks
Infrastructure, building, health, community activities.
Infrastructure, development, general planning.
Infrastructure, Environment, Parks
Infrastructure, roads, commercial, cultural
Infrastructure. Friendliness. Clean
Integration of multicultural people into the community, rates are expensive.
Landscaping, that's about it.
Level crossing removal, the green spaces around that, playgrounds and family facilities
Libraries, gyms, athletics, repairing of the roads, amount of parking
Library, events
Local business. To cut the red tape on restrictions. Have to jump too many hoops to open their doors . When government has told them to close their doors. That businesses should reserve the right on whether or not to open without medical exemptions.
Local information on anything special that is happening, train services
Local law enforcement on weekends, bike paths, park lands
Local parks and recreational facilities, child care and schools.
Maintaining the area so it looks nice, roads, footpaths
Major development, infrastructure, commercial and community policies, Community events
Making sure that any future policies or any current policies do not infringe on an individual's freedom and civil liberty in any way whatsoever and that one individual doesn't have to carry another individual for their incompetence or laziness
More activity for older people. Social groups getting to know people so people can get out and meet people of similar age. Meet and greet neighbours and people in street. Having open street. Putting performances on with music or movies.
More community engagement
More off lead dog areas, OHS.
More pedestrian access, Recycling repairs.
More public transport more frequently, fire prevention, entertainment for young people
Multicultural issues. More of an engagement in terms or multicultural. New facilities and planning for the area. Like with fitness and health with facilities and planning. Education. More to do with vocational education and up skilling of people who live in the area. More transferable skills.
Music, the cultural art scene, dog parks



My community electricity generation project. Local regenerative farming. Urban forest or greening project.
Neighbourhoods, leisure, library
New facilities in the neighbourhood, having a say
New railway line
Newsletters need to be more reliable. I don't get them all the time. Make sure posted things are actually getting there.
Over development, Recreations and Parking.
Parking for the disabled.
Parking locally, dumping of rubbish around neighbourhood, council pick up of rubbish
Parking, community garden groups, elderly issues
Parking, Public Transport and Traffic signage.
Parking, Safety, Different restaurants
Parking, walking paths, bike lanes
Parklands like playgrounds and stuff, roads and transport, environment.
Parklands, public transport, safety (street lighting, for example)
Parks and gardens and community facilities.
Parks and gardens, community related, roads and drainage
Parks and green spaces, schools
Parks and public amenities and roads
Parks and recreations, development and public transport
Parks, access to healthcare
Parks, bike paths and public facilities
Parks, bike paths, recreation centres(fitness)
Parks, garden maintenance and road surfaces
Parks, gardens and roads
Parks, high rise approvals, parking
Parks, roads, footpaths
Parks, street scapes and libraries
Parks. Edward's lake is always messy after the weekend.
Planning and development, road maintenance, car parking
Planning such as railway or parkland, Garbage disposable, community services
Planning, community faces, sustainability.
Planning, Developments, Recreation facilities.
Police, roads, and housing.
Pool, Cat curfew, buses
Preston market, local parking issues, maintenance and removal of trees that are of no significance to the area.
Preston market, parking (particularly around the train stations) and tram stops
Property development, Sporting facilities, Preston Market.
Property development, traffic congestion and family space. Community sporting facilities too.
Proposed space under the train-lines, inappropriate building development, and the lack of green space around those buildings
Public infrastructure, public spaces, community outreach.



Public transport
Public transport access
Public transport in particular extending train line on Gilbert Road, Parking and new stores opening up in the area.
Public transport, anything to do with the development of Preston market, public housing
Public transport, bike paths and community spaces (i.e community gardens etc).
Public transport, cycling facilities, parks
Public transport, environment, parking.
Public transport, infrastructural changes and community services.
Public Transport, Mental Health Services, Arts and Culture
Public transport, Merry Creek (and community ideas or council groups about improving the creek), community events like fundraisers or others that fly under the radar.
Public transport, outdoor space, services for the elderly.
Public transport, parking, community activities
Public Transport, parks and the roads.
Public transport, Preston Market and education.
Public transport, public housing, the Market
Public transport, Road changes and Promotional council offerings.
Public transport, roads, and footpaths.
Public transport, roads, community spaces
Public transport, roads, public and community services (in relation to, for example, elderly people)
Public transport, services that are required, and change to environments such as where the roads are being blocked off and the bridges that are being built.
Public transport, the health system, the shopping centre (Woolworths, Aldi, Coles).
Public transport.
Public transport. I prefer to have the tram come down all the way to Reservoir. Also, fix the lights at the Reservoir stations.
Public transport. Infrastructure, Park lands.
Racial issues, equity issues (in terms of access to counsellors or to healthcare or information about your area), GLBTI issues
Rates, aged care and infrastructure.
Rates, waste collection, expenditure
Recycling to be done more locally. Public transport and ways to improve it. Affordable housing in the area.
Recycling, public transport, road management
Recycling, sustainability, green energy
Recycling, what is being done to recycle our waste, how can we make better use of the existing services.
Re-greening urban areas, cycle paths, improvement in carbon reduction.
Residential and commercial development, road plans, development of public exercise facilities
Road fixtures, traffic, access to street blockages.
Road works, big local developments, and footpath maintenance.
Roads



Roads and footpaths, alteration to proposed uses of land, once the council wanted to change the zoning of a park so that they could subdivide it and sell it but they allowed residents to object and the plan the council had was shelved, so a consultative process, building permit applications where proposed plans will be inconsistent with the character of the area (monstrosities being built up to 90% of the available land area and impose the houses beside them
Roads and footpaths, there are lots of areas around Reservoir that haven't been touched for years.
Roads and footpaths, train station parking safety, school locations in the area, process of enrollment especially for new mums (e.g. kinder fees, council applications of enrollment etc).
Roads and infrastructure, parking and high rise developments
Roads, Building Planning and Community spaces.
Roads, changes to road structures, one way streets, buildings, housing density in Darebin, parks and recreation.
Roads, footpaths, parking and car spaces.
Roads, Leisure Centre
Roads, Railway crossings
Roads, rates, rubbish
Roads, schools, cycling
Roads, Transport
Roadworks traffic management, community engagements, mutual council, community expectations
Rubbish collection for hard waste collection to be improved. More of them only get one a year. Improving the nature strip planting. For example at Westgarth they have done a bit of planting and the last block before it changes suburbs, there is nothing . They just stopped. As it is not near the shops. The traffic. To have restrictions, to have less traffic.
Rubbish collection, parking gardens, libraries and parking at local malls, developments
Rubbish collection, road works, car parking in shopping areas
Rubbish, Property development, roads.
Safe walkable healthy community
Safety and crime prevention, parks and outdoor spaces, Community services and programmes.
Safety and wellbeing of the elderly and the young, and what progress the council will make. What are the benefits for the elderly citizens that we can tap into.
Safety concerns. As in just general safety. Licensed premises or liquor outlets . Reducing the number of liquor outlets. Clearer communication with works that councils owns like ovals and parks.
Safety in the community, service in the community, building new projects
Safety plans, more street lights and security cameras, road improvement, engaging the elderly who have English as a second language.
Safety, rates charges, business owner feedback.
Safety, the greening of the suburbs, water management
Safety, traffic management, inclusiveness
Safety, up and coming projects, beautifying Darebin as a whole
Schools, parks, daycares
Schools, Shopping centres, Elderly care.
Schools, transport, building projects





Seniors, cultures, development
Service, recreation services, services for older people, libraries, roads and rubbish
Services for the elderly, undesirables in the area, safety
Small business, community housing, parking around the shopping Precinct
Social housing, housing development, recycling services.
Special needs, more facilities they can socialize make friends maybe a local footy match
Sport and leisure master plans and facilities
Sporting facilities. For junior AFL. Family support services. Maternal childcare health, mental health for young people. Environmentally friendly energy saving measures for households.
Sports and recreation, engagement
Sports in the community
Subdivisions, Open Space, Bike facilities.
Sustainability and energy efficiency and what can be done to stop relying in fossil fuels in the future.
Sustainability topics, community groups, parents groups.
Sustainability, cultural inclusion, and infrastructure.
Sustainability, Environment, Developments.
Sustainability, Growth and Arts Festivals.
Technology, public events and public spaces (parks, art)
The council By Laws with any changes they make with their laws. Development. If there is a development happening in the immediate neighbourhood. That they actually contact you and you don't have to walk pass the development site. Have appropriate development. Some of the development has been ridiculous as it has been too big, too high, no parking spaces and destroys the area and ambiance of what people want to live in. Uses of public spaces and places eg boarding facilities, parkland.
The environment and sustainability, infrastructure, roads, paths, parks, gardens, community services anything related to health, aged care, family services.
The library, footpaths, recreational facilities (for young people)
The market, the rates, safety and security
The overhead rails, the Preston markets, child friendly play stations
The parks master plan and space, as in the green space and kid places. Community transportation as in roads, and parking strategy.
The planting for the streets and the suburb, future roadworks and infrastructure works, aged care.
The Preston Market, parks and public transport.
The Preston Market, the gardens and environment issues.
The program for the household energy. More programs because of aging population. So more programs for older people. Maybe learning more like on technology and recreational exercise programs.
The Reservoir rest center, pool and gym, waist collection, parks and reserves, green spaces
The types of different community groups they have, parks, sometimes they focus on some parks more than others.
The upgrade of the Northcote aquatic and recreation center (already given some feedback), the bike lanes issue, parking around train stations
The upkeep and maintenance of roads and footpaths, the railway overpass, level crossings, mainly in regards to traffic in peak hours, public transport.



The use of the Northcote golf course, traffic management on St Georges rd, and The Meri creek park lands
The war on motorists. The cat curfew and the council meddling in things they are not wanted in.
They focus too much on identity politics. They should drop that all together. They focus too much on foreign issues and refugees
Tidy up the roads and improve hospitality.
To lower the rates. Hard rubbish to have more than one day including building materials.
Town planning. Arts, Civic works.
Traffic and parking conditions, the gym, community classes
Traffic and parking management, availability of parkland and building code
Traffic and parking, parks and recreational spaces, new building developments
Traffic calming and parking, parks and gardens, Food Darebin
Traffic calming, parks and playgrounds, public transport
Traffic conditions in the area, information re upgrades and community discussions, too many vacant shops in High Street. Upgrading parks in the area.
Traffic management including parking, sporting facilities, pet management (dog poo collection)
Traffic management, parking, development
Traffic management, parking, development
Traffic management, urban development, parks and recreation.
Traffic structure and Inclusive access to parks.
Traffic, Recycling, Parkland development
Traffic, the amount of buildings going up, houses being knocked down, shops closer to houses
Traffic, the green wedges and Darebin Creek, Solar
Traffic, the political nature of council, community group support
Traffic, Waste collection, Community sport
Transport changes, building of roads and new community facilities.
Transport is very important
Transport problems and access to public transport, Sub-division
Transport safety, vibrancy of the shopping centres, open spaces
Transport, Health, Littering
Transport, Parks and Gardens, Projects for the elderly
Transport, rates
Transport, recreational facilities, family services
Transport, road infrastructure, upgrading sporting facility and parks
Transport, roads
Transport, Roads, Safety.
Transportation, public facilities, council cleanliness
Units in the streets, there are too many units going up.
Units, there are too many of them.
Unnecessary removal of street trees. More open space for general recreation. Council starts participating financially in setting up the park land that is available and not leasing it to a private company but to operate a viable profitable community business whether it be



Cafe, Sports Centre, Park Centre , Sculpture park. Utilise it economically and benefit to all.
Updating information more regularly
Urban planning, economic development issues
Use of privatised place where they take the rubbish too. As they leave rubbish bins on the road after collection.
Use of technology in the community, renewable energy, sport
Vaccination, information about what's going on with the train line, kids playgrounds
Whatever is relevant at the time.
What's happening in the suburbs, infrastructure
Where the money is going before they start projects. Area around the railway line to make it safe for the elderly and the young. The sport being played in our area and to be informed on what sports are available to go and watch and participate.
Work advertisements, informing the residents of Darebin about projects that would offset people's carbon footprint, and reinstate projects that were taken without purpose
Working with disadvantage families in Darebin, L to P programme, DRARS
Youth engagement, safety, elderly residents issues

**Do you have any other comments?**

The following other verbatim comments were received from the survey respondents who completed hardcopy or online surveys. Some of the comments received were not in relation to the proposed Community Engagement Policy but were about specific requests or concerns about areas of Council responsibility or services.

Response
DCC has a reputation for very poor engagement. There is a great sense of discontentment in the community about the motives of Councillors so it is important that there be a complete review of current engagement practices with widespread input from the community across many different channels to engage widespread opportunities for community input.
It's well documented that the breakdown of home owners and renters is about 50/50 in the northern suburbs of Darebin. Given that renters are generally less inclined to be engaged with community issues, wondering how Council can address this issue?
when surveys are done, results should be published stating what percentage was in for and against
The final policy should be posted on the council website and with all forms of engagement. Missing is the process of asking questions at General Council meetings as a means of community engagement.
Survey put out by council should be restricted to residents, local traders and ratepayers ONLY. These surveys are in the public domain where anyone can access and can be hijacked by interests groups that have no association or real interest in Darebin.



<p>Just to repeat that I think many people would like to participate in influencing council planning/ policy and decision making, but the avenues to know about e.g. surveys/ consultations need to be broader and not rely on social media.</p>
<p>Love the work of Darebin - keep it up</p>
<p>I find it hard to participate in community engagement - often I don't get the message that it's happening and I don't feel as though it would make a difference what my input was. If the engagements were more broadly advertised and I knew about them and I could get to them in my own time and not have to attend a particular day at a particular time that would be helpful to me.</p>
<p>Thanks Darebin for doing a good job! Access and Inclusion with focus on Diversity is the driver of change and we need to cater to our rapidly evolving demographics</p>
<p>The draft policy has some serious problems - the language used is inappropriate and very much is contrary to what the policy is attempting to do. the Policy itself is a major barrier to engagement - technical words, sentences that really do not make sense, and although I am familiar with IAP2 the policy relies too much on people understanding this approach. People with disabilities, other languages etc I believe would not find any of this accessible. it needs to be in plain English and appealing for community.</p>
<p>What a strange list. We'd like to hear about anything big you are going to change</p>
<p>I feel that to be fully inclusive, we need more effort on how we connect with our engagement. It is very reliant on household mailouts which is costly to Council. We need to do more to get residents connected to a 'YourSay' website or app, email and social media to ensure there is the awareness to be able to engage in projects. Even with social media, investing in Facebook advertising to push for engagement on projects. I think then we need our YourSay website to be more capable of being more engaging and interactive for the community. I think we can do more with webinar/video conferencing sessions, online surveys as people are time poor and want to make it easier to engage with local community projects and initiatives.</p>
<p>Well done for creating these opportunities and initiatives.</p>
<p>Darebin has a diverse range of people with a diverse range of experience, skills and knowledge. use this diversity instead of paying consultants huge fees.</p>
<p>Would like to see more diverse voices across socials and diverse peoples representing council.</p>
<p>As above there should be a minimum target set for engagement on projects.</p>



<p>Darebin City Council is well positioned as a leader in local government and a key body to uniting the voices of community and organisations across the LGA. In summary, the draft policy could:</p> <ol style="list-style-type: none"> <li>1. Strengthen the value and emphasis on partnerships and collaboration such as with community health organisations.</li> <li>2. More clearly articulate how the engagement principles will be put into practice (such as through the use of procedures and supporting documents).</li> <li>3. Include measurable targets and outcomes, identifying how you will be able to capture if the engagement principles have been considered/achieved.</li> <li>4. Articulate how equity and representation will be ensured through consultation (including specific representation)</li> <li>5. Support a more streamlined and consistent approach to community engagement and data collection across the LGA to support catchment wide planning.</li> <li>6. Ensure consistency in engagements and decision making in particular where Deliberative Engagement has been identified (through the use of a network or community of practice).</li> </ol> <p>Your Community Health (YCH) is not only a valued local health service provider, but also a key stakeholder in understanding the needs of the community. YCH have been working with the people in Darebin for over 40 years, and are well positioned to support engagement and understand the needs of some of the most at risk people in our community. From an equity perspective, YCH could be a gateway to engagement with community members. When circumstances require deliberative engagement (MPHWP, Community Vision), it would be valuable to see Council formalise this process, including articulating planning timelines and a more streamlined method for planning and engagement with community stakeholders region. Thus reducing duplications and strengthening the quality of engagement. This would also align with the legislative requirement of Council under the Public Health and Wellbeing Act 2008 which outlines MPHWP requirements and Councils need to:</p> <ol style="list-style-type: none"> <li>a) Involve the people from the local community in the development of their plan and</li> <li>b) Outline how they will work in partnership with other agencies undertaking public health initiatives to accomplish goals/strategies.</li> </ol>
<p>I really love living in Alphington. The pandemic brought out a sense of connection and community that had not always been evident. For example, letters were posted on the window of our local milk bar, with stories of how people were going. I collected them all. It was organised by the local community centre, but it reminded me how powerful small things can be. I would love to hear more about the people in my area and what's important to them.</p>
<p>No, everything is covered</p>
<p>Ability to respond to projects positively</p>
<p>Clean up Breavington Way - Hoons -Speed - Noisy - Drugs - Late trading hours??</p>
<p>Love Council policy on trees</p>
<p>How can I provide unsolicited feedback and have it actioned upon? How to report illegal parking - lack of trust that feedback is effective</p>
<p>Would love to engage with the Council more. This is a great start and I appreciate that you are here trying today.</p>
<p>Emphasis on housing</p>



More cleaner in the parks and toilet as more people are out in the parks, provide more cleaners
- Environment and Climate very important. - I would like to see a session on storm-water management - drainage into wetlands and Edwardes Lake. - Fewer town houses - a limit of two per block - need to upgrade Edwardes and High street shopping precincts to keep up with rubbish /recycling info
- The governance of building/planning. Too many townhouses have developments on older single dwelling blocks - more garbage bins needed in Edwardes Lake Park -INCREASED POLICING OF LITTER AND WATER POLUTION -Too many dogs off leads
I have found the Council to be unresponsive to email feedback so I hope this initiative changes that
Very keen on keeping Edwardes Lake Park clean and safe for the birds - particularly the swans.
I believe that as a community we should unite to create positive change in our community
Was extremely disappointed in lack of activity demonstrated when the Northcote Golf course matter to place and did not support the golf course. There is enough parkland around that area,.
Proposed funeral parlor on Gilbert Rd, Henty inappropriate position. Especially near the child care. Create havoc around the community. Not enough parking
Can you please have Council do something about traffic management along Spring street near Reservoir between Regent Street and Edwardes Street. Brought issue up last four years. Nothing has been done about it.
Proposed funeral parlor Gilbert/Henty! NOT agreeing with proposal! Next to child care - Busy street already for parking (sport field across the road) Does not suit specific location! Need soap in NEW toilets @ Edwardes Lake! Popular location and used toilets! COVID
Humanitarian initiatives
Nice work with inclusive language
Love living in Darebin. You guys are doing a great job.
Thanks
Using the library building for discussion groups
Suggestions on how to contact Council without harassment to Councillors.
Spaces for young adults or junior youth
Looking after neighbours - especially for the older persons is important too.
Public meditation spaces to cultivate a higher group awareness



Volunteers - we need strong volunteer network to strengthen engagement, and we need to reach people who usually participate and stir up the pot and bring their friends along. The loss of the local paper means loss of information to the community. Council needs to create groups to regularly meet and discuss issues and opportunities for the benefit of the community

Need more shaded areas in parks and gazebos

The following feedback and comments were received from Council staff members and community members via email:

The policy sets clear boundaries around values, roles and responsibilities in order to build community trust, strengthen relationships, and be accountable and representative in decision making.

'Our principles and commitment to the community' are goal orientated and embed the values of inclusion and responsiveness, that places people closer to the affairs of government.

Clarity in 'Our promise to the community' is key to enable good management of community expectations particularly regarding issues of, what will be done with the information sort, and the level of influence that information may have on the decision-making outcomes.

'Minimum standards of engagement' recognises the important contribution Traditional Owner, Aboriginal, and Torres Strait Islander peoples make toward nation building. Canvassing the diversity of this communities' views in a culturally safe manner and as a priority influence on decision making is essential to sustaining collaborative relationships

The five (5) step approach is a logical and easy-to-use structure to ensure our commitments are satisfied and engagement is undertaken in a considered, purposeful, and consistent way regardless of scale and/or legislated requirements

Reference is made to the Darebin Community Engagement Policy at glance document.  
 Minimum standards of Engagement model for the Aboriginal and Torres Islanders is beautifully crafted.  
 Elements such as first principles; views and guidance must be sought at the earliest;  
 Advice cannot be sought and then ignored; Decision making on key matters must be a partnership. The migrant standards engagement model on the other hand is superficial and does not contain the elements of Respect that the First nation community engagement model is oozing with. Need actions and not just words, need appreciation for multiculturalism. Conversations are needed at the libraries around culture, China and Confucious thought. Cross-cultural awareness needs to be increased. Language barriers and invisibility of information is one category of barrier. Second category is lack of civic engagement by migrants. Civic participation by migrants is extremely low. Migrants engage predominantly in cultural activities within their own communities.

Migrants function as guest workers and not as citizens engaged in the civic space.



We also need to challenge the unconscious narrative that in this indigenous land , British are insiders and migrants are outsiders invited as workers.

Thank you for reaching out about Community Engagement. I was involved in the Darebin Ethnic Communities Council back in the day but am still interested in how to boost community engagement.

I've always thought democracy and fostering a sense of pride and commitment to democracy on a community level is our best hope to create a bright and beautiful world for current and future generations. It is also the best hope humanity has in addressing some of the major issues we will face in the 21st century. The best way to do this is through practice, and (actually) empowering communities in their own governance. However, my Dad always told me to 'think global, act local'. So, here goes, for how I wish my local government would run:

As a local resident of Thornbury, I think it is a shame that I don't even know who the councillor representing my ward is, and that there is no genuine communication between my representative and the community. No emails. No office where I can pop in and discuss my concerns. No townhall meetings. No genuine platform in which my voice, or the voice of the community, is heard. No notifications of when or where council meetings are taking place, or what's on the agenda. No online referendums that are binding on how the ward representative votes in important council decisions.

My question to you is: how do we (council, as well as the community at large) truly begin to bring into life a form of direct democracy, one that represents the people - a government of, by and for the people?

I've really thought about this long and hard, and some of my conclusions have stemmed from some of the frustrations I have laid out above, and the gap that I feel exists between my local government and community, of which I am a member. So, for example, in terms of empowerment and engagement, here are some practical things which I believe - if I were to see in my own community - would deeply strengthen a sense of ownership in my local government and community:

- representatives who are beholden to no political party, but are genuinely local citizens, with deep and rich ties to their communities. People who have lived there for many years, raised families there, worked there, grown old there, etc.
- no financial hurdles for Independents from running, or promulgating their vision for the community
- regular communication and outreach to the community, harnessing the amazing technology we have today (like smartphones), to create apps that allow for the quick dissemination of information about upcoming votes, or major events that are taking place
- the use of this same technology to cast 'mini-referendums' on upcoming votes/issues, which are binding on councillors
- barring that, regular and compulsory town hall meetings, where councillors must come face to face with their communities, and 'face the music' over public matters during their duration in office
- these town hall meetings should also be an opportunity for any member of the community to come forward with any ideas they may have of benefit to the common good, and if taken up by the community, be championed by the councillor for that ward





- 'Democracy Appreciation Days', where council members and the community come together once a year, in front of the town hall, on the main high street of the community, to celebrate this 'Direct Democracy' in action
- a genuine engagement with primary and secondary schooling within the community, with the aim of fostering a sense of the child's upcoming civic duties as a citizen within, not only a democracy, but their local community as well

There is more to this, but I don't want to take up too much of your time. Also, please consider this not as a criticism, but the genuine thoughts and dreams of one of Darebin's local residents on the type of community they would love to see evolve and grow over the course of their lifetime.

I hope this finds you well, and thank you once again for your outreach to the community,

What are current plans for the new Community Engagement Policy? Is it a new policy or an update?  
 What has been tried previously?  
 In what areas of the Community is it initially planned to be used? Why?  
 What topics are initially planned to be covered? Why?  
 Will it give the feeling of inclusion and the opportunity to contribute? Or is it only one way?  
 Is the AIM to include all resident groups in the future? Each resident?

The communication itself needs to be brief and clear given the great variation in residents' English literacy.  
 Also variations in age, culture and educational opportunities .  
 There are many ways to communicate. Use as many as possible.  
 All statements need to be brief and clear. Targeted pictures are helpful.

NOTE: As a recipient of Council services I occasionally receive information sheets.  
 They are wordy and detailed. As I have an arts degree, I can understand them. However most residents of my age have not had the opportunity to become very literate in English.  
 Communication needs to fit the recipient. Help by keeping the wording as brief as possible.

You have a problem connecting with all of the community - unless you are very active on social media you miss out. That is probably the basis for lack of inclusivity of all members of the Darebin Community. This needs to be addressed.



## Darebin Community Engagement Policy

### Workshop Notes and Drop-In Engagement Summary

27 January 2021





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Notes and summary written by:	Samantha Walsh-Director ChatterBox Projects, Angela Walter, Senior Consultant ChatterBox Projects and Robyn Cochrane from Cochrane Research Solutions.
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**Contents**

**1. Introduction .....4**

**2. Participation .....4**

**3. Online workshops .....5**

Workshop:..... 5

Purpose of the workshop ..... 5

Acknowledgement of Country and introductions ..... 6

Purpose of workshop and check in of current views and knowledge ..... 6

Overview of why Council is developing a Community Engagement Policy and its contents ..... 7

Discussion of successful community engagement, engagement principles and practices ..... 7

    Topic 1: Importance:..... 7

    Topic 2-Getting involved: ..... 8

    Topic 3: Successful community engagement .....10

    Topic 4: Council’s community engagement principles and commitment .....12

Other ideas and feedback ..... 13

**4. Place-based drop in engagements ..... 14**

Overall drop-in participation ..... 14

Pop-Up 1 ..... 14

Pop-Up 2 ..... 17

Photos ..... 19

**5. Children’s Workshops .....20**

Purpose of the workshops: ..... 20

Activity 1 - Setting the scene (Local Government) ..... 20

Activity 2 – What do you love about Darebin? ..... 22

Activity 3 - Engaging children in your neighbourhood ..... 23

Activity 4 - Mayor for the Day (putting engagement to the test) ..... 25

Activity 5 – One word ..... 25





### 1. Introduction

ChatterBox Projects was engaged by Darebin City Council to plan and facilitate one online workshop, two place-based drop-in engagements and two children’s workshops to seek feedback on the draft Darebin Community Engagement Policy. This engagement was complimentary to Council’s online feedback survey which was available via Councils Your Say page (<https://www.yoursaydarebin.com.au/communityengagementpolicy>)

This document outlines the results of these engagement activities only and does not include the results of the online survey or the hard copy surveys completed at place-based drop in events.

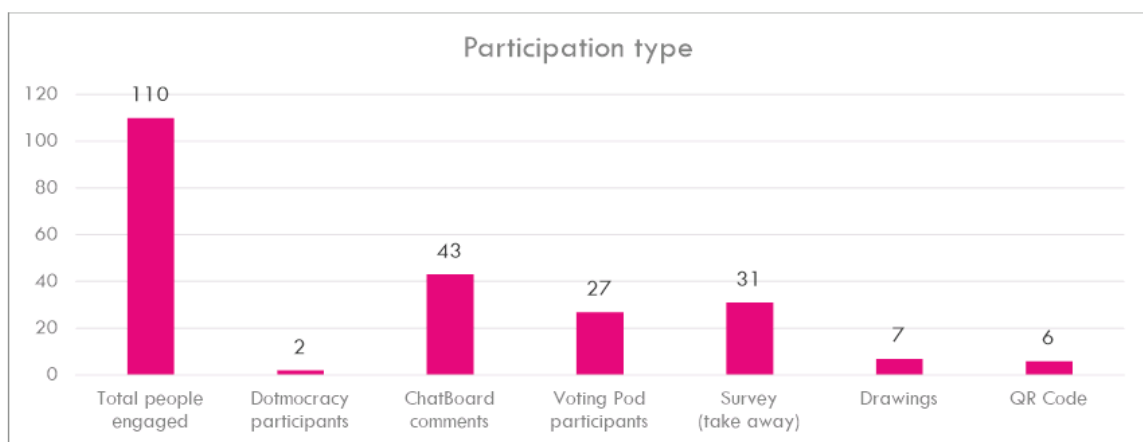
**Table 1: Community engagement activities**

Engagement type	Date	Time	Location
Place-based drop-in 1	Saturday 16 January	1:00pm-4:00pm	All Nations Park, Northcote
Place-based drop-in 2	Sunday 17 January	12:0pm-3:00pm	Edwardes Lake Park, Reservoir
Online workshop 1	Tuesday 19 January	5:00pm-6:30pm	Online
Children’s workshop 1	Thursday 21 January	10:30am-12:00pm	Bundoora Children’s Farm
Children’s workshop 2	Thursday 21 January	2:00pm-3:30pm	Kingsbury Primary School Holiday Program

### 2. Participation

Approximately 150 people were engaged via these activities including:

- 12 Online Community Leaders workshop participants
- 21 Children’s workshop participants
- 120 people engaged during the place-based drop in events.



4





### 3. Online workshops

**Workshop:** Tuesday, 19 January, 5pm to 6.40pm

**Workshop Facilitator:** Sam Walsh from ChatterBox Projects

**Workshop Co-facilitator/Note taker:** Robyn Cochrane from Cochrane Research Solutions

**Panelist:** Sarah-Jade Chung

#### Purpose of the workshop

- Gather feedback on the proposed Community Engagement Policy including feedback on the principles and commitments to the community and identify any gaps in the proposed policy.
- Discuss what successful community engagement looks like to the community.
- Discuss how the community wants Council to engage and communicate with them for future projects.
- Determine what topics the community would most likely participate in.
- Gain insights into participants experience with community engagement at Darebin.





**Acknowledgement of Country and introductions**

The online workshop was delivered using the Zoom platform and the Poll Everywhere engagement tool. Sam welcomed participants, presented the Acknowledgement of Country and then participants introduced themselves. Participants were invited to test the interactive engagement tools by answering a question “What do you love about Darebin?” Responses below:

- Creeks
- Close to city
- Connected community
- Multi-cultural community
- Bikes
- Progressive
- A compassionate community
- Multicultural Multi-faith
- The city Council is very inclusive
- Liveable
- Neighbourhood houses
- Green spaces
- Diversity of people
- Friendly
- Creative community
- The great food choices
- very friendly people

**Purpose of workshop and check in of current views and knowledge**

Sam outlined the purpose of the workshop. Participants were invited to answer four short questions via a poll:

Questions	Participant responses
Have you read the Community Engagement policy?	Yes-1 No other responses
How much do you know or understand about community engagement and consultation?	I know a lot-2 I have a good idea-6 A little bit-3 I know quite a bit-1
How many times have you provided feedback in the past two years?	None-2 1-5 times-6 6-10 times-2 Over 10 times-3
How satisfied are you with the way Council consults with the community now?	Very unsatisfied-0 Unsatisfied-6 Neutral-2 Satisfied-4 Very satisfied-1





### Overview of why Council is developing a Community Engagement Policy and its contents

Sam outlined why Council was developing a Community Engagement Policy, referred to the Victorian Local Government Act 2020 and explained what has happened to date. The draft Policy document was scrolled through participants had an opportunity to comment and ask questions. There was some discussion about genuine level of influence and how it varies by project. It is important to be clear and transparent and distinguish the type of engagement – consultative and deliberative.

### Discussion of successful community engagement, engagement principles and practices

Participants were invited to identify and discuss what successful community engagement looks like before coming back to the principles and commitments to see if they agree and if there are any gaps.

#### Topic 1: Importance:

**What is important to you when you participate in a consultation or engagement activity with Council? Why?**

- There is something to influence, not tokenistic
- I have a voice and people care about me
- That they listen and do not come from “this is already decided but we have to do it anyway”
- Honesty, transparency and genuine community engagement
- Council should not say hard to reach but contact those who are hardly reached
- A well thought of framework that has been well planned
- Structured engagement
- That messages are heard and taken on board
- Transparency means that Council comes to the table with a genuine desire to listen
- That people have an opportunity to get involved - that they even know about it and can understand it and respond
- Honesty, transparency and genuine community engagement
- That my ideas are taken seriously and influence the Council decision making
- Not only the loudest voices are heard
- That it has real impact otherwise it's a waste of time
- That I will be considered
- That the process has integrity and isn't just for the articulate or educated
- How do you make sure that people with disabilities, LGTB or other minorities groups are included in these communities
- Consultation is great but what is the yardstick for tipping the process over to deliberative - is that budget?
- That there is ongoing access to the decision makers beside just the Council meetings
- Gives room and credence to those that don't agree and allows for health debate

7







**Transparency: What does this mean to you? Is it knowing what you can influence or shown through reporting back?**

- Two way conversation
- That I will be considered
- That it is genuine, calling back, feeling heard
- That the process has integrity and isn't just for the articulate or educated
- Not a tick the box exercise
- Reach out to diversity, disadvantaged, those with disabilities, communicating beyond middle class – empower their engagement
- That there is ongoing access to the decision makers beside just the council meetings
- Gives room and credence to those that don't agree and allows for health debate

**What do you think is important for you to be consulted on?**

- Urban development and planning
- Accessibility in the main issue, not only wheel-chairs – pram, ageing mobility devices
- Projects that will be used by the community
- Art programs – consulted with refugees if intended for those people?
- We need look at all communities at one family based on humanity more than politics
- Also include the voices of Children, WE ALWAYS FORGET our youth and children
- Women's Health
- Council needs to get out to markets, festivals, events and ask people
- Projects that will ultimately be used by community members
- Multicultural and Multi-faith
- Urban development and planning
- Anything that has a direct on residents.
- CALD
- Health and well being
- Interculturalism matters
- Refugees and Koori communities
- Accessibility
- Transport
- Young families, look after the young

**Topic 2-Getting involved:**

**How would you like to hear about opportunities to provide your feedback and ideas?**

- No local newspapers, how to get the word out, challenges with COVID-19
- Reality is not everyone uses social media or specific platforms,

8





- Email and Darebin Facebook Page
- I would like senior groups and CALD groups to be contacted directly, phones still exist.
- Visit groups
- Community newsletter
- People without social media have no way to get information or to be consulted
- Local paper limited print run, collect from local shop
- Community radio
- Publications in different languages, advertisement, insert (India link – some are national)
- A booth set up at local shopping areas has proven to be the most successful for us
- Also they could update the website, it is a battle to find any information
- Use current CALD networks and translations
- A booth set up at local shopping areas has proven to be the most successful for us
- Some cannot read and write English or another language
- Also use internal sources like Inclusion and Diversity Team, Healthy Ageing, etc.
- Phone calls!!
- Please use neighbourhood houses more to communicate opportunities! We've got the people!
- Health Centres, Vaccination centres, etc.
- Visit groups. Seniors, CALD, Neighbourhood Houses (time consuming yes)
- Options to respond not online.
- Council publications, social media like Facebook, Twitter, websites, emails, notice /flyers when payments are made in Council foyer
- Billboards and posters at local shopping strips with a QR code
- People without social media have no way to get information or to be consulted
- Faith Networks to be contacted
- Finding out about the events and day to day life.
- And Council should take ownership by stating hardly reached rather than hard to reach
- Community Connectors database.
- Dr Carolyn Wallace research in this subject. She now works with Merri Health
- How do they choose those diverse groups, I suppose it is up to the relevant staff person.

**What are the barriers to you or a family member in participating in a Council community engagement or consultation?**

- Physical or language barriers
- Finding out about the events and day to day life.
- Time
- Judgement and perceptions
- Application process to access consultation can be difficult
- Language used – to encourage or discourage participation
- People who have come from different situations
- Example “Prevention of family violence” changed to “Unite for safety and respect”
- Sensitivity of the demographics we live within and language





- My friend runs an Iranian FB page and most of the people post in Farsi, so I would say language.
- Not many ways to contribute (restrictive times/dates/locations) and not much clarity about the impact of my response
- "Dear vs favour, Reward vs punishment"
- People who have come from different situations are afraid to speak up, stand out
- Trust
- "Language Faith Perceptions"
- The application process to be part of a consultation can be quite complex
- Never seem to find out about it
- Need information translated
- The challenge seems to be that with community consultation the Council has to be all things to all people and it can be challenging in such a diverse community. We understand and know the cultures
- Even when Council serves food, it should not just be scones and tea, it can also be samosas!
- I think the issue is ability to contact Council, I have sent several emails to Councillors with over a week turnaround, and this is not good enough.

#### What would encourage you to get involved?

- Go to the people
- Make it convenient
- Ageing population – perception greater funds are spent on buildings for young not old, equalisation of disparity to a closer state
- Make it non-confrontational, setting up and us and them scenario vs. we are all one like sitting in circles works for the communities I am involved in
- Trust that my response will be heard
- Engage with your neighbourhood houses - we have the people!
- There was a disability forum and no proper access or ramp...it certainly discouraged attendance from disability reps
- Different ways of contributing not just in a group setting which can be intimidating
- Trust that my response will be counted.
- Less intimidating application process
- Not tokenistic diversity
- Make a change for my community
- Maybe Council to reach out to Faith Centres
- Make it convenient with options of F2F, technology, timing

#### Topic 3: Successful community engagement

10



**What does successful community engagement look like?**

- When diverse representation is used to make a genuine difference
- Access, inclusion, transparency
- Communication about the outcome and how the community input influenced the decision
- Messaging and communication
- Participation by the communities on an ongoing basis with leadership being a two way basis.
- A love of Interculturalism and different cultures being given access to learn about each other
- That what the community recommends actually occurs.

**What does Council need to do to improve its consultation and engagement with you and the broader community?**

- Get out there more
- That what the community recommends actually occurs.
- Important to identify and acknowledge the diversity of the community and participants
- Identify community leaders who can reach out to niche groups
- Use all available resources including internal Council staff resources and networks
- How do they choose those diverse groups, I suppose it is up to the relevant staff person
- Identify community leaders that can reach out to niche cohorts
- In the past, community engagement was superficial and the community was not empowered to make or influence the decision
- Going through the motions – budget submissions ignored
- I'd like to see the Council develop a community ambassador program so that it is easier to reach harder to reach cohorts

**Council often has to make decisions on items where the community has many differing views. What would make you feel confident and satisfied with the process even if maybe the outcome or decision isn't what you wanted?**

- That it is seen that Council actually listened. And give appropriate feedback as to how the decision was made
- Results of the engagement made public





#### Topic 4: Council's community engagement principles and commitment

Sam presented and outlined the Victorian Local Government Act 2020 community engagement principles as well as Council's principles and commitment and invited participants to comment

Principles	Our Commitment
A genuine opportunity to shape the way our local government works (respectful)	We set clear parameters for our engagements to ensure participants have clear expectations of what they can influence and how their feedback will be used.
Focused on providing input to solving challenges (action oriented)	We recognise that community feedback and input will create better decisions.
Representative (focused on justice and equity)	We ensure all community members have opportunities to contribute and benefit, no matter where they live, preferences, abilities and cultures. We recognise there are barriers for some groups and will use novel methods, and build our relationships across our community, to reduce those barriers and ensure everyone's right to be heard.
Build on our relationships with the community which are essential to trust in our work	We value the insights of our community and respect the time and effort they give towards informing our decision making.
Accessible, easy, and enjoyable (inclusive)	We focus on short, productive sessions that are enjoyable, culturally relevant, and meaningful experiences. We want those involved to learn about complex issues, hear a range of perspectives, and have their own experiences and needs heard.
Fed back to the community (integrity)	We are committed to sharing the findings with participants and to ensuring our decisions are reported back widely to the community.

- Representative: disagree, doesn't matter where they live. Not just going through the motions
- Action-oriented: Action plan will show how Council will do it
- Inclusive: Make it accessible – do short productive sessions. Include real-life examples with descriptions, need to be useful and understood. Sometimes Council officers forget we are volunteers, lack of time to respond, allow time for feedback
- Integrity: How the feedback is used and the solutions – these are key points.
- That it is seen that Council actually listened. And give appropriate feedback as to how the decision was made

12





### Do you support and agree with the principles and commitments?

Response option	Number
A. Yes	6
B. No	2
C. Unsure	2
No response	7 (includes facilitators and Darebin staff)

### Are there any other principles or commitments that Council should consider when consulting with the community?

- Yes, include children and young people.
- Offer job opportunities and like support to local community.
- Providing interpreters at meeting for CALD communities even if they have members who speak English.
- It is important to include in the policy time frames
- A useful start. What is disappointing is the imposition of State or Federal politics
- They are very nice, will action happen on them is my question.
- Importance of trust being two-way.
- Acting in good faith
- All age groups.
- Providing interpreters at meeting for CALD communities even if they have members who speak English

### Other ideas and feedback

- Sometimes Council officers forget we are volunteers, lack of time to respond, allow time for feedback, not everyone is an expert in the subject
- Fear of COVID – outdoor gathering must be superior to inside. Place where people can gather such as market and central places, car parks at Town Hall, railway station, convert into a city square
- There has been limited Councillor involvement and presence
- To show there has been a genuine and transparent process identify the community's interests, have an open process not necessarily the loudest but that all voices get heard – that is important – if they will be affected or impacted by decision
- If Council staff wish to talk further regarding community consultation with Neighbourhood Houses in Darebin they are more than welcome to attend our regular monthly Neighbourhood House Managers meetings. They can contact me [manager@spanhouse.org](mailto:manager@spanhouse.org) - Our meetings are held the third Tuesday of each month. Next one is the 16th February. Colleen.
- Can we have a copy of the workshop presentation?
- Have a timing on feedback when people communicate with Council e.g. 48 hours even if they have not completed the enquiry
- What methods of access will the community and its members have for their input on an ongoing basis?

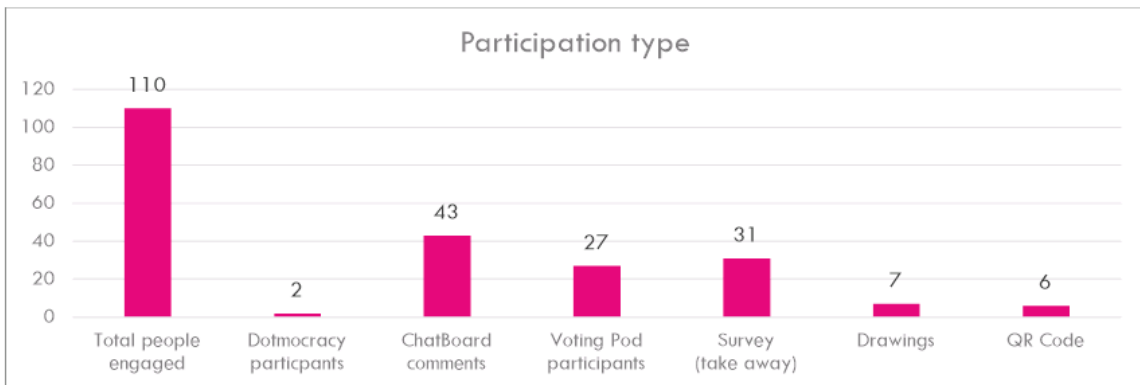
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4. Place-based drop in engagements

Overall drop-in participation



Pop-Up 1

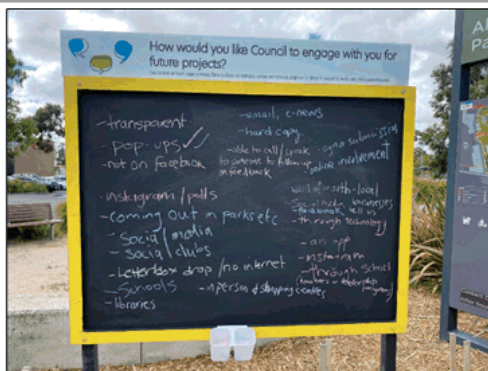
Participation	
Number of CEP surveys completed at pop-up?	22
Number of CEP surveys distributed with reply paid envelopes?	25
Number of scans of survey QR code (if known)?	5 (approx.)
Number of voting pod participants (approx.)	14
Numbers of dotmocracy participants?	2
Number of Chatboard Comments: How would you like Council to engage with you for future projects?	30
Number of Chatboard Comments: What does good community engagement look like?	7
Number of creative response drawings?	0
Number of General Customer Request forms filled in?	0
Number of speech bubble chat board photos?	0
Approximate number of people engaged overall? (approx.)	60





Voting Pod results: Have you provided your feedback and ideas on any Council Project in the past 2 years?					
YES		NO		UNSIRE	
Under 17	18+	Under 17	18+	Under 17	18+
5	1	2	5	1	0
<b>TOTAL: 14</b>					

Chatboard 1: How would you like Council to engage with you for future projects?	
Transparent	Email, e-news
Pop-Ups ✓✓	Not on Facebook
Hard copy	Able to call/speak to someone to follow up on feedback
Instagram polls (teenagers)	Online involvement
Sign a submission	Coming out in parks etc
Social media	Social clubs
Word of mouth-local businesses tell us	Letterbox drop/no internet
Schools	Libraries
Libraries	Through technology
An app	Instagram
In person at shopping centres	Through school (teachers or leadership program)
Text	Email
Phone	Letterbox
Insta, insta polls, ads	Respond individually, not a group workshop
Facebook or email	Survey and options for follow up phone conversation if want





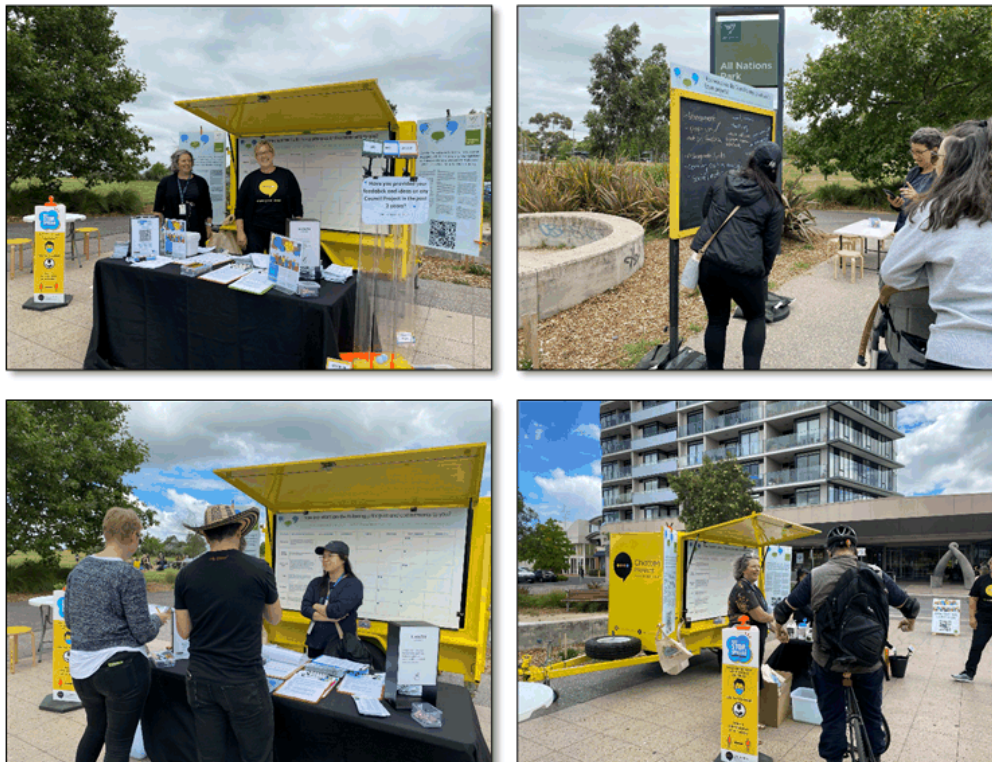


Chatboard 2 comments: What does successful community engagement look like?	
See the results of the feedback and the decision	Not just on Facebook ✓
You see the end result actions ✓	Closing the loop contacting us about the decision ✓
Able to follow issue over time to see what's happening and alerted when it's Council meeting or action happening	I want online, but not everyone does.
Inclusive	



Dotmocracy results: How important are the following commitments to the community to you?										
Principle	Very Unimportant		Unimportant		Neutral		Important		Very important	
	Under 12	Over 13	Under 12	Over 13	Under 12	Over 13	Under 12	Over 13	Under 12	Over 13
Respectful										2
Action								1		1
Justice and equity										2
Trust								2		
Inclusive								1		1
Integrity								1		1
SUB TOTALS								5		7
TOTAL	0		0		0		5		7	





**Pop-Up 2**

Participation	
Number of CEP surveys completed at pop-up?	34
Number of CEP surveys distributed with reply paid envelopes?	6
Number of scans of survey QR code (if known)?	1 (approx.)
Number of voting pod participants (approx.)	13
Numbers of dotmocracy participants?	0
Number of Chatboard Comments: How would you like Council to engage with you for future projects?	6
Number of Chatboard Comments: What does good community engagement look like?	0
Number of creative response drawings?	7
Number of General Customer Request forms filled in?	1
Appearance release forms	16
Number of speech bubble chat board photos?	0
Approximate number of people engaged overall? (approx.)	50





Voting Pod results: Have you provided your feedback and ideas on any Council Project in the past 2 years?					
YES		NO		UNSIRE	
Under 17	18+	Under 17	18+	Under 17	18+
1	1	5	3	3	0
TOTAL: 13					

Chatboard 1: How would you like Council to engage with you for future projects?	
How would you like Council to engage with you for future projects?	
Ged Kerney and Council newsletters	Regular e-news with opportunities to participate
Workshops at schools	Email
Regular, consistent pop-ups (Edwardes Street)	An app you can check to see what projects are happening

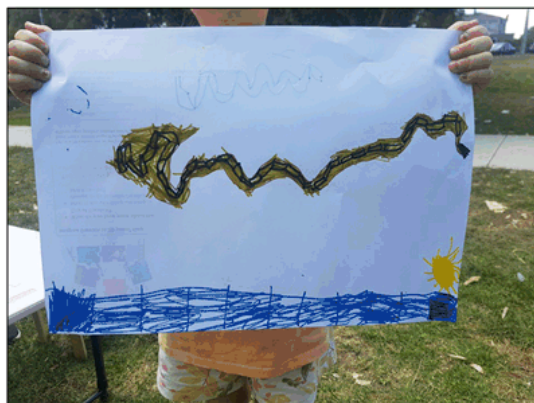


Chatboard 2 comments: What does successful community engagement look like?	
No comments received	





Photos





5. Children’s Workshops

Workshop 1		Workshop 2	
Date	21 Jan 2021	Date	21 Jan 2021
Time	10.30am – 12pm	Time	2pm – 3.30pm
Venue	Bundoora Park Farm	Venue	Kingsbury Primary School Holiday Program
Attendees	10 - Aged between (5-11)	Attendees	21 - (Aged between 5-11)

Purpose of the workshops:



To obtain input and feedback from children about how they would like to be engaged to inform the development of Darebin Council’s Community Engagement Policy.

Activity 1 - Setting the scene (Local Government)



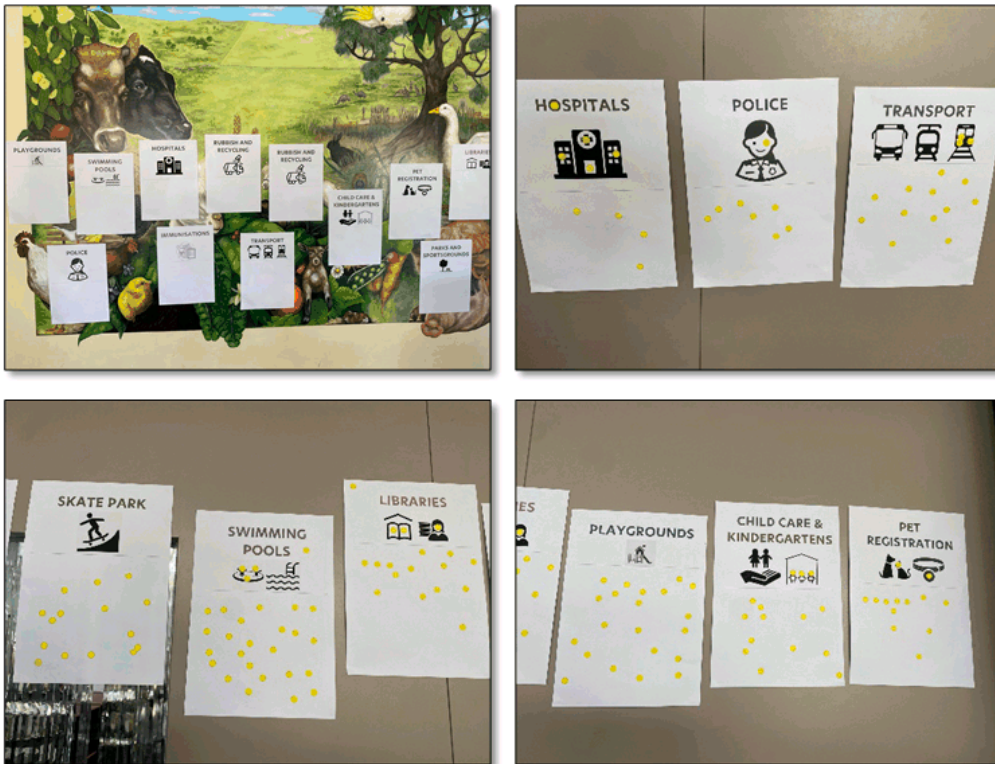


The first section of the workshop was about ‘setting the scene’ in relation to Local Government and ensuring the children understood the context to help them provided informed feedback.

The children were facilitated through a discussion involving questions like:

- Do you know what Council is or what they do?
- Do you know what local Council area you live in or what it is called?
- How does local Government work and who makes all the decisions?

The children were then asked to think about what services Council provides through a Dotmocracy activity and then to relate those services to what they and their families might use.





**Activity 2 – What do you love about Darebin?**



The children were then asked what they loved about their neighbourhood / Darebin and to write their answer on a love heart.

The most common responses were:

- Parks, nature – 8
- Sporting activities – 7
- Video games – 6
- Shops/ restaurants – 6
- Pets – 6

Responses	Responses
Going to the park	Park
Love the nature there, video game	The creek
Basketball	Games, pancakes, my cat
Bike riding	The crazy sheet and nature parks, I love Minecraft
Bike riding	McDonald's, watching TV
McDonald's, Coles, nice place	Asian market, woollies, pizza hut, petrol station
Going to gymnastics	McDonald's, petrol station, tennis, basketball, school
Spending time with my cat	Playing games, basketball, McDonald's
I love going to WaterMarc	Spending time with my cat
Playing games, eating hot food	Playing games, watching TV, McDonald's
I like my school the park and the area	Lidere garden roof
Creek	My dog
I love playing with my friends and my school	My dog
I love my dog	





### Activity 3 - Engaging children in your neighbourhood

The next activity was designed to get the children to think about what they would like to have a say on, how and where they would like to be engaged and how they would like to provide feedback to Council.

#### Question 1 – If you were given \$20 million, how would you like to spend it on improving something in your neighbourhood?

Common responses include swimming pools, water parks, libraries, playgrounds, and rubbish bins to keep the area tidy.

Responses	Responses
Library, pool	Toy shop
Pool, park by house for poor people	House with a pool, Park
Making Nintendo hours at schools, farming, toys, toys books, TVs	Give \$ to my parents
Swimming pools, water parks, basketball grounds, Roblox company	5 skyscrapers, 50 supermarkets
Drink taps, public bins, treehouse, computer	Giant waterslide which has lots of fun, playgrounds, and lots of pools that open the whole night
Library, giant teddy, everything ok	A nursery that takes care of babies and plants
Swimming pools Water parks Basketball grounds Free Roblox company	Taps for drink, playground, library, hospital, water marc, public rubbish bins
Build a swimming pool on top of my house, New farm, Mansion Lamborghini, Water park	Fix up and donate to Scout halls and schools
Keeping the area tidy/ less rubbish	Safer roads
Playgrounds	Call their mum's phone

#### Question 2 – Before deciding how to spend your \$20 million, you have to first ask all the children in the neighbourhood what they think the money should be spent on. How would you go about doing that and where?

The most common response to this question was talking to children in person (9 responses) including door knocking, talking to children on the street, going around the neighbourhood and meetings. Other common responses included:

- Posters – 6
- Letters - 5
- Video games – 5
- Social media – 4
- News/ newspapers – 3

23







Responses	Responses
Send letters	Talk to children at the Library
Posters	Paper lollies
Have a 1000 kid mideing (game shop)	Poster, speaker, Roblox, Instagram, Facebook
I would take a clipboard and get information about who wants to do it and who doesn't	Calling them, Instagram, Facebook, Snapchat, make a video and send it to them
Communicate via Roblox	Newspapers
Ring their doorbells for suggestions	Toys, phone, poster
Put it on the newspaper	Letter
Roblox chat, Wechat, discord, Google meet	Draw a picture
Community pools on Minecraft	Voice message
In person	In a meeting
Tell parents	Make a poster
Letterbox drop	I would go walking in the street saying would you like to improve anything
Have a vote	Knock on doors
Make my parents email everyone's parents and ask their kids	Go around the neighbourhood and ask them to rate ideas
Posters in shops	Letterbox drop
In the mail	On the street with a clipboard and questionnaire
The news	Social media, lpads
The mall	

**Question 3 – Now that you have spoken to all the children in your neighbourhood, how can they provide you with their feedback and ideas?**

Responses to this were similar to the previous question and included things like:

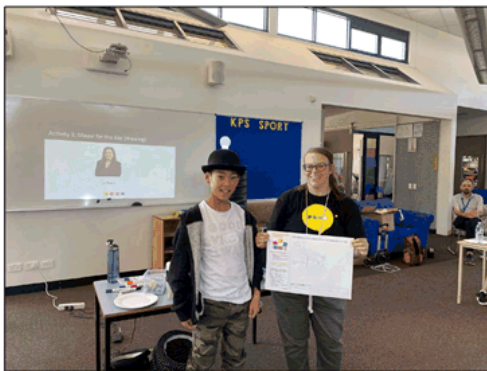
- Write a letter
- Answer a survey or questionnaire
- Take a vote
- Send an email
- Respond via social media / video game groups/ chats



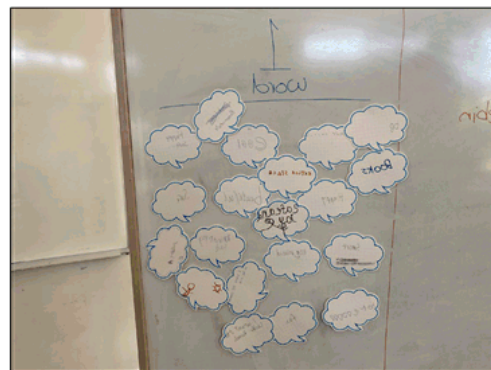


**Activity 4 - Mayor for the Day (putting engagement to the test)**

Using the Darebin Community Vision Creative Drawing Sheet, children were asked to draw what they would do or change if they were Mayor for the day. This was followed by many participants presenting their ideas back to the workshop groups (Council has collected drawings to be inputted into the Darebin Vision data).



**Activity 5 – One word**



The final workshop activity involved asking the children to write one word onto a cloud speech bubble that described their neighbourhood in 20 years' time – in 2041. (This data has also been captured to feed into the Darebin Vision process).

The most common responses included:

- A place that was nice/ helpful and caring – 7
- A happy place - 7
- A safe place – 6
- A green/ natural place – 4





Responses	Responses	Responses
Beautiful	Happy	Happy
Safe	Fun	Cool
Safe and Joy	To be kind	Explore space
Happy	To be nice	Happy safe
Smart	Sunny	Bananaeats
Not polluted	Happy and safe	More nature
Happy	Be	Books
Helpful	Safe	Clean
Nice	Caring	Environmental
Road safety	Peaceful	Nice



## 7.4 JOHN CAIN MEMORIAL PARK INTERSECTION IMPROVEMENTS

**Author:** Project Manager

**Reviewed By:** General Manager Operations and Capital

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### EXECUTIVE SUMMARY

This report recommends the finalisation of statutory procedures relating to the widening of Darebin Road to enable improved intersection treatments for the entrance of the JCMP aligned with delivery of the new Multi Sports Stadium.

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

- (1) Having undertaken appropriate community consultation and engagement and having given public notice of a proposal to undertake traffic improvement and widening works along and to the JCMP land adjacent to Darebin Road, Thornbury as shown in **Appendix A** to this report, and having received one written submission in respect of the proposal under section 223 of the *Local Government Act 1989* and otherwise (submission); and
- (2) Having:
  - (a) considered the submission; and
  - (b) formed the opinion that the land shown in the statutory plan **Appendix A** is not required for the purpose for which the land was originally acquired and that it is no longer necessary for the land to be used for the purpose for which the land was originally acquired; and
  - (c) formed the opinion that there will be no loss of public open space and that it is not necessary to provide for replacement public open space; and
  - (d) formed the opinion that the proposal is in the interests of good governance and is for the benefit and wellbeing of the Darebin community –

determines to proceed with the proposal and to undertake the traffic improvements and road widening works and, subject to the granting of a planning permit, to change the 'Reserve' status of the land shown in **Appendix A** to 'Road Reserve 1'.

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### BACKGROUND / KEY INFORMATION

Council recently approved the construction contract of the Multi-Sports Stadium (MSS) to ADCO Constructions in July 2020. The scope of works included two key work packages being:

- i) The MSS facility including the car park and landscape elements, which is currently under construction; and
- ii) The intersection improvement works.

The intersection improvement works (including the installation of new traffic signals and additional traffic lanes at the entrance of JCMP) were included in the construction contract as a separable portion of works and were to proceed subject to the planning and other requirements set out in this report being resolved.

The intersection improvement works aim to address safety concerns and enhance vehicle and pedestrian access to the JCMP, which in turn will add to the value, diversity and quality of the JCMP facilities and its value and amenity as public open space.

Approximately, 1,231m<sup>2</sup> of the JCMP land along its frontage to Darebin Road, Thornbury is required for the purposes of widening Darebin Road and providing an improved and safer intersection treatment for the entrance of the JCMP with Darebin Road.

In December 2020, Council resolved to commence the public notification process under section 223 of the *Local Government Act 1989* (LGA) and its community engagement principles, to seek public comment in relation to the road improvement works and land matters. The public notification period concluded on 22 January 2021. One email submission was received by Council during this period in connection with the works. Council is being invited to treat the email as a formal written submission received in response to the public notice and the community consultation and engagement undertaken.

### **Previous Council Resolution**

At its meeting held on 7 December 2020, Council resolved:

*'That Council*

- (1) Endorse the public notification process to commence under Section 223 of the Local Government Act 1989 (LGA) in relation to the John Cain Memorial Park (JCMP) road improvement works and land matters.*
- (2) Seeks public comment in relation to the improvement works and land matters.*
- (3) Notes that a further report will be presented to Council early 2021 to make a final decision in relation to the road improvement works and land matters.'*

## **COMMUNICATIONS AND ENGAGEMENT**

### **Consultation**

A public notice (to improve vehicular, pedestrian and user access to JCMP by widening and improving a section of Darebin Road adjacent to the JCMP) was advertised in the 'Herald Sun' newspaper on 10 December 2020.

A public notice sign was also installed at the entrance to JCMP during the public notice period.

Adjoining property owners and occupants were notified in writing about the public notice and the proposal. The public notice was also placed on Council's website. The public notification period ended on 22 January 2021. One resident submitted email feedback in response to the public notice and two residents made a phone enquiry regarding the public notice. The email and the phone enquiries are detailed under the discussion section of this report. Council is being invited to treat the emails received as a submission made under section 223 of the LGA.

There were no formal requests made by any person in any submission for them to be heard in person before a Committee of the Council. A committee hearing is therefore not required to consider any submissions in relation to the public notice.

Consultation was undertaken with the Department of Transport (DoT) to develop the proposed intersection design.

Consultation with the adjacent property owner at 266 Darebin Road, Fairfield and Bunnings (as the tenant) has also been completed. Both parties support the proposed intersection works.

Council's City Sustainability and Strategy and Operations and Capital Delivery teams have been consulted throughout the design development process of the proposed intersection upgrade works and equally support the proposal.

## **ANALYSIS**

### **Alignment to Council Plan / Council policy**

Goal 2 - Opportunities to live well

The intersection improvement and widening works is a key works package of the Multi-Sports Stadium project which aligns with the Council Plan 2017 – 2021 goal 2.2 build a multi-purpose sports stadium — a premier facility for women's sport — at John Cain Memorial Park.

### **Environmental Sustainability Considerations**

Officers have ensured that road widening works have not unnecessarily resulted in additional trees being removed to accommodate the works. It is possible that land under this section of the road will be contaminated. If it is, works will be carried out in accordance with occupational health and safety regulations.

### **Climate Emergency**

The proposed works will improve pedestrian access to the site and shared paths along the extent of the proposed works. The MSS facility also provides ride share spaces, EV charge stations, bike storage and end of trip facilities (toilets, showers and lockers), which are all aimed at providing alternate sustainable transport options for patrons and users.

### **Equity, Inclusion and Wellbeing Considerations**

There are no factors in this report that impact upon equity, inclusion and wellbeing.

### **Cultural Considerations**

There are no factors in this report which impact upon cultural considerations.

### **Economic Development Considerations**

The JCMP is the home of the Darebin International Sports Centre and sporting tenants such as Football Victoria, Northcote City Soccer Club, Bowls Victoria. These tenants host sporting events from local competitions to international sporting events, all of which attract high volumes of participants and spectators.

The MSS intends to commence operations by the end of 2021 and this will increase demand, patronage and use of the site. The proposed widening of Darebin Road and the associated intersection upgrade works will improve access and safety for the above-mentioned tenants and users and the events being hosted at JCMP.

## Financial and Resource Implications

There are legal, surveying and administrative costs associated with the statutory process to give effect to the proposal. In proceeding with the intersection works and the statutory processes as proposed, it is considered that the improved and safer site ingress and egress conditions to and from the JCMP (through the intersection improvement and road widening works) will be of sufficient value and strategic importance to Council.

## Legal and Risk Implications

### *Planning Permit*

A planning permit application has been made under section 24A of the *Subdivision Act 1988* to remove the 'reserve' status from the land. The land will subsequently be required to be re-zoned under the Darebin Planning Scheme from its present zoning (PPRZ) to a road zone (RDZ). This process will require a planning scheme amendment which can be completed by Council as a 'final stage' in the overall process after the improvement works have been completed. Officers will include this as part of the next prescribed amendment, which groups eligible categories of minor changes to the planning scheme together to align the zone with its designation as a road. The planning scheme amendment is proposed to take place in early 2022. There is no time imperative to realign the road zone.

### *Replacement Public Open Space*

In circumstances where the land (as 'public open space') will no longer be available for use by the public as 'passive' open space, Council is required to be satisfied that the land which is to be used for the proposal will still be a part of the JCMP and its improvements and facilities, and to consider whether any 'replacement' public open space is required.

It is considered that;

- there will be no relevant loss of public open space for the Darebin community if Council gives effect to the proposal
- the proposal will enhance the public open space and other community facilities at JCMP
- there will be no relevant loss of any public open space, otherwise requiring Council to provide for replacement public open space.

This position is consistent with Council's adopted public open space strategy which recognises that additional demand for open space should be met by increasing the overall quantum of open space. This can be achieved through increasing investment in existing open space to increase and improve its quality and access, allowing open space to be used by a wider range of people, for a broader range of activities.

## Operational Impacts

The road improvement works will have a positive impact on the functioning and safety of the access and entry point into the JCMP and are seen as an enhancement of the JCMP and its facilities. It is projected that there will be an increase in events and activities once the MSS commences operations in late 2021 to early 2022. Without the works there will be traffic congestion and safety issues during large events. Proceeding will ensure the JCMP site is accessible and safe for all persons who participate and attend the various events and activities, and the wider public.

Traffic congestion has increased since Bunnings commenced operation in 2019, which has impacted the safety of the JCMP intersection. This situation will decline with the increase in events and activities associated with the MSS and outdoor courts.

## DISCUSSION

### Proposal

The new intersection and road widening works for Darebin Road will encroach into the (current) JCMP legal title boundary, which is presently set aside and zoned as 'public open space'. The area of land, comprising approximately 1,231m<sup>2</sup>, is required to accommodate the road widening/intersection improvement works is shown on the plan found in **Appendix A**.

In order to comply with sections 192 and 223 of the Local Government Act 1989, Council gave public notice of its intention to proceed with the road improvement/park enhancement works. The public notice was advertised in the 'Herald Sun' on 10 December 2020 and the submissions period closed on 22 January 2021.

### Submissions

During the statutory advertising period one local resident provided email correspondence in relation to:

- The safety of a pedestrian crossing located further west on Darebin Road - The proposed works will not adversely affect the safety of the western pedestrian crossing and these concerns have been referred to the DoT. The DoT will report back to Council officers on any further enhancements that could be implemented to improve pedestrian safety at this pedestrian crossing.
- Feedback was also received about the tree planting in the vicinity of Arthur Street – these options will be considered as part of next year's tree planting works.
- One resident asked about the public notice but did not provide any further written submission or feedback.
- One resident asked about previous consultation in relation to the pedestrian crossing located west of the JCMP entrance and the prolonged wait time for vehicles to turn right onto Darebin Road from Arthur Street.

The traffic modelling indicates that the proposed works will not adversely affect vehicle turning movements at the Arthur Street and Darebin Road intersection. This feedback has also been referred to the DoT who is investigating whether any changes can be implemented to improve vehicle access through the Arthur Street/Darebin Road intersection.

It is considered that the feedback and emails provided in response to the public notice have not raised any material objections to the proposed works. Despite this, the feedback and emails, are provided for consideration pursuant to the requirements of section 223 of the LGA to enable Council to make a final decision in the matter (confidential **Appendix B**).

It is the view that the emails can appropriately be considered by Council on the basis that they raise no relevant issue which should cause Council not to proceed with the proposal (or to otherwise modify or amend the proposal).



## OPTIONS FOR CONSIDERATION

### Option 1 – Proceed with the intersection improvement and road widening works (recommended)

As the public consultation and community engagement process has concluded, Council may resolve to proceed with the intersection improvements and road widening. The subsequent statutory planning process can be formalised which involves the removal of the 'reserve' status from land that is proposed to be utilised for the widening of Darebin Road and the intersection treatment.

Additionally, an amendment to the Darebin Planning Scheme can be formalised at a later date which involves re-zoning the land for and as part of an arterial road. Officers have already commenced 'in-principle' discussions with the DELWP and the DoT regarding the process for that amendment.

### Option 2 – Abandon the proposed intersection improvement and widening works

Council could resolve to abandon the proposal. This option would mean that the JCMP intersection remains the same. This will likely result in increased traffic risks, congestion and safety impacts are forecast to increase because of the new developments at JCMP.

The JCMP tenants and park users and patrons would continue to be dissatisfied with the poor functioning and safety of the current intersection. The current intersection will continue to impact tenants and park users during events and regular competitions held throughout the year. This is also a risk or increased likelihood of a serious accident to occur due to current the unsafe intersection design.

## IMPLEMENTATION STRATEGY

### Details

- Continue to work with the DoT to investigate safety enhancements to the western pedestrian crossing in response to the resident email enquiries.
- Apply for the planning permit to change the 'reserve' status of the land to Road Zone 1 shown in **Appendix A**.
- Provide notification to ADCO Construction to proceed with the intersection works package.
- Prepare and submit a planning scheme amendment to re-zone the land from 'public open space' zone to 'road' zone post-commencement of construction.
- Submit the plan of subdivision to Land Registry post-commencement of construction.

### Communication

- Update the project website with the key dates for the proposed intersection improvements and road widening works.
- Provide notification to abutting properties including Bunnings regarding timing of work the proposed works and traffic management arrangements.

## Timeline

Refer to the following table for the proposed key milestones

Description	Target Date for Completion
Apply for the planning permit to remove the 'reserve' status of the land.	February – March 2021
Provide notification to ADCO construction to commence intersection works	End of March 2021
Works notifications	Early April 2021
Commence on site works	April – May 2021
Finalise submission of plan of subdivision to the Land Titles Office	July 2021
Completion of works	December 2021
Re-zoning of land and planning scheme amendment	TBC – estimated to start amendment early 2022

## RELATED DOCUMENTS

Nil

## Attachments

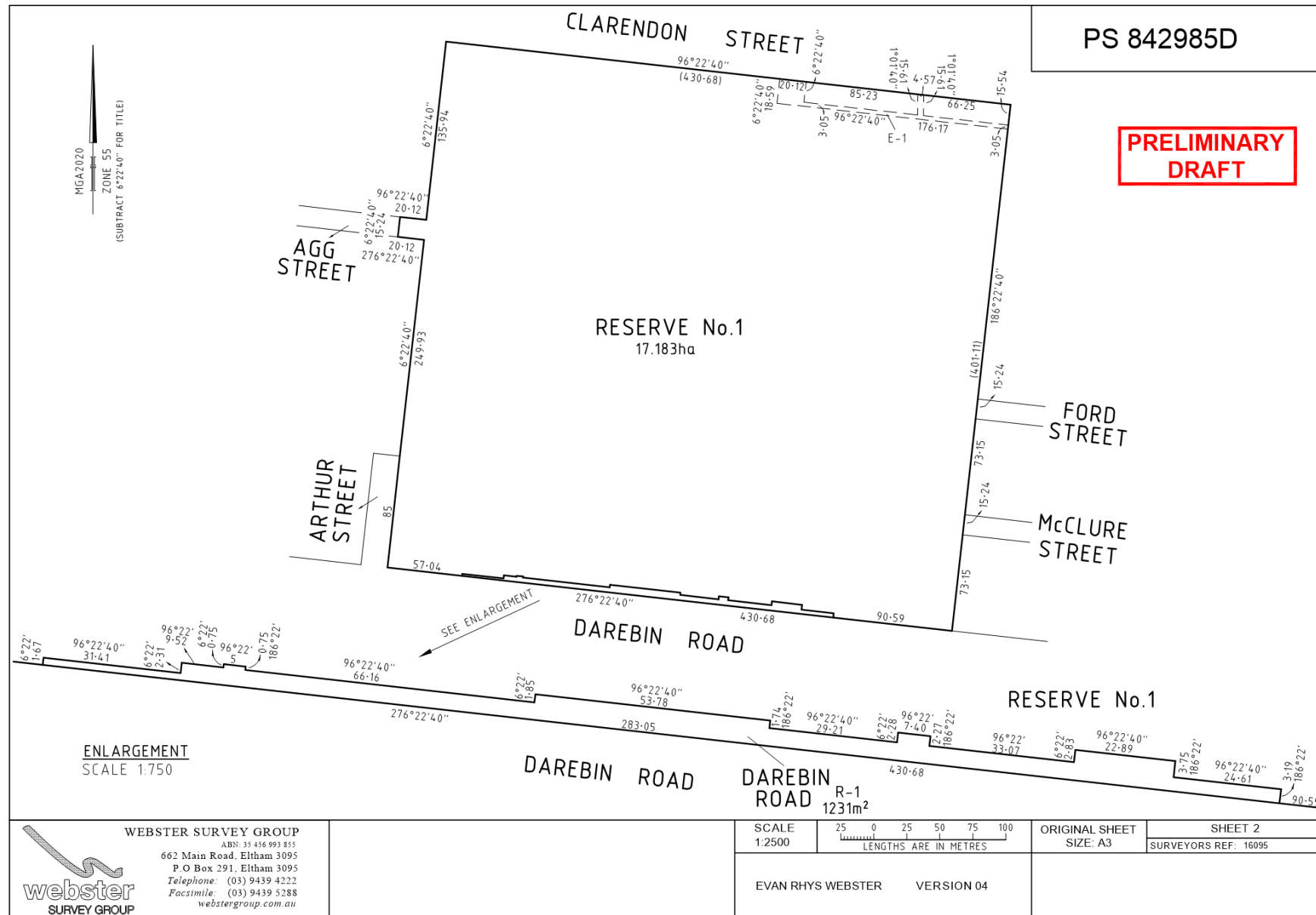
- Statutory Plan (**Appendix A**) [↓](#)
- Confidential Summary of Community Feedback and Submission (**Appendix B**)  
Confidential - enclosed under separate cover

## 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 general or material interest in a matter to which the advice relates.

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





**7.5 STATUTORY PROCESS FOR THE PROPOSED NAMING OF THE MULTI SPORTS STADIUM**

**Author:** Senior Property Officer  
Recreation Planning and Participation Co-ordinator

**Reviewed By:** General Manager, Governance and Engagement

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**EXECUTIVE SUMMARY**

This report provides background and steps on the proposed naming of the Multi Sports Stadium (MSS), 281 Darebin Road, Thornbury and to request Council to commence community consultation by way of a statutory process for the proposed naming.

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

- (1) Formally thank the Wurundjeri Council and in particular the Wurundjeri Elders who provided Council with the proposed naming options.
  - (2) Endorse, for inclusion in a voting poll, the following names for the new Multi Sports Stadium at 281 Darebin Road, Thornbury
    - a) Narrandjeri Stadium;
    - b) Wayibu Birram Stadium; and
    - c) Balit Burnay Stadium.
  - (3) Commence the statutory process in accordance with the requirements of the *Geographic Place Name Act 1998* and the Names rules for places in Victoria – Statutory requirements for naming roads, features and localities 2016;
  - (4) Gives public notice of the voting poll in *The Age* newspaper and on Council's webpage, voting form to be circulated to surrounding residents and businesses within a 500-metre radius of the Multi Sports Stadium and letters to the external stakeholders; and
  - (5) Receives a further report with the results of the voting poll and recommendation for Council to endorse the name for the new Multi Sports Stadium at 281 Darebin Road, Thornbury
- 

**BACKGROUND / KEY INFORMATION**

In the spirit of reconciliation with the Darebin Aboriginal and Torres Strait Islander community, Darebin City Council (Council) through the *Breathing Space; The Darebin Open Space Strategy* made a commitment, that when naming 50% of new public open spaces a name would be chosen in collaboration with the Wurundjeri Council of a significant Aboriginal and Torres Strait Islander people, figures, symbols or items. The Wurundjeri tribe are the Traditional Owners of the land on which Darebin stands today.

A Major Regional Leisure Facilities Feasibility Study was conducted in 2014, which highlighted the lack of indoor sporting infrastructure in the south of Darebin. John Cain Memorial Park (JCMP) was selected as the preferred location in 2017.

Council is developing a Multi-Sport Stadium (MSS) at John Cain Memorial Park in Thornbury. The MSS is located at 281 Darebin Road, Thornbury and is shown on the attached plan in **Appendix A**.

The facility will have four indoor courts for a range of sports such as netball, basketball, badminton, volleyball and roller derby and will be a 5-star Green Star certified building. The MSS is one of Council's 16 big actions that was identified as a priority by the Darebin community. Council awarded the contract to develop the design of the MSS to Brand Architects in April 2019.

Through the project of the development of the MSS, Council are responsible in the naming of the facility. Council have liaised with Wurundjeri Council seeking cultural input throughout the course of the planning and design phase. In 2019, Council Officers, after approval from Council's Aboriginal Partnerships Officer, met with Elders of the Wurundjeri Council to provide an update on the project and invite feedback on design of the MSS.

At a meeting dated 17 September 2020, together with Council's Aboriginal Partnerships Officer, Council officers met with Elders of the Wurundjeri Council to provide a further update across all of Council's Major Projects. At this meeting a naming request form was submitted seeking viable names for the both the Stadium and Show Court (within the facility). In October 2020, the Wurundjeri Council provided seven naming options in Woi Wurrung language. The following names were received;

- Narrageil Baggarrook – *means Divine/Powerful Woman in Woi Wurrung language;*
- Narrandjeri – *means Woman leader in Woi Wurrung language;*
- Narrageil Ganbu - *means Divine ones in Woi Wurrung language;*
- Wayibu Birram – *means Little Stars in Woi Wurrung language;*
- Balit Burnay – *means Strong Girls in Woi Wurrung language;* and
- Narrageil Manggip – *means Divine Daughters in Woi Wurrung language.*

On 17 December 2020, the Major Projects Project Control Group (PCG) met to discuss the seven names provided and endorsed by the Wurundjeri Council. The PCG selected the following three names as they resonate strongly with the vision of the stadium and provide a diverse option with regards to the native tongue. The following three names were chosen to be selected by the Community through the consultation period. ;

- Narrandjeri Stadium;
- Wayibu Birram Stadium; and
- Balit Burnay Stadium.

The Wurundjeri Council has also provided the names of 2 female athletes for consideration for the naming the Show Court within the facility.

- **Patricia Ockwell Court/Show Court** - Aunty Pat Ockwell is a Senior Wurundjeri Elder who should have been in the 1956 Olympic Games for running.
- **Marcia Ella-Duncan Court/Show Court** – Marcia Ella-Duncan was the first Aboriginal scholarship holder at the Australian Institute of Sport, the first Aboriginal woman to represent Australia in netball, and also a member of the 1987 Australian team that won bronze at the World Netball Championship in Glasgow. She has received numerous awards for sporting achievements, including an Order of Australia Medal for services to netball, and continues to be extensively involved in sport with Aboriginal children.

These names have been approved by the PCG and we have received Wurundjeri Council and family consent. There is an application with the Registrar of Geographic Names Victoria (GNV) requesting In-Principle support for the use of either names as both women are still living and this does not comply with one of the requirements of the Naming Rules. The application is currently with pending approval and once Council receives approval from the GNV it will begin consultation for the naming of the Show Court.

### **Previous Council Resolution**

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

## **COMMUNICATIONS AND ENGAGEMENT**

### **Consultation**

#### **Legislation**

The *Geographic Place Names Act 1998* (Act) which commenced in 1999, gave the responsibility for investigation and determination of geographic names and the notification of new or altered geographic names for inclusion in the Geographic Names Register to local governing and administering bodies. Geographic names include suburbs, streets, reserves schools, parks and other geographic features, including pedestrian bridges.

When considering the naming/renaming of a road, feature or locality, the Darebin City Council (Council), as a naming authority, is required to comply with the *Names rules for places in Victoria – Statutory requirements for naming roads, features and localities 2016* (Rules), as well as its Road and Place Naming Policy October 2014 (Policy).

The renaming of a road, feature or locality does not remove a previous name. That name becomes the historical name, which is retained in VICNAMES - Register of Geographic Names.

#### **Statutory Process**

Council is required to undertake a statutory process (community consultation) before a public place can be renamed in accordance with the *Geographic Place Name Act 1998* and *Section 223* of the *Local Government Act 1989*.

The statutory process would provide the community with an opportunity to vote on their preferred naming option for the MSS within the 30-day consultation period. People can object to the proposal, support it or provide comment on it without expressing support or opposition. Submissions must explain why a proposal is opposed/supported and include the signatories printed name and address. It would include:

- A voting form being circulated to surrounding residents and businesses within a 500-metre radius of the park (**Appendix B**); and
- Public notices being placed on Council's web page and in the Age newspaper.

Following the conclusion of the statutory process, the results of the vote will be provided to Council. The name that receives the most votes will be put forward as the preferred name for the MSS. Council will then consider all information provided, including all submissions, prior to deciding on whether to support the proposal and lodge it with the Registrar of Geographic Names Victoria. If the name is accepted/endorsed by the Registrar and included in the Victoria Government Gazette then it would become the official name. Council must wait for formal notification from the Registrar before using the name.

## **Communications**

Consultation will be completed by communication with:

- Council Departments
- Darebin residents, businesses and community
- Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation
- External Stakeholders; Emergency Services, Ambulance Victoria, etc.
- Geographic Names Victoria

## **ANALYSIS**

### **Alignment to Council Plan / Council policy**

Goal 5 - Involving our diverse community

### **Environmental Sustainability Considerations**

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

#### **Climate Emergency**

There are no factors in this report which impact upon climate emergency.

### **Equity, Inclusion and Wellbeing Considerations**

There are no factors in this report that impact upon equity, inclusion and wellbeing considerations.

### **Cultural Considerations**

Officers have consulted with the Wurundjeri Council who have proposed the names that are being considered in the Community Consultation.

### **Economic Development Considerations**

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

### **Financial and Resource Implications**

This work will be undertaken within current budget parameters.

### **Legal and Risk Implications**

Any legal or risks and governance implications associated with the proposed naming of the Multi Sports Stadium will be documented and options provided to Council, particularly after the discussions with the Wurundjeri Council.



## Operational Impacts

Should Council not agree to proceed with the Community Consultation, then this will significant impact on the current Capital Works Project that is underway. The Council appointed contractors will need to be provided an endorsed name in order for them to sign the building.

## DISCUSSION

Council is being asked to consider if it would commence the statutory process for the proposed naming of the Multi Sports Stadium in Thornbury. Should Council wish to proceed with the naming, it must follow the statutory process. The statutory process will provide Council with an opportunity to obtain further insight into the overall consensus of surrounding property owners and the community prior to any decision being made to name the MSS.

## OPTIONS FOR CONSIDERATION

### Option 1 – Abandon the Proposal or Do Nothing

Council could resolve to abandon the proposal, take no action or may make no resolution on the matter. This option would mean that there will be significant impact on the current Capital Works Project that is underway. The Council appointed contractors will need to be provided an endorsed name in order for them to sign the building. If Council choose to abandon the project then the stadium may be named the Multi Sports Stadium. Failing to progress the proposal may be seen as a contradiction of Council's stated objectives in the new Council plan with regard to reconciliation.

Council may, at some time in the future, resolve to commence the statutory process.

### Option 2 – Commence the Statutory Procedures (Recommended)

Council could resolve to commence the statutory process for the proposed naming of the Multi Sports Stadium (MSS), 281 Darebin Road, Thornbury, through community consultation. This would demonstrate Council's commitment to reconciliation and acknowledge the Traditional Owners of the land for which Darebin stands today.

This will extend the consultation to the immediate and extended and provide them with the opportunity to make a vote on their preferred name and to make a submission. This option would assist Council in obtaining insight into the overall consensus of surrounding property owners, business owners and the community.

## IMPLEMENTATION STRATEGY

### Details

Commence the statutory process for the proposed naming of Multi Sports Stadium with the short-listed names endorsed by the Wurundjeri Council and the PCG.

### Communication

- Council Departments
- Darebin residents, businesses and community
- Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation
- External Stakeholders; Emergency Services, Ambulance Victoria, etc.
- Geographic Names Victoria

### Timeline

- Commence the statutory process for the potential renaming of the Multi Sports Stadium;
- 30 day Community Consultation
- Return for Council Report with a recommendation
- Application with the Geographic Names Victoria

### RELATED DOCUMENTS

- Council's Road and Place Naming Policy 2014
- *Geographic Place Names Act* 1998
- *Local Government Act* 1989
- Naming Rules for Places in Victoria – Statutory requirements for naming roads, features and localities – 2016
- Breathing Space; The Darebin Open Space Strategy

### Attachments

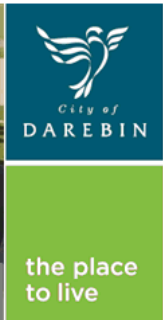
- Map of Multi Sports Stadium (**Appendix A**) [↓](#)
- Voting form for a name for the Multi Sport Stadium - 281 Darebin Road, Thornbury (**Appendix B**) [↓](#)

### 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 general or material 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.





Voting for a name for our Multi Sports Stadium in Thornbury

Darebin City Council (Council) is proposing to name the Multi Sport Stadium (Stadium), 281 Darebin Road, Thornbury.

The Stadium will consist of four indoor courts for a range of sports such as netball, basketball, badminton, volleyball and roller derby and will be a 5-star Green Star certified building. For more background on the project, please visit: <https://www.yoursaydarebin.com.au/JCMPSportsPark>.

Council consulted with the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation in October 2020 and they provided Council with the option of 7 names to be potentially be used for the Stadium. These names were then shortlisted and approved by the Major Projects Project Control Group.

**Statutory Process:**

Council is required to undergo a statutory process before a public place can be named in accordance with the *Naming rules for places in Victoria, Statutory requirements for naming roads, features and localities – 2016*.

Council approved three names to be voted on by the public and your votes are now required to select names for this project

Please cast your votes by **2 April 2021**. All votes will be counted, the name with the majority of votes will become the official name of the multi sports stadium subject to Council approval.



If you wish to object to the names, please do so by making a comment below. You must explain why you do not support the names.

**How to Vote:**

You can vote via email or in writing and include your name, address and contact details.

1. Email your vote to [elly.michailidis@darebin.vic.gov.au](mailto:elly.michailidis@darebin.vic.gov.au) quoting reference number **fA1057122** in the subject line. Name options are listed below.
2. Post using slip below and forwarded to Elly Michailidis, Senior Property Officer at Darebin City Council, PO Box 91 Preston Vic 3072. Name options are listed below.



**POSTAL VOTE**

To vote, you must provide your name, address and contact details.

Full name: \_\_\_\_\_ Address: \_\_\_\_\_

Email/Phone: \_\_\_\_\_

Please place a tick in the box next to your preferred name. Only tick one box. Only one vote per household.

- Narrandjeri Stadium** (means Women Leader in Woi Wurrung Language).
- Wayibu Birram Stadium** (means Little Stars in Woi Wurrung Language).
- Balit Burnay Stadium** (means Strong Girls in Woi Wurrung Language).

Please comment if you object to the names: \_\_\_\_\_

Please contact Elly Michailidis at [elly.michailidis@darebin.vic.gov.au](mailto:elly.michailidis@darebin.vic.gov.au) or on 8470 8508 for enquiries.

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**National Relay Service**  
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**7.6 ASSET MANAGEMENT POLICY AND STRATEGY****Author:** Asset Infrastructure Advisor**Reviewed By:** General Manager, Governance and Engagement

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**EXECUTIVE SUMMARY**

The existing Asset Management Policy and Asset Management Strategy have come to the end of their duration. The Asset Management Policy and the Asset Management Strategy provide a strategic approach to Council in the delivery of best-practice asset management activities over the period of the Council term. These documents will underpin the 10-year Asset Plan that is required to be in place by June 2022 in accordance with the *Local Government Act 2020*.

Work has been undertaken to review and prepare a draft Asset Management Policy and a draft Asset Management Strategy for Council to review. There has been significant internal consultation throughout the development of the draft Policy and draft Strategy and it is proposed that these documents proceed to community consultation before they are adopted by Council.

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

- (1) Endorse the Asset Management Policy to proceed to community consultation.
  - (2) Endorse the Asset Management Strategy to proceed to community consultation.
  - (3) Receive a report that includes the outcomes of community consultation on the draft Asset Management Policy and draft Asset Management Strategy at its April meeting.
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**BACKGROUND / KEY INFORMATION**

This report is in response to Council's existing Asset Management Policy and Asset Management Strategy reaching the end of their duration. A review and redevelopment of both documents have been undertaken, resulting in the final draft versions of the Asset Management Policy (refer to Appendix A) and the Asset Management Strategy (refer to Appendix B) accompanying this report.

In accordance with the new *Local Government Act 2020*, these two documents will be guided by an overarching "Asset Plan", which will be developed by June 2022. The 10-year Asset Plan and 10-year Financial Plan are the two resource plans required by *the Act* that support the achievement of the Community Vision. The Asset Plan will be a strategic asset-management planning document and will be underpinned by the Asset Management Policy, Asset Management Strategy and a suite of Asset Management Plans based on asset classes.

Figure 1 shows where the Asset Management Policy and the Asset Management Strategy fit within the strategic planning context.

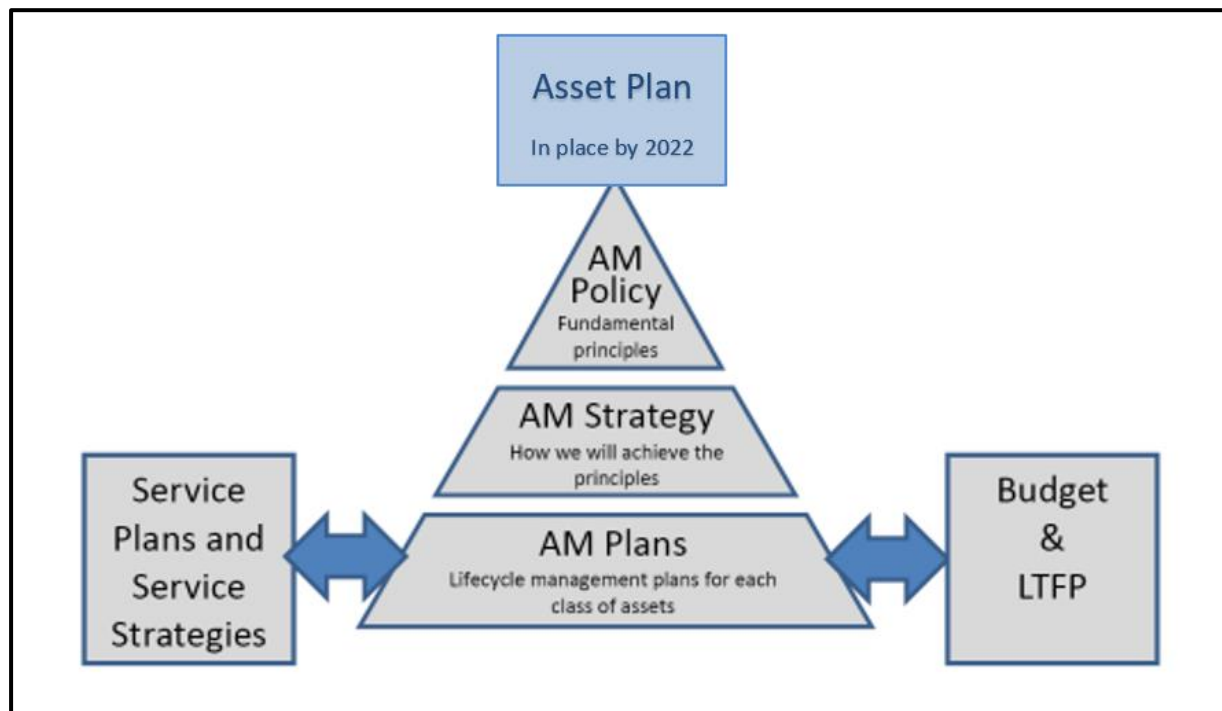


Figure 1; the relationship between the required LG Act Integrating Asset Management Activity with the Asset Plan

### Previous Council Resolution

At its meeting held on 2 October 2017, Council resolved:  
*That Council adopts the Asset Management Policy 2017.*

At its meeting held on 18 May 2015, Council resolved:  
*That Council adopts the Asset Management Strategy 2015 – 2019.*

### COMMUNICATIONS AND ENGAGEMENT

#### Consultation

An internal steering group was set up to provide advice for the review of the Asset Management Strategy and Asset Management Policy. The group provided valuable advice on the general direction and detail of the proposed strategy and policy.

Members of the Steering Group who contributed to the discussion included:

- General Manager Governance and Engagement
- Manager Property and Business Improvement
- Manager Governance and Corporate Strategy
- Manager Finance
- Manager Assets and Capital Delivery
- Manager Information Services
- Manager Parks and Open Space
- Manager City Works
- Asset and Infrastructure Advisor

During the review and redevelopment of the draft Asset Management Policy and Asset Management Strategy, there was engagement with the following stakeholders from Council departments:

- Executive Management Team
- Manager City Works
- Manager Information Services
- Manager Creative Culture & Events
- Acting Gallery Director, Bundoora Homestead Art Centre
- Arts Precinct Coordinator
- Senior Property Services Officer
- Acting Senior Property Services Officer
- Acting Coordinator Property Services
- Manager Recreation & Libraries
- Coordinator Corporate Planning
- Manager Organisational Culture & Transformation
- Acting Manager Property & Business Improvement
- Property Project Officer
- Manager City Futures
- Manager Assets & Capital Delivery
- Aboriginal Partnerships Officer
- Senior Strategic Planner
- Coordinator Strategic Planning
- Coordinator Parks Strategy & Special Projects
- Environment Officer (Waste & Water)
- Manager Climate Emergency & Sustainable Transport
- Acting Coordinator Transport Strategy & Programs
- Manager Finance
- City Design Coordinator
- Equity and Diversity Policy Lead

## **ANALYSIS**

### **Alignment to Council Plan / Council policy**

#### **Goal 1 - A sustainable city**

The Asset Management Policy outlines Darebin City Council's commitment and approach to sustainably managing our assets for the benefit of current and future generations and to ensure that our asset management practices are from the start, focused on our community in its diversity and contribute to improved outcomes for all, particularly community members who experience disadvantage or discrimination.

The Asset Management Policy states that our approach to asset management will be based on a number of principles including:

- **Financially sustainable** investment decisions that optimise asset performance, return on investment and affordability

The Asset Management Strategy states that Council's Asset Management objective in terms of climate change is that: We plan and manage our assets to reduce our impact on the environment and increase the performance of our assets.

The Asset Management Strategy states that Council's Asset Management objective in terms of innovation is that: Innovation opportunities are actively explored and included in our corporate and asset strategies and plans.

### **Goal 2 - Opportunities to live well**

The Asset Management Policy states that asset management is the practical vehicle for:

- Improving the rights and well-being of people in our community by providing opportunities for them to live their lives well; and
- Ensuring that our services, programs and facilities benefit all, including those who experience disadvantage or discrimination

### **Goal 3 - A liveable city**

The Asset Management Policy states that well-maintained infrastructure (such as footpaths, buildings and street trees) play an important role in forming the look and feel of an area so asset management must also recognise the impact that Council's assets have on the health and wellbeing of the community as well as their rights.

The Asset Management Policy continues, that Community infrastructure contributes to achieving other important social policy outcomes, including preventative health, social inclusion and tolerance, stronger social capital and community resilience and better access to broad-based education and learning.

The Asset Management Strategy states that Council's Asset Management objective in terms of risk and life-cycle cost is that: Assets are managed to achieve fair and good community outcomes at the lowest lifecycle cost with acceptable risk and safety outcomes.

The Asset Management Strategy states that Council's Asset Management objective in terms of program delivery is that: Our integrated asset planning consistently enables equitable and timely delivery of capital, renewal and maintenance programs.

### **Goal 4 - A strong economy**

The Asset Management Policy states that asset management enables Council to provide services in the most cost-effective manner for the present and future generations whilst managing the asset holistically for the benefit of all in the Darebin community, notably people who experience or have historically experienced discrimination and disadvantage, including locational disadvantage in the distribution (and quality/maintenance) of assets.

The Asset Management Strategy states that Council's Asset Management objective in terms of demand-management is that: We understand and respond to future infrastructure demand through evidence-based solutions that address existing and emerging inequalities (including locational).



**Goal 5 - Involving our diverse community**

The Asset Management Policy states that our approach to asset management will be based on a number of principles including being:

- **Accessible, equitable, inclusive and responsive** to the needs of our diverse community, improving equity, inclusion, fulfillment of rights and health outcomes

The Asset Management Strategy states that Council's Asset Management objectives in terms of diversity are that: Our assets respond appropriately and equitably to the needs of our diverse community and are accessible, inclusive and fit-for-purpose. Service levels support the expectation and usage of all in the Darebin community, including people who experience discrimination or disadvantage. The community is engaged meaningfully, equitably and inclusively.

**Goal 6 - A well governed Council**

The Asset Management Policy states that our approach to asset management will be based on a number of principles including:

- **Continuous improvement** in governance, developing integrated systems, improving quality, compliance and reporting

The Asset Management Policy states that: Our asset management objectives are to implement data-driven, evidence-based decision-making that is derived from risk (including safety), compliance and performance standards, supported by the use of smart technology and a sound governance framework.

The Asset Management Strategy states that Council's Asset Management objectives in terms of an asset management system are that: We have a holistic approach to asset management system that also aligns with the International Standard ISO55001:2014 and legislative obligations; our governance framework is effective; and risk management is embedded in our Asset Management practices.

The Asset Management Strategy states that Council's Asset Management objective in terms of financial sustainability is that: Our short and long-term investment program for new and existing assets is financially sustainable.

The Asset Management Strategy states that Council's Asset Management objective in terms of asset data and information is that: Asset data and information is accurate and reliable and is used to inform financial, planning and service delivery decision-making.

**Environmental Sustainability Considerations**

The Asset Management Policy states that our asset management objectives include to mitigate environmental impact, improve the resilience of our infrastructure and align our asset management activities with climate adaptation responsibilities and preparing our community for change in an equitable, inclusive and rights-based way.

**Climate Emergency**

The Asset Management Policy states that our approach to asset management will be based on a number of principles including:

- **Climate change** and adaptation responsibilities underpinning our approach to asset management, recognising the need for climate/environmental justice, to jointly address social inequality and environmental breakdown

## Equity, Inclusion and Wellbeing Considerations

The Asset Management Policy states that we will ensure that our asset management activities are integrated across our organisation for the lifecycle of the assets, as we continue to place equity, inclusion, human rights and our community's wellbeing and quality of life at the heart of what we do.

The Asset Management Policy states that our approach to asset management will be based on a number of principles including being:

- **Accessible, equitable, inclusive and responsive** to the needs of our diverse community, improving equity, inclusion, fulfillment of rights and health outcomes

The Asset Management Policy states that one of our asset management objectives is to reduce discrimination, disadvantage, barriers to community participation and the unequal distribution of assets, as well as inappropriate resourcing that hinders equity, diversity, access and inclusion.

The Asset Management Strategy recognises that one of the significant challenges in managing Council's assets is that while the health and overall socio-economic status of the municipality is improving, there is also:

- A growing inequity between wealthier areas and poorer areas;
- An increasing exclusion of low-income residents in housing and participation in community life; and
- A reduction in diversity, cultural awareness and cultural practice

In this environment, without a focus on equity and inclusion, the assets that Council provides and manages can unintentionally support the growing inequity.

## Cultural Considerations

The Asset Management Strategy recognises that one of the significant challenges in managing Council's assets is that while the health and overall socio-economic status of the municipality is improving, there is also a reduction in diversity and the culture that attracted people to choose Darebin as a place to live.

One important response to this challenge relates to how service levels are determined so that cultural issues are identified and considered. The management of assets is then matched to the outcomes from the determination of service levels.

## Economic Development Considerations

The Asset Management Strategy recognises that one of the significant challenges in managing Council's assets is a growing population and changing demographics. In part, the increase in population will be accommodated by replacing already identified areas of existing industrial development with high density residential development and by densification on existing residential land, increasing the demand on existing assets and services.

The provision of new services will have to be carefully planned to ensure that the required assets are designed and located in the most appropriate areas to meet the needs of the particular age group and community at large and to address or redress existing inequities in asset distribution.

## Financial and Resource Implications

The Asset Management Policy states that the long-lived nature of many assets and the need for their ongoing renewal means that planning must be on an understanding of the full costs throughout each asset's lifecycle. Both short and long-term financial requirements including depreciation, asset investment and planning needs must be addressed.

The Asset Management Strategy sets out a fresh approach to asset management for Council. It establishes a foundation to move forward and focuses attention on key strategic and operational asset management improvement initiatives including assigning dedicated resources for strategic asset management activities. An Asset Management Improvement Plan has been developed setting out actions and timeframes over the next four years for asset management activities.

Specific costs and resource requirements for the implementation of the Asset Management Improvement Plan (AMIP) are yet to be developed but will form part of funding applications to Council's annual budget process.

## Legal and Risk Implications

The Asset Management Policy states that our Asset Management objectives includes to implement data-driven, evidence-based decision-making that is derived from risk (including safety), compliance and performance standards, supported using smart technology and a sound governance framework.

In addition to legislative requirements, the Strategy is aligned with the requirements of ISO 55001 (the International Standard for Asset Management), the National Asset Management Accountability Framework (NAMAF) and the International Infrastructure Management Manual.

An Asset Management Improvement Plan is being developed to deliver the Asset Management Strategy in response the requirements of the Act and industry standards.

The Asset Management Strategy provides greater controls in how Council manages its infrastructure. It provides the approach to demonstrating:

- Due diligence applied by the Council
- Alignment to the overarching governance principles, strategic planning principles, service performance principles and financial management principles outlined in the *Local Government Act 2020*.
- Commitment to the management of Council's assets and developed understanding of infrastructure risks

## Operational Impacts

Over the duration of this Asset Management Strategy, we will:

- Define service levels, gather asset information and determine asset risk; and
- Use this information to update our asset management plans.

Customer-focused service-planning requires the linking of customer needs to service-planning and asset management plans and operational and maintenance plans. In general terms there will be a clear link between the Community Vision, 10-year Financial Plan, 10-year Asset Plan, Council Plan (incorporating the Municipal Health and Wellbeing Plan), annual report, service plans and asset management plans.

The impact of the Asset Management Strategy will be crystallised through the outcomes of service-level reviews on asset management plans for each asset class.

## DISCUSSION

The draft Asset Management Policy and Asset Management Strategy have been informed by desktop research conducted on the asset management policies and strategies of other Councils and best practice examples from other sectors. This work was also supported with the engagement of external consultants to provide specialist expertise in the development of the draft documentation.

Council is asked to endorse the Asset Management Policy and Asset Management Strategy to proceed to community consultation.

## OPTIONS FOR CONSIDERATION

The Asset Management Policy and Asset Management Strategy proceed to community consultation using the 'consult' stream outlined in the draft Community Engagement Policy presented to Council at this meeting for adoption. This aligns to the IAP2 Spectrum of Engagement.

## IMPLEMENTATION STRATEGY

### Details

The following timeline outlines the timeline and detailed actions for the draft Asset Management Policy and draft Asset Management Strategy.

Timeline	Details
22 February	Seek Council endorsement of draft Asset Management Policy and Asset Management Strategy to proceed to community consultation.
23 February – 25 March	Digital engagements planned such as: - Two online sessions for community discussion and feedback - Online feedback via the Your Say Darebin online engagement platform, supported by a translated outline of the engagement opportunity and purpose of the document into the top 12 languages other than English that Council has committed to.  Circulation of the draft Strategy and Policy to the Administrator of each of Council's Advisory Committees for distribution to Committee members to provide input and feedback
5 April 2021	Provide Councillors with a briefing on the feedback on the draft Asset Management Policy and draft Asset Management Strategy and recommendations for final Policy and Strategy.
26 April 2021	Present findings of feedback received and recommendations for final Asset Management Policy and Asset Management Strategy for adoption by Council.
10 May 2021	Outcome of engagement reported back to the community via Your Say web page (closing the loop).

## Communication

The communications associated with the consultation will be translated to promote this process and ensure a good engagement reach of our diverse community.

## RELATED DOCUMENTS

- Council Plan 2017-2021
- Health and wellbeing plan 2017-2021
- Asset Management Plans
- Asset Rationalisation Policy (under review)
- Asset Disposal Policy (under review)
- Financial Sustainability Guidelines (VAGO)
- Property Management Framework
- Property Management Policy
- Fleet Policy
- Darebin Climate Emergency Plan 2017-2022
- Community Engagement Strategy and Framework
- Long Term Financial Plan, Annual Budget 2020/21
- Risk Management Policy and Framework
- Community Infrastructure Plans/Frameworks and Reviews, Masterplans
- Towards Equality - Equity, Inclusion and Human Rights Framework 2019-2029 and associated Plans
- Darebin Policy Review Lens
- Local Government Act 2020

## Attachments

- Asset Management Policy - Final Draft (**Appendix A**) [↓](#)
- Asset Management Strategy - Final Draft (**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 general or material 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.



# Asset Management Policy

A policy is the guiding principle that helps the organisation to take logical decisions. It is a set of common rules to inform decisions and behaviours and commonly has supporting procedures and guidelines.

<p><b>Purpose</b></p>	<p>This policy outlines Darebin City Council's commitment and approach to sustainably and equitably managing our assets for the benefit of current and future generations and to ensure that our asset management practices are from the start, focused on our community in its diversity and contribute to improved outcomes for all, particularly community members who experience disadvantage or discrimination.</p> <p>We will ensure that our asset management activities are integrated across our organisation for the lifecycle of the assets, as we continue to place equity, inclusion, human rights and our community's wellbeing and quality of life at the heart of what we do.</p>
<p><b>Scope</b></p>	<p>This policy applies to the planning, funding, creation, acquisition, operation, maintenance, renewal and disposal of all Council assets and includes:</p> <ol style="list-style-type: none"> <li>1. All Council owned physical assets; and</li> <li>2. All physical assets that Council does not own but has direct responsibility for, or control over.</li> </ol> <p>Council and all Council employees are responsible for adherence to this policy in their day to day activities, operational and strategic planning.</p>
<p><b>Definitions and Abbreviations</b></p>	<p>Level of Service – the standard to which the service should operate.</p> <p>Lifecycle Cost - The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, renewal and disposal costs.</p> <p>Long Term Financial Plan - A summary of the financial projections and impact of Council's strategic and operational activities including proposed operating and capital investment for a period of 10 years or more.</p> <p>Assets - Physical assets owned or under the care, control and management of Council that contribute to the community's needs for access to major economic and social facilities – examples include roads, drainage, transport, buildings, lighting, cultural and heritage, open space, street trees and information technology.</p> <p>Asset lifecycle – the period from asset concept to asset disposal.</p> <p>Asset Management - is the systematic approach to the governance and management of assets whilst maximising accessible, equitable, inclusive and responsive service delivery potential, fairness in distribution and managing related risks and costs over the assets' life.</p> <p>Asset Management Plan - Long term plans (usually 5 to 10 years) for specific asset classes that outline the asset activities, level of service, costings and programs for each class.</p> <p>Asset Management Strategy - An AM Strategy is a strategic document that guides and informs the management of assets (physical objects). It outlines the direction Council will take with its assets and the activities needed to improve its asset management capability.</p>

1 December 2020



<p><b>Policy Statement(s)</b></p>	<p>Asset management is the systematic approach to the governance and management of assets whilst maximising accessible, equitable, inclusive and responsive service delivery potential, fairness in distribution and managing related risks and costs over the assets' life. It enables Council to provide services in the most equitable and cost-effective manner for the present and future generations whilst managing the asset holistically for the benefit of all in the Darebin community, notably people who experience or have historically experienced discrimination and disadvantage, including locational disadvantage in the distribution (and quality/maintenance) of assets.</p> <p>Council owns and maintains assets such as roads, buildings, parkland, cultural collections, libraries and vehicles to support service provision to the diverse community it serves.</p> <p>The long-lived nature of many assets and the need for their ongoing renewal means that planning must be on an understanding of the full costs throughout each asset's lifecycle, and address both short and long-term financial and planning needs.</p> <p>Well-maintained infrastructure (such as footpath and street trees) play an important role in forming the look and feel of an area so asset management must also recognise the impact that Council's assets have on the health and wellbeing of the community as well as their rights.</p> <p>Community infrastructure contributes to achieving other important social policy outcomes, including preventative health, social inclusion and tolerance, stronger social capital and community resilience and better access to broad-based education and learning.</p> <p>Asset management is the practical vehicle for:</p> <ol style="list-style-type: none"> <li>1. Improving the rights and well-being of people in our community by providing opportunities for them to live their lives well; and</li> <li>2. Ensuring that our services, programs and facilities benefit all including people who experience disadvantage or discrimination.</li> </ol> <p>It is important that Council understands all the steps in the lifecycle of an asset and who is responsible for each step. Equitable and holistic lifecycle asset management involves all activities associated with managing our community assets including:</p> <ul style="list-style-type: none"> <li>• Planning</li> <li>• Creating / acquiring</li> <li>• Operating</li> <li>• Maintaining</li> <li>• Renewing</li> <li>• Replacing; and</li> <li>• Disposing of assets.</li> </ul>
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1 December 2020



**Lifecycle asset management**



Our approach to asset management will ensure we will implement smart and fair investment decisions that are planned and programmed to enable the best value outcomes for our community.

This commitment will be achieved by adhering to the following principles and objectives:

**Our approach to asset management will be based on the following principles:**

- **Community-centric** services with relevant and clear community benefit and value an opportunities for community input and engagement
- **Financially sustainable** investment decisions that optimise asset performance, return on investment and affordability
- **Accessible, equitable, inclusive and responsive** to the needs of our diverse community, improving equity, inclusion, fulfillment of rights and health outcomes
- **Climate change** and adaptation responsibilities underpinning our approach to asset management, recognising the need for climate/environmental justice, to jointly address social inequality and environmental breakdown
- **Continuous improvement** in governance, developing integrated systems, improving quality, compliance and reporting

**Our asset management objectives (SMART) for 2020-2025:**

- Ensure community services are supported by service levels and standards that demonstrate an appropriate balance of expectation through consultation, with the objectives and requirements of Council.
- Drive prudent investment decisions throughout the asset lifecycle – from acquisition to disposal, to ensure adequate funding in the short and long term (acknowledging inter-generational impact), whilst delivering robust financial performance.
- Reduce discrimination, disadvantage, barriers to community participation and the unequal distribution of assets, as well as inappropriate resourcing that hinders equity, diversity, access and inclusion.

1 December 2020





	<ul style="list-style-type: none"> <li>▪ Mitigate environmental impact, improve the resilience of our infrastructure and align our asset management activities with climate adaptation responsibilities and preparing our community for change in an equitable, inclusive and rights-based way.</li> <li>▪ Implement data-driven, evidence-based decision-making that is derived from risk (including safety), compliance and performance standards, supported by the use of smart technology and a sound governance framework.</li> <li>▪ Ensure asset-related transactions including procurement are conducted in line with the Social and Sustainable Procurement Policy 2019 and Fraud and Corruption Control Plan.</li> </ul>
<p><b>Responsibilities</b></p>	<p>To achieve our purpose, the following key roles and responsibilities are identified:</p> <p><u>Council</u></p> <ul style="list-style-type: none"> <li>▪ Act as custodians of community assets</li> <li>▪ Adopt the Asset Management Policy (AM Policy) and Asset Management Strategy (AM Strategy)</li> <li>▪ Ensure that asset management requirements, as outlined in the AM Strategy are appropriately considered in decision making; and responded to in the Council planning and financial management.</li> </ul> <p><u>Chief Executive Officer/Executive Management Team</u></p> <ul style="list-style-type: none"> <li>▪ To provide leadership and direction in the development and implementation of the AM Policy and AM Strategy and Asset Management Improvement Plan (AMI Plan).</li> <li>▪ Responsible for the allocation of resources and development of sound asset management practice across the organisation as well as ensuring that all asset management activities are consistent with the objectives of Council's Strategic Plan, integrated business planning, budget process and the long-term financial plan.</li> </ul> <p><u>Asset Management Steering Committee</u></p> <ul style="list-style-type: none"> <li>▪ Support and contribute to Council's short and long term financial planning to ensure that Council operates within all fiscal guidelines and legislative requirements, and is financially sustainable.</li> <li>▪ Facilitate a strategic approach to the delivery of the Asset Management Policy and Strategy and ensure all asset management activities are aligned to the AM Policy Principles and objectives.</li> <li>▪ Optimise decision-making and asset investments across the lifecycle of council's asset base.</li> <li>▪ Lead, govern and monitor the implementation of asset management activities across the organisation as outlined in the AM Strategy and AM Improvement Plan, including the review of KPIs and timeframes.</li> <li>▪ Oversee the ongoing development and review and implementation of service plans and AM Plans</li> <li>▪ Ensure the Darebin Policy Review Lens, human rights and equity principles and strategies are taken into consideration.</li> <li>▪ Champion the AM Strategy across Council and drive behavioural change.</li> <li>▪ Reduce organisational risk.</li> </ul> <p><u>Service Managers/Asset Owners/Responsible Officers/AM-related Project Officers</u></p> <ul style="list-style-type: none"> <li>▪ Implement the suite of AM documentation</li> <li>▪ Review and regularly update AM Plans</li> <li>▪ Develop and implement maintenance, renewal and capital works programs in accordance with the AM Policy, AM Strategy, AM Plans and budget allocation</li> <li>▪ Deliver services to agreed risk, budget and service level expectations</li> <li>▪ Develop and implement business processes to support asset management</li> <li>▪ Develop and implement individual asset class asset management plans</li> <li>▪ To report asset related risk and damage</li> </ul>

1 December 2020



	<ul style="list-style-type: none"> <li>▪ Gather, analyse and respond to data and research including asset condition assessments and valuations</li> <li>▪ Ensure appropriate delegations and approval processes are followed</li> <li>▪ Monitor, review and report on asset management activities as required</li> <li>▪ Use asset management information systems correctly to ensure data integrity</li> <li>▪ Undertake all risk and compliance obligations</li> <li>▪ Establish and monitor asset risk inspection regimes</li> <li>▪ Provide accurate and reliable information to Council for decision making</li> </ul> <p>Council uses the Service Manager / Asset Owner operational model to ensure accountability and role responsibilities are clearly defined and measurable.</p>		
<b>Organisational Values</b>	<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><b>We Make a Difference:</b> 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><b>We are Accountable:</b> 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><b>We are Collaborative:</b> We are united by a common purpose to serve the community. We work together, connecting within our teams and across the organisation. We are inclusive and collaborative. We are one.</p> </td> <td style="width: 50%; vertical-align: top;"> <p><b>We have Integrity:</b> 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><b>We show Respect:</b> 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><b>We are Creative:</b> 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.</p> </td> </tr> </table>	<p><b>We Make a Difference:</b> 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><b>We are Accountable:</b> 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><b>We are Collaborative:</b> We are united by a common purpose to serve the community. We work together, connecting within our teams and across the organisation. We are inclusive and collaborative. We are one.</p>	<p><b>We have Integrity:</b> 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><b>We show Respect:</b> 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><b>We are Creative:</b> 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.</p>
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<b>Breach of Policy</b>	<p>Breaches of policy are to be corrected immediately. Any concerns about non-compliance should be reported immediately to the Policy owner.</p>		

**GOVERNANCE**

<b>Parent Strategy/ Plan</b>	Asset Management Strategy; Asset Management Improvement Plan
<b>Related Documents</b>	<p>This policy should be read in conjunction with Council's:</p> <ul style="list-style-type: none"> <li>• 2020-2025 Asset Management Strategy</li> <li>• 2020-2025 Asset Management Improvement Plan</li> <li>• Asset Management Plans</li> <li>• Asset Rationalisation Policy (under review)</li> <li>• Asset Disposal Policy (under review)</li> <li>• Financial Sustainability Guidelines (VAGO)</li> <li>• Property Management Framework</li> <li>• Property Management Policy</li> </ul>

1 December 2020



	<ul style="list-style-type: none"> <li>• Fleet Policy (confirm correct title)</li> <li>• Darebin Climate Emergency Plan 2017-2022</li> <li>• Community Vision, Council Plan</li> <li>• Community Engagement Strategy and Framework</li> <li>• Long Term Financial Plan, Annual Budget 2020/21</li> <li>• Risk Management Policy and Framework</li> <li>• Community Infrastructure Plans/Frameworks and Reviews, Masterplans</li> <li>• Towards Equality - Equity, Inclusion and Human Rights Framework 2019-2029 and associated Plans</li> <li>• Health and wellbeing plan 2017-2021</li> <li>• Darebin Policy Review Lens</li> <li>• Council Plan 2017-2021</li> </ul>
<b>Supporting Procedures and Guidelines</b>	National Asset Management Accountability Framework (NAMAF); VAGO AM Guidelines; 10 Year Capital Works Funding Strategy (adopted October 2019); ISO 55001; Essential Safety Measures Guidelines; International Infrastructure Management Manual; other applicable Financial Policies and State Government Guidelines
<b>Legislation/ Regulation</b>	<p>LG Act 2020: Sec 92 Asset Plan</p> <p>LG Act 2020: Part 4 – Planning and Financial Management, Section 89 Strategic planning principles</p> <p>Victorian Charter of Human Rights and Responsibilities Act 2006</p> <p>Equal Opportunity Act 2010</p>
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<b>Review Date</b>	June 2022. This policy shall be reviewed every two (2) years to ensure alignment with other Council policies and the Council Plan.
<b>Version Number</b>	1.0
<b>Document ID</b>	XXX
<b>Content enquiries</b>	Manager, Property and Business Improvement

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.

1 December 2020



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# Asset Management Strategy

2020 to 2025

## CONTENTS

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INTRODUCTION FROM THE CHIEF EXECUTIVE OFFICER .....	4
EXECUTIVE SUMMARY .....	5
SUMMARY OF DAREBIN CITY COUNCIL 2020-2025 ASSET MANAGEMENT STRATEGY .....	7
<b>1 PURPOSE – WHY ASSET MANAGEMENT .....</b>	<b>9</b>
1.1 What is Asset Management?.....	9
1.2 Asset Management Policy (AM Policy) and Objectives .....	10
1.3 What is an Asset Management Strategy? .....	12
1.4 Darebin’s Approach to Asset Management Compliance .....	13
<b>2 STRATEGIC CONTEXT .....</b>	<b>15</b>
2.1 Our Community .....	15
2.2 Our Council Plan 2017-2021 goals.....	15
2.3 How do Assets Benefit the Community?.....	17
2.4 Engaging our Community .....	18
2.5 Integration between Asset Management and other Council Objectives .....	20
2.6 Policy Review Lens.....	22
<b>3 CURRENT STATE OF ASSET MANAGEMENT .....</b>	<b>23</b>
3.1 Review of the Current State of Asset Management.....	23
3.2 Service Levels and Asset Performance .....	26
3.3 Our Asset Management Plans (AM Plans).....	26
3.4 Corporate Applications.....	28
3.5 Asset Data and Information .....	29
3.6 Risk-Based Asset Management .....	29
3.7 Capital Works Planning and Funding.....	30
3.8 Development Contributions Plan .....	32
3.9 Borrowings.....	33
3.10 Social and Sustainable Procurement.....	34
3.11 Asset Valuations .....	35
<b>4 THE CHALLENGES AHEAD .....</b>	<b>36</b>
4.1 Pandemic (other major business interruption and emergencies) .....	36
4.2 The Climate Emergency .....	36
4.3 A Growing Population and Changes in Demographics.....	37

4.4 A Changing Economy ..... 37

4.5 Growing Inequality ..... 38

4.6 Reduced Funding and Resources..... 39

4.7 Changes in Technology ..... 39

**5 FUTURE STATE OF ASSET MANAGEMENT ..... 40**

5.1 Required Asset Management Capability ..... 40

5.2 Asset Planning and Decision-Making ..... 41

5.3 Asset Management Information System..... 43

5.4 Risk-Based Asset Management ..... 44

5.5 Financial sustainability ..... 45

**6 OUR ASSET MANAGEMENT IMPROVEMENT PLAN ..... 49**

6.1 Improvement Initiatives ..... 49

6.2 VAGO and Internal Assessment Findings ..... 49

6.3 NAMAf Improvements..... 50

6.4 Outcomes from the Asset Management Improvement Plan (AMI Plan) ..... 52

**7. GOVERNANCE ..... 55**

7.1 Asset Management Steering Committee ..... 55

7.2 Monitoring and Reporting..... 56

7.3 AM Strategy Review Cycle..... 56

**ATTACHMENT A – ASSET MANAGEMENT POLICY ..... 57**

**ATTACHMENT B – BEST PRACTICE CASE STUDIES ..... 58**

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## INTRODUCTION FROM THE CHIEF EXECUTIVE OFFICER

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### THE CASE FOR CHANGE

Our community has entered a new paradigm characterised by a pandemic, a climate emergency, population growth, a changing economy, growing inequality, constrained funding sources and rapid technological advancement. We must respond to these challenges.

Our previous Asset Management Strategy was developed in 2014. Since then, we have seen a new Council elected and implemented a new Council Plan, a new leadership team is in place with several key asset management improvement initiatives including audits undertaken in the past 2 years. The line of sight between our asset management activities and the goals in the Council Plan are no longer as clear as it once was.

Darebin’s Council Plan 2017-21 sets a progressive agenda to deliver positive, fair and real outcomes for current and future generations in Darebin. The assets we own, manage and operate are a core element of this endeavour and supported by sound, equitable and effective management of assets, create a liveable environment and contribute to a strong local and state-wide economy. Community infrastructure contributes to achieving important social policy outcomes, including preventative health, social inclusion and tolerance, stronger social capital and community resilience and better access to broad-based education and learning.

Late 2020 will see a new Council take the lead following the October 2020 Council Elections, so our new asset management strategy must be agile, focused and set clear direction to ensure Council has a strong foundation to build upon.

Our 2020-2025 Asset Management Strategy outlines the key areas of focus, what we will do, proposed outcomes and the improvements needed to achieve Council’s vision from a customer experience and service delivery perspective - all this, whilst considering the long term financial and inter-generational impact. We will ensure that our asset management activities are integrated across our organisation for the lifecycle of the assets, as we continue to place equity, inclusion, human rights and our community’s wellbeing and quality of life at the heart of what we do. The 2020-2025 Asset Management Strategy also sets out how our activities align with the Council Plan 2017-2021; how we will deliver the outcomes we have promised to the community; and how we will create capacity and capability to support future direction and strategic intent.

It is timely that we have set a new challenge with the 2020-2025 Asset Management Strategy as we need to build upon the good work and planning undertaken recently, shift our approach from reactive to proactive; from relying on the good will and intensive effort of our people, to improved planning, better data management, more efficient processes, improved results and, most importantly, delivering fair and positive outcomes for the community.

I look forward to improving our approach to managing our assets and, in doing so, improving the quality of life for the people of Darebin.

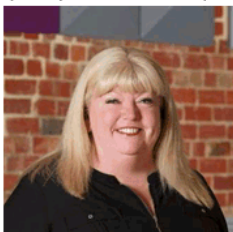


Photo. Darebin City Council, Chief Executive Officer Sue Wilkinson

## EXECUTIVE SUMMARY

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### A FRESH APPROACH TO ASSET MANAGEMENT

Our 2020-2025 Asset Management Strategy (AM Strategy) is first and foremost, applied to the benefit of the community by way of ensuring that Council's physical assets support the services and functions provided by Darebin City Council (Council). Our AM Strategy sets out a fresh approach to asset management (AM) for Council and establishes a foundation for us to move forward and focus our attention on key strategic and operational asset management improvement initiatives including:

- Aligning and integrating AM principles, objectives and activities within Councils overall suite of strategies, priorities and plans
- Assigning dedicated resources for strategic asset management activities
- Establishing an asset data and information improvement program
- Developing asset risk assessment tools
- Upgrading and integrating asset management technology
- Improving asset management decision-making processes
- Meaningfully, equitably and inclusively engaging our stakeholders and community to ensure community infrastructure is accessible, equitable, inclusive and responsive to the needs of the diverse Darebin community
- Ultimately, ensuring we provide fair and good outcomes to the community while remaining financially sustainable, socially responsible and adaptive to climate change.

Acknowledging that a new Council will be in place late 2020 following the Council Elections in October 2020, the Municipality, region, State of Victoria and Commonwealth Government priorities will continue to change and at more rapid pace with the uncertainty and unpredictability of 21<sup>st</sup> Century drivers and pressures.

#### At a minimum, challenges for our current and new Council will include:

- **Pandemic and major business interruption** – significant disruption and change forced upon Council, its services, community expectation and business continuity
- **The climate emergency** – causing damage and harm to our health, human rights, social fabric, environment, infrastructure and economy
- **A growing population** – as Melbourne becomes Australia's largest city
- **A changing economy** – placing demands on services, transport, infrastructure, education and employment
- **Growing inequality** – demand for improved social inclusion, accessibility, responsiveness to diversification, multiculturalism and different demographical group needs exacerbated by Covid19
- **Reduced funding** – requiring Council to find new ways to provide more with less
- **Changes in Technology** – agility and capacity to meet the ever-changing technological demands and the need for ubiquitous capability

#### At a minimum, Council is committed to:

- Aligning AM activities with Council policy, key strategic frameworks and principles to ensure AM benefits all in the Darebin community, notably people who experience or have historically experienced discrimination and disadvantage, including locational disadvantage in the distribution (and quality/maintenance) of assets
- Applying an integrated and holistic approach to implementing AM across Council
- Improving its overall AM capability
- Maximising the return on investment from Council assets and improving financial performance



- Addressing community wellbeing (including community safety and perceptions of safety) as well as accessibility, inclusion, social fabric, community connections and harmony and access to resources
- Ensuring workplace OH&S compliance across our facilities and environs; and
- Implementing and reporting against the 2020-2025 Asset Management Strategy

**At a minimum, Council must improve its AM functionality in the following:**

- **Systems** – functional, purposeful, integrated business systems
- **Data and Information** – collection, housing, modelling and integrity of data to inform sound, evidence-based Council decision-making
- **Processes** – robust processes used to manage Council’s AM activities and deliver good returns
- **Culture** – a workforce focused on the service needs of the community using an integrated and holistic approach across Council
- **Skills** – ensuring employees have the right AM skills, capability and capacity

**At a minimum, Council should experience an increase in efficiencies and the effectiveness of its AM activities by:**

- Recognising and responding to the diversity, social inclusion and different demographical needs and expectations of fairness and equity of our Darebin community
- Identifying and mitigating service risks caused by assets which are not consistently identified under existing processes
- Improving our financial sustainability and asset performance by:
  - understanding the lifecycle and performance of assets
  - improving decision-making on capital works, timing and project management capability
  - ensuring a baseline of \$30m per annum is dedicated to asset renewal which will ensure that service levels will be maintained to a satisfactory standard
  - improving our response to evidence-based, policy or legislative requirements such as renewal, public safety, accessibility and environmental priorities
- Migrating from a reactive maintenance culture to a preventive maintenance culture
- Understanding and responding to the criticality of certain assets; and
- Reducing the overall lifecycle costs associated with the assets whilst maintaining service levels.
- Ensuring asset-related transactions including procurement are conducted in line with the Social and Sustainable Procurement Policy and Fraud and Corruption Guidelines.

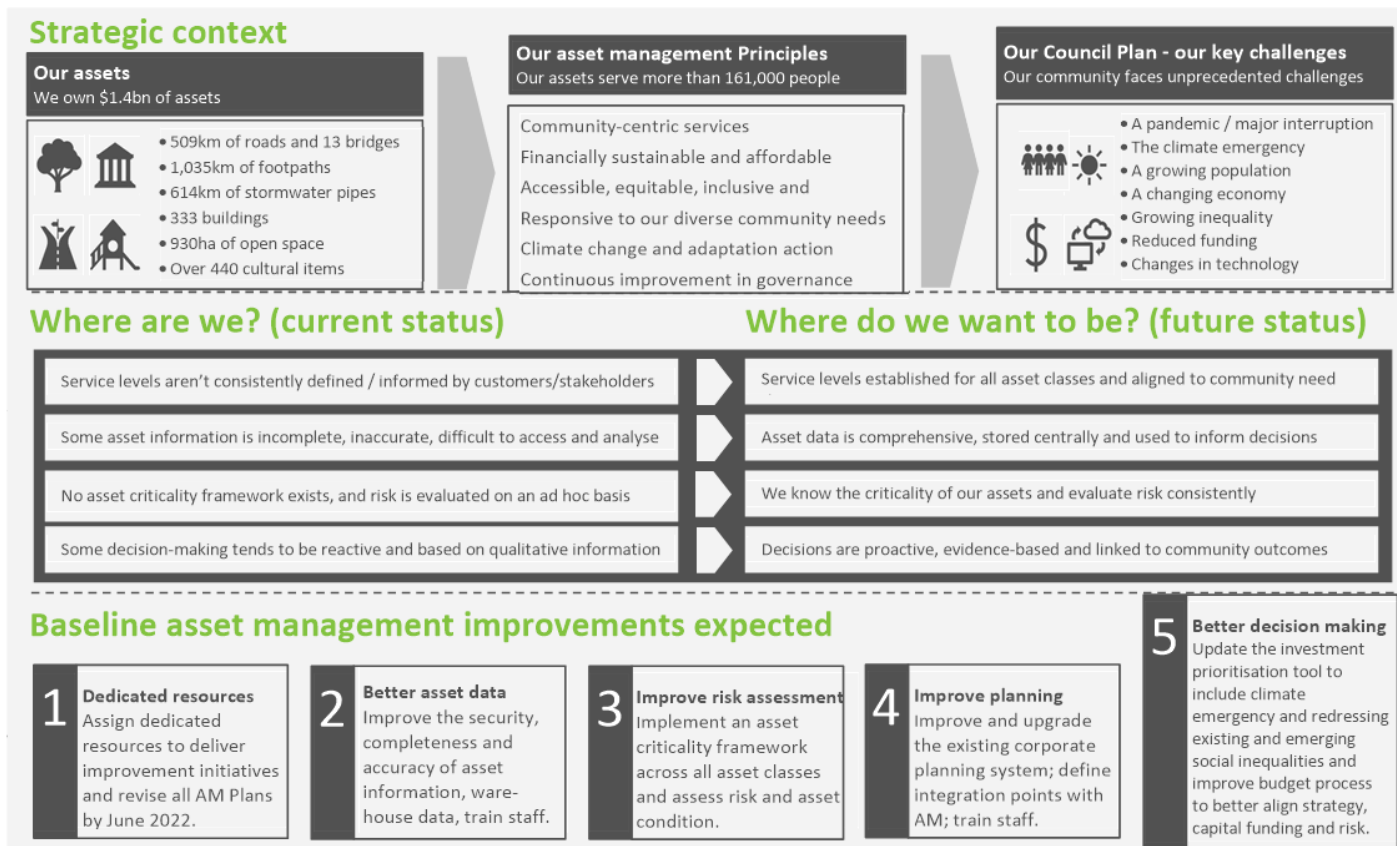
Implementation of the AM Strategy will commence late 2020 and will be supported by an Asset Management Improvement Plan (AMI Plan) and Asset Management Plans (AM Plans are individual asset class plans ie Roads, Buildings, Information Technology). The AMI Plan is an operational plan derived from the AM Strategy that outlines what all the improvement tasks and actions are, who is responsible for completion of the tasks, and timelines. It is designed to ensure priority improvements driven by business and community requirements are delivered in a timely way.

Both the AM Strategy and the AMI Plan will be subject to a desk top review after the adoption of the new Council Plan and Community Vision in October 2021. This will ensure the integrity and alignment of the Council Plan and Community Vision with the AM Strategy and AMI Plan is clear and relevant.

Acknowledging that we have an ambitious goal and some work ahead of us, our AM Strategy provides a robust roadmap for our asset management journey over the next five years. By applying evidence-based and contemporary asset management practices and aligning to the many key Council strategies and plans, we aim to achieve our objectives.

To assist with communicating the direction and intent of the AM Strategy, it is presented as a one-page strategy as follows:

## SUMMARY OF DAREBIN CITY COUNCIL 2020-2025 ASSET MANAGEMENT STRATEGY



**Acronyms**

AMIS	Asset Management Information System
AMIP	Asset Management Improvement Plan
AMP	Asset Management Plan
AMS	2020-2025 Asset Management Strategy
DCP	Development Contributions Plan
DRFA	Disaster Recovery Funding Arrangements
FGRS	Fair Go Rates System
ISO	International Organisation for Standardisation
NAMAF	National Asset Management Assessment Framework
OPF	Organisational Policy Framework
PMO	Project Management Office
VAGO	Victorian Auditor-General's Office

## 1 PURPOSE – WHY ASSET MANAGEMENT

---

### 1.1 WHAT IS ASSET MANAGEMENT?

Firstly, an asset is a physical object that delivers value to the community when it is used – for example, a building, a computer monitor and playground equipment are all assets.

Asset management is the systematic approach to the governance and management of assets whilst maximising service delivery potential and managing related risks and costs over the assets' life. It enables Council to provide affordable, as well as accessible, equitable, inclusive and responsive to community diversity, services for the present and future generations whilst managing the asset holistically and cost effectively for the benefit of all in the Darebin community, notably people who experience or have historically experienced discrimination and disadvantage, including locational disadvantage in the distribution (and quality/maintenance) of assets.

Council owns and maintains assets such as roads, buildings, parkland, cultural collections, libraries and vehicles to support service provision to the community it serves.

The long-lived nature of many assets and the need for their ongoing renewal means that planning must be on an understanding of the full costs throughout each asset's lifecycle, and address both short and long-term financial and planning needs.

Well maintained infrastructure (such as footpath and street trees) play an important role in forming the look and feel of an area so asset management must also recognise the impact that Council's assets have on the health and wellbeing of the community as well as their rights.

Community infrastructure contributes to achieving other important social policy outcomes, including preventative health, social inclusion and tolerance, stronger social capital and community resilience and better access to broad-based education and learning.

Asset management is the practical vehicle for:

1. Improving the rights and well-being of people in our community by providing opportunities for them to live their lives well; and
2. Ensuring that our services, programs and facilities benefit all including people who experience disadvantage or discrimination.

It is important that Council understands all of the steps in the lifecycle of an asset and who is responsible for each step. Holistic lifecycle asset management involves all activities associated with managing our community assets including:

- Planning
- Creating / acquiring
- Operating
- Maintaining
- Renewing
- Replacing; and
- Disposing of assets.

Figure 1. shows the numerous activities associated within the life cycle of asset management.



Figure 1: Lifecycle Asset Management

To support the lifecycle management of assets, clear strategic direction, sound financial planning and the identification and mitigation of risk associated with Council’s assets must also be in place.

Grouping of similar assets are placed into *asset classes* for identification and management. Darebin’s asset classes include:

- Buildings
- Leisure and culture
- Cultural Collections
- Drainage
- Roads and Bridges
- Open space
- Fleet and Plant
- Information Technology

Council manages its community assets in the context of:

- Localised community needs
- local, state and national plans and commitments, notably to social justice and environment
- Policies; and
- Legislation and standards.

By managing its assets this way, Council can ensure it continues to deliver services that respond to the needs of the Darebin community in its diversity while ensuring compliance with relevant legislation and standards, and alignment with strategy and priorities.

**1.2 ASSET MANAGEMENT POLICY (AM POLICY) AND OBJECTIVES**

Council has set clear direction with the development of a new AM Policy (refer Attachment A.). The purpose of the AM Policy is:

*To outline Darebin City Council’s commitment and approach to sustainably managing our assets for the benefit of current and future generations and to ensure that our asset management practices are from the start, focused on our community in its diversity and contribute to improved outcomes for all,*

*particularly community members who experience disadvantage or discrimination. We will ensure that our asset management activities are integrated across our organisation for the lifecycle of the assets, as we continue to place our community's wellbeing and quality of life at the heart of what we do.*

Reviewed every two (2) years, our AM Policy sets the direction and outlines the principle-based approach that we take. It also assigns roles and responsibilities for how Darebin will manage its assets.

The AM Policy supports key strategic and operational plans including the Council Plan, Asset Plan (due June 2022) and the Long-Term Financial Plan and informs the AM Strategy.

This policy applies to the planning, funding, creation, acquisition, operation, maintenance, renewal and disposal/retiring of all Council assets and includes:

1. All Council owned physical assets; and
2. All physical assets that Council does not own but has direct responsibility for, or control over.

Council and all Council employees are responsible for adherence to this policy in their day-to-day (including design) activities, operational and strategic planning. Below are the AM Policy Principles and Objectives that guide Council's asset management practices:

**Our approach to asset management will be based on the following principles:**

- **Community-centric** services with relevant and clear community benefit and value and opportunities for community input and engagement
- **Financially sustainable** investment decisions that optimise asset performance, return on investment and affordability
- **Accessible, equitable, inclusive and responsive to needs** of our diverse community, improving equity, inclusion, fulfillment of rights and health outcomes
- **Climate change** and adaptation responsibilities underpinning our approach to asset management, recognising the need for climate/environmental justice, to jointly address social inequality and environmental breakdown
- **Continuous improvement** in governance, developing integrated systems, improving quality, compliance and reporting

To support the intent of the Principles, Council has Specific, Measurable, Achievable, Results—driven and Time-bound (SMART) objectives that all Council AM activities will be recorded and measured against.

**Our SMART Asset Management Objectives for 2020-2025:**

1. Ensure community services are supported by service levels and standards that demonstrate an appropriate balance of community expectation through community consultation, with the objectives and requirements of Council.
2. Drive prudent investment decisions throughout the asset lifecycle – from acquisition to disposal, to ensure adequate funding in the short and long term (acknowledging inter-generational impact), whilst delivering robust financial performance.
3. Reduce discrimination, disadvantage, barriers to community participation and the unequal distribution of assets, as well as inappropriate resourcing that hinders equity, diversity, access and inclusion.
4. Mitigate environmental impact, improve the resilience of our infrastructure and align our asset management activities with climate adaptation responsibilities and preparing our community for change, in an equitable, inclusive and rights-based way.
5. Implement data-driven, evidence-based decision-making that is derived from risk (including safety), compliance and performance standards, supported by the use of smart technology and a sound governance framework.

Actions that enable and support the achievement of objectives are outlined in the Asset Management Improvement Plan (AMI Plan) - refer Section 6. In an environment whereby resources are limited,

activities and actions are prioritised in line with the needs of our community, legislative/compliance obligations, safety requirements and the availability of resources.

### 1.3 WHAT IS AN ASSET MANAGEMENT STRATEGY?

An AM Strategy is a strategic document that guides and informs the management of Council’s assets. It defines the direction Council will take with its assets and the activities needed to improve its asset management capability and effectiveness. It provides a five-year outlook supporting the vision of Council, the AM Policy and through the AM Framework (Figure 2), aligns asset management activities to and our key strategies and plans.

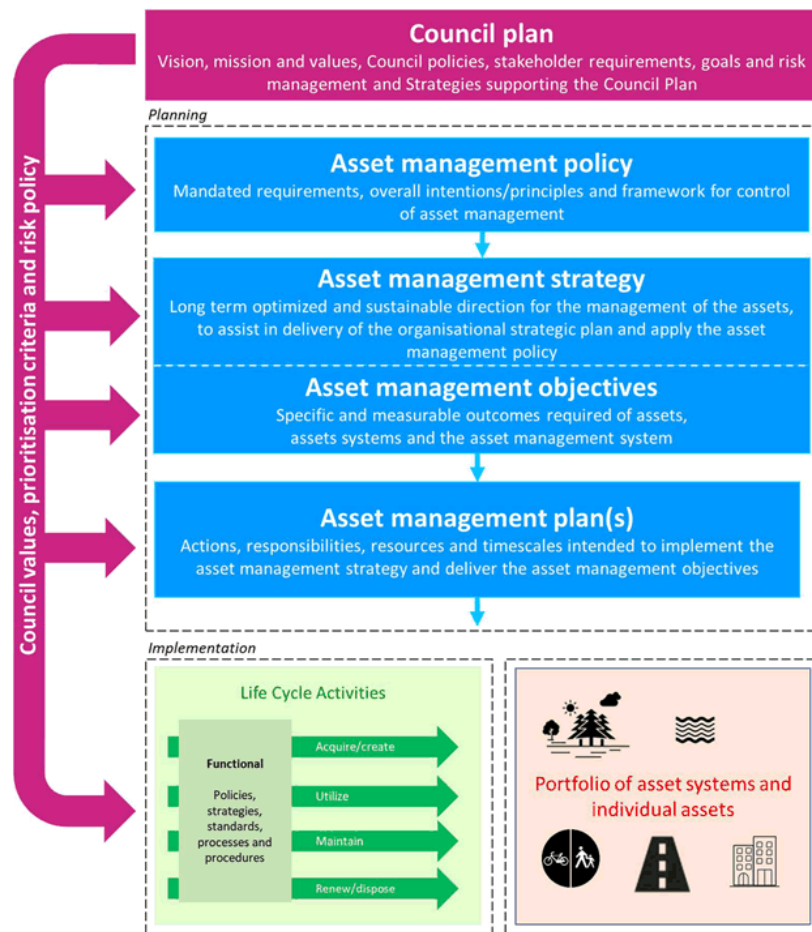


Figure 2: Council's Asset Management Framework

Following are examples of key strategies and plans that inform the AM Policy and Strategy:

- Community Vision, Council Plan
- Long Term Financial Plan, Annual Budget, Strategic Resource Plan
- Municipal Development Contributions Scheme and Plan
- Annual Capital Works Plan and 10 Year Capital Works Plan

- Borrowing Policy
- Darebin Community Engagement Strategy and Framework
- Towards Equality – Equity Inclusion and Human Rights Framework 2019-2029
- Climate Emergency declaration
- Internal Audit Plan

In addition to the strategic documents outlined above, the AM Strategy is supported by service/function strategies and plans, such as:

- Property Asset Management Strategy, Open Space Strategy (Breathing Space)
- Service-related community infrastructure plans (i.e. Outdoor Sports Infrastructure Framework and Neighbourhood House Facilities Plan) and service plans
- Transport and Economic Development strategies
- Health and Wellbeing Plan 2017-2021 (and subsequent iteration), Age Friendly Darebin, Community Safety Framework
- Darebin Climate Emergency Plan 2017-2022, Adaptation plans

#### 1.4 DAREBIN'S APPROACH TO ASSET MANAGEMENT COMPLIANCE

In April 2020, the State Government proclaimed the new Local Government Act 2020, which clearly outlines the legislative obligations of Council regarding asset management. The legislation states:

##### **Sec. 92 Asset Plan**

*(1) Subject to subsection (5), a Council must develop, adopt and keep in force an Asset Plan in accordance with its deliberative engagement practices.*

*(2) The scope of an Asset Plan is a period of at least the next 10 financial years.*

*(3) An Asset Plan must include the following—*

*(a) information about maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning in relation to each class of infrastructure asset under the control of the Council;*

*(b) any other matters prescribed by the regulations.*

*(4) Subject to subsection (6), a Council must develop or review the Asset Plan in accordance with its deliberative engagement practices and adopt the Asset Plan by 31 October in the year following a general election, other than the first general election to be conducted under section 257(1)(a).*

*(5) The Asset Plan adopted under subsection (4) has effect from 1 July in the year following a general election.*

*(6) A Council must develop and adopt an Asset Plan under this section in accordance with its community engagement policy by 30 June 2022 following the first general election to be conducted under section 257(1)(a).*

*(7) The Asset Plan adopted under subsection (6) has effect from 1 July 2022.*

The Local Government Act 2020 has other sections that relate to asset management other than Sec. 92 specifically.

##### **Part 4 – Planning and Financial Management, Section 89 Strategic planning principles:**

*“(1) A Council must undertake the preparation of its Council Plan and other strategic plans in accordance with the strategic planning principles.*

*(2) The following are the strategic planning principles—*

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

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

*(c) strategic planning must take into account, the resources needed for effective implementation;*

*(d) strategic planning must identify and address the risks to effective implementation;*

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



Also included:

**Section 65 Community Asset Committee**

*(1) A Council may establish a Community Asset Committee and appoint as many members to the Community Asset Committee as the Council considers necessary to enable the Community Asset Committee to achieve the purpose specified in subsection (2).*

*(2) A Council may only establish a Community Asset Committee for the purpose of managing a community asset in the municipal district.*

The new Local Government Act 2020 is the most ambitious reform to the local government sector in over 30 years. It is intended that the Act will improve local government democracy, accountability and service delivery for all Victorians.

In addition to legislative requirements, the AM Strategy is aligned with the requirements of ISO 55001 (the International Standard for Asset Management), the National Asset Management Accountability Framework (NAMAF) and the International Infrastructure Management Manual.

Council has designed the AM Strategy and AMI Plan to deliver on the requirements of the Act and other state government legislative requirements, industry standards and dovetails into the overall Council corporate planning framework (refer Section 2.5).



Picture: Keon Park Skatepark

## 2 STRATEGIC CONTEXT

### 2.1 OUR COMMUNITY

The City of Darebin is situated between 5 and 15km north of Melbourne’s CBD on the traditional lands of the Wurundjeri Woi-wurrung people. The City encompasses a total land area of 53 square kilometres with a diverse and growing population. Key community statistics are shown in Figure 3.



Figure 3: Key community statistics for the City of Darebin

### 2.2 OUR COUNCIL PLAN<sup>1</sup> 2017-2021 GOALS

Darebin City Council’s vision is “A greener, bolder, more connected city” and its mission is “To preserve and improve the physical, social, environmental, cultural and economic health of all our neighbourhoods, and ensure quality of life for current and future generations”. However, Darebin’s Council Plan 2017-21 identifies five challenges facing the community to achieve these aims:

- **A climate emergency** – causing damage to health, property and infrastructure
- **A growing population** – as Melbourne becomes Australia’s largest city
- **A changing economy** – placing demands on transport, infrastructure, education and training
- **Growing inequality** – with the gap between rich and poor growing in Australia and Darebin
- **Reduced funding** – requiring Council to find new ways to provide more with less

In recent times, global and local factors have resulted in Council responding to new challenges including a world-wide pandemic and the demands of organisational technological upgrade and expansion to ensure service provision continuity. These new challenges are included in *The Summary of Darebin City Council’s 2020-2025 AM Strategy* (refer page 7) as:

- A pandemic
- Changes in technology

Refer to section 4. for a more detailed explanation of these key challenges and how Council has responded.

<sup>1</sup> This is the last year of the Council Plan and a new Council will be elected in 2020. The AM Strategy will be updated in 2021 to reflect the new Council Plan direction and vision.

In response to these challenges, the Council Plan 2017-21 identifies six goals to achieve the vision. To ensure we maintain our focus on the Council Plan, we have developed desired asset management outcomes (refer Table 1. below) that describe the results we want to achieve from our asset management activities/actions and represents the future state of our asset management capability. Our activities/actions are numerous and are outline in our AMI Plan with examples outlined below.

Council Plan goals		Asset Management Outcomes	
A sustainable city	We will be leaders in creating a sustainable city through local innovation projects that address climate change	Climate change	We plan and manage our assets to reduce our impact on the environment and increases the performance of our assets.
		Innovation	Innovation opportunities are actively explored and included in our corporate and asset strategies and plans.
Opportunities to live well	We will improve the wellbeing of people in our community by providing opportunities for them to live their lives well	Community focus	We put our community at the centre of our asset planning and decision making. Our services, programs and facilities benefit all including people who experience disadvantage or discrimination.
A liveable city	We will ensure our planning system facilitates high-quality and sustainable development that extracts social, environmental and economic benefits for our community	Risk and lifecycle cost	Assets are managed to achieve fair and good community outcomes at the lowest lifecycle cost with acceptable risk and safety outcomes.
		Program delivery	Our integrated asset planning consistently enables equitable and timely delivery of capital, renewal and maintenance programs.
A strong economy	We will support and attract a diversity of local businesses and industries by fostering an environment in which they can thrive	Demand management	We understand and respond to future infrastructure demand through evidence-based solutions that address existing and emerging inequalities (including locational).
Involving our diverse community	We will lead on equity and recognise our diverse community as our greatest asset for solving future challenges	Diversity	Our assets respond appropriately and equitably to the needs of our diverse community and are accessible, inclusive and fit for purpose. Service levels support the expectation and usage of all in the Darebin community, including people who experience discrimination or disadvantage. Community is engaged meaningfully, equitably and inclusively.
A well governed Council	We will be a leading, modern, and open council to meet our challenges, now and in the future	AM System	We have a holistic approach to asset management system that also aligns with the International Standard ISO55001:2014 and legislative obligations. Our governance framework is effective. Risk management is embedded in our AM practices.
		Financial sustainability	Our short and long-term investment program for new and existing assets is financially sustainable.
		Asset data & information	Asset data and information is accurate and reliable and is used to inform financial, planning and service delivery decision-making.

Table 1: Darebin City Council’s asset management outcomes

### 2.3 HOW DO ASSETS BENEFIT THE COMMUNITY?

The Council Plan outlines our vision, goals and actions to serve the community and improve the quality of life in Darebin. Assets play a critical role in delivering services to the community and realising the aims of the Council Plan. Table 2. provides an overview of our asset classes and how our assets enable the provision of services to our community.

Asset Class	Services Description
<p><b>Roads and Bridges</b></p>	<ul style="list-style-type: none"> <li>Facilitate the safe and equitable movement of people and goods within and through the city by both motorised and non-motorised transport and vehicles, taking into account the imperative to address the climate emergency</li> <li>facilitate the safe and equitable movement of pedestrians through the city (incl footpaths and walkways), particularly taking into account gender, age and abilities</li> <li>Provision of adequate and inclusive lighting and signage to enhance community wellbeing and safety</li> </ul>
<p><b>Buildings</b></p>	<ul style="list-style-type: none"> <li>Supports the community by providing services across the lifespan i.e. children, youth, aged, as well as to the whole Darebin community in its diversity, including people who experience or have historically experienced discrimination and disadvantage</li> <li>Provide suitable accessible, inclusive and welcoming spaces in which Council can provide services both to the community and for the community, includes lighting</li> <li>Recognise this is Aboriginal land</li> <li>Provide spaces to provide administrative and operational services to support the operation of Council for the benefit of the community</li> <li>Provide spaces for commercial activity for the benefit of the community</li> <li>Provide support to the community by provision of commercial services through residential, entertainment and relaxation services</li> </ul>
<p><b>Drainage</b></p>	<ul style="list-style-type: none"> <li>Flood protection and mitigation</li> <li>Natural amenity</li> <li>Public Safety</li> </ul>
<p><b>Open Space</b></p>	<ul style="list-style-type: none"> <li>Provide accessible, equitable and inclusive spaces for active and passive recreation, including playgrounds, that respond to the diversity of the Darebin community</li> <li>Recognise and respectfully draw from local Aboriginal knowledge to “rewild” the municipality</li> <li>Provide spaces in support of sporting clubs</li> <li>Bushlands, fencing, reserves, fountains, tables, BBQs, garden beds, noting the imperatives to consider access to water, shade and rest places</li> <li>Provide the “breathing space” for our city including parks and gardens</li> <li>Provide opportunities for accessible, equitable and inclusive active and passive recreation activities</li> <li>Provide the “green lungs” for our community</li> </ul>
<p><b>Fleet and Plant</b></p>	<ul style="list-style-type: none"> <li>Provide vehicles (light and heavy fleet) to support service provision, while seeking to limit carbon emissions</li> <li>Provide plant and equipment necessary to support the delivery of services</li> </ul>
<p><b>Information Technology</b></p>	<ul style="list-style-type: none"> <li>Supports administrative and operational services</li> <li>Provision of ubiquitous IT capability</li> <li>Provides the community with internet, WIFI and research services at libraries and other Council locations and seeks to reduce the digital divide</li> </ul>

<p><b>Cultural Collections</b></p>	<ul style="list-style-type: none"> <li>• Provides educational and cultural services, indoor &amp; outdoor cultural collections that support truth-telling about local and Australian history</li> <li>• Supports the history of Council and heritage collections, acknowledging that Traditional Owners and custodians, the Wurundjeri Woi-wurrung people, cared for this land for thousands of years pre-invasion and</li> <li>• Recognises the diverse range of people and cultures from other countries and the local Wurundjeri Woi-Wurrung people</li> </ul>
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Table 2: How our assets provide services to the community

## 2.4 ENGAGING OUR COMMUNITY

Darebin is committed to building a fair, inclusive and equitable City, particularly as it changes with population growth and action to address climate change. We know our diverse community is our greatest asset for building a greener, bolder, more connected city, which is why we put residents, business owners and the community sector at the heart of our decision-making. Council’s Community Engagement Strategy and Framework ensures we conduct our community engagement in a way that includes all voices in our community, and is open and transparent to ensure the community can trust the decisions we make as caretakers of this City.

Figure 4. below outlines Councils Community Engagement Strategy and Framework 2019.

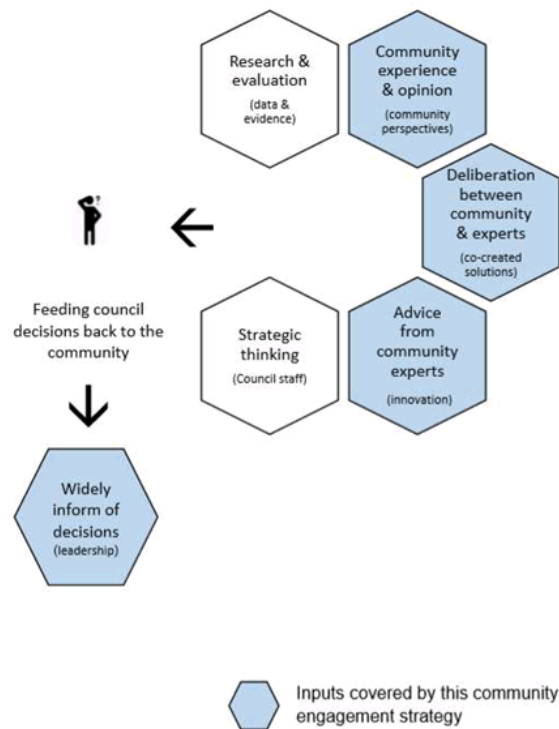


Figure 4: Community Engagement Strategy and Framework

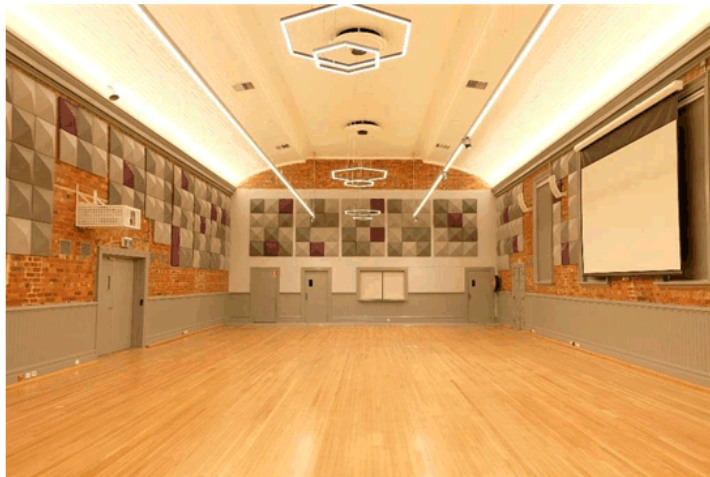
Given that assets exist to provide services, meaningful, equitable and inclusive community engagement is integral to asset management. Council undertakes comprehensive research and community engagement programs to determine community and service needs at multiple levels. For example, this includes community engagement on the:

- Community Vision
- Council Plan
- Annual Budget; and
- Individual projects required to deliver these Plans.

Council also intends to engage with the community to set service levels and performance targets for specific asset classes and / or services.

Our AM engagement approach follows Darebin's Community Engagement Strategy and Framework requirements and we will align to the Principles of the Community Engagement Strategy outlined below:

- A genuine opportunity to shape the way our local government works
- Focused on providing input to solving challenges
- Representative of community needs
- Building on our relationships with the community which are essential to providing trust in our work
- Accessible, easy and enjoyable
- Ensures that Council closes the loop with outcomes of community engagement shared



Picture: Preston Shire Hire

**2.5 INTEGRATION BETWEEN ASSET MANAGEMENT AND OTHER COUNCIL OBJECTIVES**

A key outcome of the Asset Management Strategy is to ensure that Council’s asset management decisions are aligned to the Council Plan and key strategies. This means the management of our assets must interface with numerous other Council objectives including responding to the climate emergency, supporting a diverse and inclusive community and maintaining financial sustainability. The Local Government Act 2020 requires the Asset Plan to be in place by June 2022. This process is facilitated through Council’s Integrated planning and reporting framework (Figure 5.) as below:

**Planning and Reporting Framework – 2020 Act**

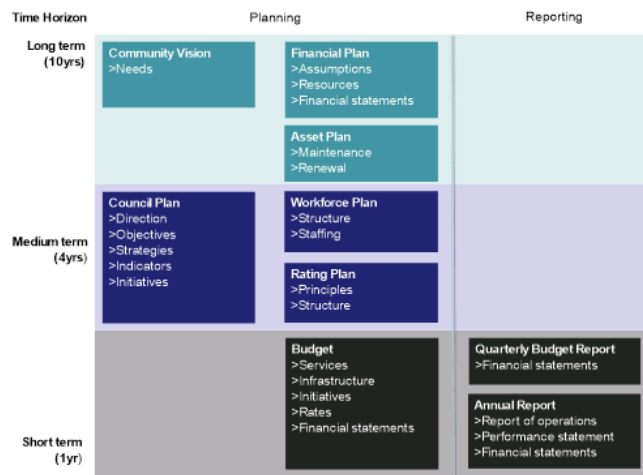


Figure 5: Corporate Planning and Reporting Framework – LG Act 2020

To achieve a fully integrated approach to decision-making, Council must align the AM Strategy, objectives and decision-making with Council’s other strategies including but not limited to:

Long Term Financial Plan	Community Infrastructure Plans and/or Community Service Review Plans
Property Management Framework	Darebin Access and Inclusion Plan 2015
Towards Equality - Equity, Inclusion and Human Rights Framework 2019-2029	Darebin Housing Demand and Supply Analysis 2020
Community Engagement Strategy and Framework	Corporate Risk Management Strategy
Development Contributions Plan	Darebin Affordable Housing Review 2020

Figure 6. below illustrates the relationship, integration and information flow between the Council Plan and supporting strategies and asset management planning and implementation. The new Asset Plan will be in place by 2022 (as per LG Act 2020) overarching the AMP and AMS.



Figure 6: the relationship between the required LG Act Integrating Asset Management Activity with the Council Plan

To further support the integration and information flow, embedding asset management practices and other key strategic outcomes in Council policy is fundamental to our success. The key to achieving this is through our Organisational Policy Framework which Council has already developed. The Organisational Policy Framework aims to:

- Provide employees with clear policy direction regarding Council’s strategic intent, priorities, operational activities and desired outcomes
- Empower and enable employees to develop, decide, act and deliver in an effective, timely and accountable manner
- Ensure compliance to legislation and regulations
- Provide simple and easy to access procedures in a mapped format.



Figure 7. below shows the hierarchy of the organisational policy framework.



Figure 7: Organisational Policy Framework

The Organisational Policy Framework is made up of policies and procedures as set out in Table 3.

POLICIES	PROCEDURES
Guiding principle that helps the organisation to take logical decisions	Steps to be followed consistently to accomplish an end result
Set of common rules to inform decisions and behaviours	A how to/step by step process Usually linked to policy

Table 3: Policies and Procedures

The process to review all policies and procedures is documented using the Organisational Policy Template, applying the policy review lens, as well as comparing against best practice and relevant legislation.

### 2.6 POLICY REVIEW LENS

To assist officers, Council has developed a Darebin Policy Review Lens resource covering 7 themes that require consideration when developing and reviewing policies, strategies and plan.

1. Aged Friendly Darebin
2. Community Engagement
3. Environment and Climate Emergency
4. Equity, Inclusion and Wellbeing
5. Occupational Health and Safety
6. Social and Sustainable Procurement
7. Values and Behaviours

Our AM Strategy was developed through the Policy Review Lens.

### 3 CURRENT STATE OF ASSET MANAGEMENT

Figure 8. below is an overview of assets under Council management:



Figure 8: Overview of assets managed by Council in FY2018-19

#### 3.1 REVIEW OF THE CURRENT STATE OF ASSET MANAGEMENT

##### 3.1.1 VICTORIAN AUDITOR-GENERAL’S OFFICE (VAGO) ASSESSMENT

Our State Government understands the challenges that local governments face when planning, managing, and disposing of assets. In Victoria alone, local government is accountable for over \$103b of infrastructure, \$2.7b capital works annually and hold over \$1b in borrowings to support these initiatives.

In May 2019, the Victorian Auditor-General’s Office produced a consolidated audit report on Local Government Assets: Asset Management and Compliance. This report provided a summary of findings from an audit of asset management performance completed with the support of five Councils across Victoria. The City of Darebin was one of the Councils audited.

The intent of the audit was to identify strengths and weaknesses of LG asset management practices and to develop ways to support the sector.

The audit focussed on the following AM functions:

- Asset Management policy, governance and roles
- Identifying asset information needs
- Information management processes
  - Documenting new assets
  - Asset maintenance and failure information
- Accuracy and completeness of asset information
- Asset information management systems
- Capital and operational planning
- Using asset Risk
- Asset management capability and resources.

The action plan recommended by VAGO for Darebin is shown in 4. This audit has informed the AM Strategy and is part of the systemic approach to improving our overall AM practices. The VAGO audit action plan forms part of Darebin’s AMI Plan.

1.	<i>Revise governance and policy guidance for asset investment decision-making to instruct that it is evidence-based.</i>
2.	<i>Clearly determine and document the information needed for effective asset reporting and decision-making, including ensuring Disaster Recovery Funding Arrangements (DRFA) needs are met.</i>
3.	<i>Establish more consistent and systematic processes for data collection on all asset classes to a level commensurate to the criticality of the asset and implement them to collect the information.</i>
4.	<i>Structure asset management information systems so they can easily record and access data to enable analysis for planning and decision-making. This may include acquiring new systems and/or integrating systems.</i>
5.	<i>Identify critical assets and the potential risks of their failure, to inform investment priorities.</i>
6.	<i>Integrate asset management planning into financial planning cycles and processes to ensure council balances asset investment needs against their objectives and funding constraints.</i>
7.	<i>Evaluate capability, including resource, skills and training to meet identified asset management needs, potentially using the National Asset Management Assessment Framework.</i>

**Table 4: Action Plan recommended by VAGO**

**3.1.2 NATIONAL ASSET MANAGEMENT ASSESSMENT FRAMEWORK (NAMAF) ANALYSIS AND FINDINGS**

In 2009, the then Local Government and Planning Ministers’ Council (LGPMC) agreed to enhance the Local Government asset management and financial planning frameworks. From this agreement the National Assessment Framework and supporting maturity model and self-assessment tool was developed to improve local government asset management and financial planning practices. NAMAF helps local government understand the linkages and integration of asset management across their corporate and business planning and service delivery framework. The logical sequence being:

Strategic Planning > Asset Planning > Long-Term Financial Planning > Resource Planning > Forward Capital Works Planning > Budget.

The elements assessed within the NAMAf model include:

- Strategic long-term planning
- Annual Budget development
- Annual reporting
- Asset management policy
- Asset management strategy
- Asset management plans
- Governance and management
- Defining levels of service
- Data and systems
- Skills and processes
- Evaluation of the above

The improvement opportunities in the NAMAf findings included:

- Review of high-level oversight / governance by the Council, CEO/GM and Executive Management Team, for development and implementation of this Asset Management Strategy
- Updating of Asset Management Plans
- Development of Service Plans
- Formalise processes such as Levels of Service and infrastructure risk
- Provide appropriate asset data combined with improved knowledge and capability

Improvement actions at asset class level will form part of the asset management plans when they have been updated and / or developed.

***VAGO’s comparison of the audit findings with the NAMAf self-assessments for Darebin concluded that Darebin’s 2018 self-assessment differed greatly from its result in 2016, when it assessed its asset management as excellent—the highest rating available. This difference was partly due to new staff, who gave a more critical assessment score.***

Darebin undertakes the NAMAf self-assessment regularly to ensure a realistic understanding of AM practices and improvements is documented and actioned. The NAMAf tool is aligned to the VAGO audit and ISO standards. The next self-assessment is scheduled for 2021.

The ongoing work being undertaken to improve asset management practices within Council include:

- Documentation and implementation of AM Governance (in progress)
- Development of the 2020-2025 AM Strategy
- Development of an AM responsibility matrix
- Employment of skilled Subject Matter Experts in their field of Asset Management expertise
- Creation of Asset Numbering (in progress)
- Development of hierarchy for Asset Classes (draft)
- Finalisation of Building Asset Management Plan (draft)
- Finalisation of Roads Asset Management Plan (draft) and Road Management Plan (draft)
- Criticality assessment framework for Buildings classifications
- Buildings revaluation
- Road, kerb and channel and footpath condition assessment survey and revaluations
- Carpark and Rights-of-way and other road asset condition assessment survey and revaluations
- Park and Gardens data collection
- New IT systems including integrated financial solutions
- Alignment with Audit and Risk Committee
- Essential Safety Audit (Buildings)
- Restructure of Asset Management business unit resulting in increased resources

### 3.2 SERVICE LEVELS AND ASSET PERFORMANCE

As assets exist to provide services to the community, it is important that we understand the level of service the organisation (including regulatory requirements) and community desires when making decisions about investment in our assets. We have designed many ways of collecting input from the community about service levels including engagement activities during development of our Council Plan and Annual Budget, information from our annual community satisfaction survey, customer complaint data and online engagement through our “Your say” site.

Although we have many ways to elicit input from the community, currently only our Road Asset Management Plan uses this community input in a comprehensive way to create well-defined levels of service and performance targets. This use of community input will need to be duplicated across all our asset classes during the life of this strategy.

The levels of service are recognised in two forms, community based (the community indicator being measured) and technical based (the indicator related to the technical activity that is required to achieve the community-based level of service). An example of both forms of level-of-service for a building follows.

Community based level of service:

- *The building will provide a safe environment for users*
- *The building will be accessible to community in line with programming requirements*

Technical based levels of service to support the community-based level of service could include:

- *The building will be compliant with all relevant legislative requirements, BCA and Council polices*
- *The building will achieve a Five Star Rating for sustainability*
- *Quality of Air through the Air Conditioning System will be monitoring annually and achieve a rating of satisfactory*

Our Road Asset Management Plan has been revised recently and includes well-defined service levels and performance targets. Our focus now is to establish clear and contemporary service levels for our other main asset classes – informed by engagement with the community and an understanding of the cost to provide those levels of service (both community and technical levels of service).

Once service levels have been agreed, the performance of our assets will be managed to meet those service levels. For some assets, this could mean they will be renewed, upgraded or better maintained to meet the desired service-level. For other assets (if they are providing better service than needed), it could mean allowing the condition of the asset to decline naturally to the standard whereby it enables the agreed level of service to be delivered.

### 3.3 OUR ASSET MANAGEMENT PLANS (AM PLANS)

AM Plans outline the strategies and actions proposed by the Service Manager and Asset Managers to achieve Council’s strategic goals and objectives. AM plans enable consistent management of each of our asset classes (e.g. roads, buildings, IT, open space, Fleet, Cultural Collections etc) and have a 10-year outlook (can be longer), focus on a specific category of assets and *manage risk to service-levels at an acceptable lifecycle cost*.

The AM plans consider asset criticality, asset condition, risk assessment, capital renewal, demand, level of service, maintenance planning and operational interventions among other factors. The purpose of an AM plan includes:

- Defining service-levels based on community input where applicable
- Aligning asset investment decisions with community outcomes and the Council Plan
- Reflecting planning outcomes determined through Masterplans, strategic planning etc

- Identifying capital expenditure (purchase, renewal, construction of new assets) and operational expenditure (maintenance, etc) needed to be meet service levels
- Cash flow forecasts for the operation, maintenance and capital expenditure of assets

Currently, some elements of our asset management planning rely on qualitative data and reactive decisions where there is an absence of good asset information, consistent risk evaluation and sufficient resourcing.

This makes it difficult to prioritise investments across asset classes, ensure integration with financial planning and be confident that demand and levels of service align on balance with the expectations and needs of the community.

Council is committed to not only ensuring quality asset information is collected and maintained, risk is consistently managed, and decision-making is evidence-based and equitable but is also committed to achieving legislative requirements.

A broad illustration of the asset management planning process (linking strategic goals with operational activities) is shown below in Figure 9.

**It is important to note that strategic direction, service demand and levels of service are the foundation blocks to determining community infrastructure needs not historical data, current assets or current services.**

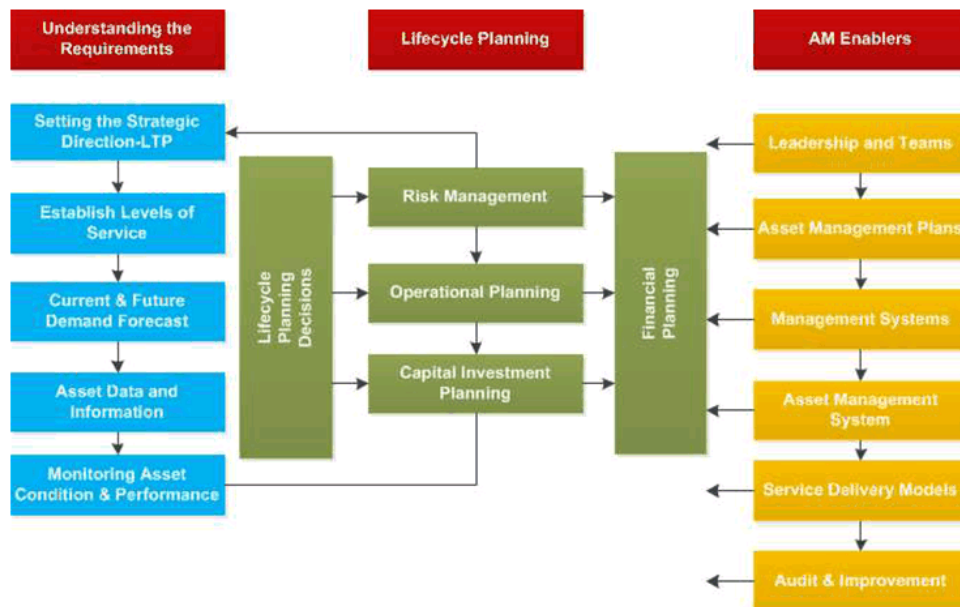


Figure 9: Asset management planning process for asset classes

AM Plan Review Schedule

Our Road Asset Management Plan has recently been updated and our Building Asset Management Plan was reviewed in June 2020. We will review our Drainage Asset Management Plan and Open Space Asset Management Plan in 2020-2021. It is proposed to review the existing Cultural Collections and Information Services (IT) AM Plans in 2021-2022. Some asset class AM Plans do not exist and need to be developed.

The review schedule for the individual AM Plans will be confirmed by the Asset Management Steering Committee – refer section 6.

The AMI Plan will highlight key improvement activities that are required to support the development of AM Plans.

### 3.4 CORPORATE APPLICATIONS

In relation to asset management, Council has implemented the following corporate applications:

- Implementation of a new integrated finance system including AM functionality
- Computron Financial Management
- Console Property Management
- Objective (records management)
- ArcView Geographical Information System
- CAMs (Pathway) customer request management
- CAMS (asset management)
- Council uses the SMEC (Snowy Mountains Engineering Corporation) Pavement Management System. This is a software package, developed by SMEC, to aid road owners in the management, maintenance and monitoring of their road network.
- Assetic (Parks and Gardens)

CAMS asset management functionality includes but is not limited to:

- Asset register
- Asset valuations
- Asset condition
- Inspections
- Maintenance Management including maintenance costing
- Performance Management
- Asset Risk

As identified in the VAGO audit, CAMS has not been utilised to its full capacity and has limited integration with Council other applications. This is identified as an improvement action.

The Console Property Management Application has been reported as not meeting the needs of Council for the following reasons and is identified as an improvement action:

- Database not interactive with Council's IT platform
- Doesn't provide add-ons to Objective for record keeping
- There are no Asset Hierarchy fields to collect renewal data on buildings
- Financial reporting is not linked to Council's financial platform
- Regulatory Audit Trail requirements do not provide linkage to Council's records
- No features/facility for asset modelling on whole-of-life renewal or capital renewal
- Lacking in quality financial portfolio reporting
- There is no register available to integrate with CAMS
- No GIS Asset mapping integration for intuitive portfolio management

The technological impact of AM improvement is significant and will be managed in a prioritised manner in line with competing IT programs across the organisation. Any IT financial investment is authorised by the IT Steering Committee which meets regularly. All Annual Budget IT investment is approved by the IT Steering Committee prior to Council adoption.

### 3.5 ASSET DATA AND INFORMATION

Effective management of our assets requires having quality data and information about our assets such as what we own, where they are, how much they cost and how well they are performing.

At present, we have complete asset information for less than 50 per cent of our assets and we have high confidence in only 22 per cent of our asset information as reported for an audit undertaken by VAGO<sup>2</sup>. The VAGO report included the following recommendations:

- Clearly determine and document the information needed for effective asset reporting and decision-making, including ensuring Disaster Recovery Funding Arrangements (DRFA) needs are met
- Establish more consistent and systematic processes for data collection on all asset classes to a level commensurate to the criticality of the asset and implement them to collect the information and
- Structure asset management information systems so they can easily record and access data to enable analysis for planning and decision-making. This may include acquiring new systems and/or integrating systems.

Improving the completeness and accuracy of our asset information is critical to improving our asset management practices and making better investment decisions. This is identified as an improvement action.

### 3.6 RISK-BASED ASSET MANAGEMENT

Given the reality of budget constraints, it is impossible to invest in all our assets at once. Instead, we need to prioritise our investment to deliver the outcomes that are either:

- Identified as priority in the Council Plan and Annual Budget
- Legislative requirement
- Public and workplace safety
- Form part of projects currently in progress

An important element of prioritisation is to understand the risk posed by our assets (i.e. How would services/people be impacted if the asset fails using a risk-based approach to asset investment and / or renewal?).

Darebin has a risk management framework in place, with a stated risk appetite. Darebin uses the risk management framework to ascertain both strategic and operational risks. The challenge is that risk management is not being done in a uniform manner meaning that gaps do exist in determining asset risk exposure.

Risk management has two components: the consequence of failure (How big would the impact be?) and the probability of failure (How likely is the failure?). Currently, we do not have a consistent method for determining the consequence of failure (asset criticality). We also have limited information on the condition of our assets (a proxy for how likely they are to fail).

The VAGO report recognised these limitations and included the following risk management recommendation:

- Identify critical assets and the potential risks of their failure to inform investment priorities

In addition, assets can fail in a number of ways:

- Fail to deliver the level of service
- Assets not performing as intended
- Condition of the assets

<sup>2</sup> Victorian Auditor General’s Office (VAGO), Local Government Assets: Asset Management and Compliance, May 2019.



- There is a change in use or demand for the assets
- The community no longer needs the asset
- Technical changes in standards mean that although the asset still performs, it fails to comply with the required standards
- The asset becomes obsolete over time

Unfortunately for most asset classes, Council is not in a position of knowledge to identify and analyse these risks. Without addressing asset-risk, Council is open to the following risk exposure:

- OH&S issues
- Unsafe environment e.g. personal injury
- Failure to insure risks Council cannot manage or mitigate
- Non-compliance with legislation and the latest standards
- Unexpected asset failure of assets e.g. stormwater pipeline collapse

Asset risk management has been identified as an improvement action.

### 3.7 CAPITAL WORKS PLANNING AND FUNDING

In 2019-20, a financially responsible and sustainable 10 Year Capital Works Plan and 10 Year Capital Works Funding Strategy were developed and adopted to transparently demonstrate the impacts of significant projects on Council's resources, cash flow and identified the extent to which borrowings would be required to deliver these projects.

Council's 10 Year Capital Works Plan and Funding Strategy is required to comply with the Local Government Act 2020. The funding strategy reflects the funds required to undertake the works program and is effectively the compilation of capital works from each of the asset management plans focused on a ten-year period. Year 1 of the 10 Capital Works Plan forms part of the Annual Budget. The 10 year plan is reviewed annually.

It is also a requirement of the Local Government Act 2020 for Council to adopt an Asset Plan. The Asset Plan includes information over the same ten-year period about maintenance, renewal, expansion, upgrade, disposal and decommissioning in relation to each asset class under the control of the Council.

The major requirements for long-term capital works planning is to be able to provide a high level of confidence in the modelling, financial impact and resource allocation. Outcomes from the planning include:

- Sound asset data to assist with the planning process
- A strong understanding of the performance of the assets
- A predictive modelling tool to permit robust modelling to generate capital works projects over a ten-year period across asset classes
- Alignment of depreciation of the assets with the condition of the assets
- A greater understanding of the asset renewal requirements

#### **Financial Sustainability**

The key focus underpinning the 10 Year Capital Works Funding Strategy is to ensure the maintenance of a cash-balance that preserves sufficient cash to meet Council's obligations and other contingent obligations as they fall due. It is important to note the Council is required to report annually to VAGO on the financial performance of Council in this area as it is fundamental to the ongoing financial sustainability of the organisation.

Council's 10 Year Capital Works Plan contains a number of projects with significant expenditure including the Multi-sports Stadium, the Northcote Aquatic and Recreation Centre and the Reservoir Leisure Centre.

Also included in the 10 Year Capital Works Plan is the asset related activities and works outlined in the in the Municipal Development Contributions Plan (DCP) which is a key strategic initiative of Council (refer Section 3.9). The DCP programs must be incorporated into AM planning, resource allocation, monitoring and reporting. Table 5 below is a summary of the 10 Year Capital Works Plan highlighting eight (8) key elements of the funding strategy.

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
<b>Capital Works</b>											
1	<b>Total major projects</b>	7,100	20,734	34,575	26,842	11,406	7,000	3,000	-	-	-
2	<b>Balance of capital works program</b>	45,123	38,300	35,602	35,998	35,785	40,000	40,000	40,000	40,000	40,000
3	<b>Total capital works expenditure</b>	52,223	59,035	70,177	62,840	47,192	47,000	43,000	40,000	40,000	40,000
<b>Cash</b>											
4	<b>Cash and cash equivalents</b>	72,106	52,453	26,077	15,798	34,425	37,138	41,753	47,508	53,727	61,274
5	<b>Loan proceeds</b>	-	-	12,000	24,000	7,000	3,000	-	-	-	-
6	<b>Total cash (at year end)</b>	72,106	52,453	38,077	39,798	41,425	40,138	41,753	47,508	53,727	61,274
7	<b>Minimum cash requirements</b>	36,637	37,998	37,655	39,520	37,550	39,551	37,669	38,718	39,239	38,867
8	<b>Loan balance at year end</b>	-	-	12,000	34,786	38,767	38,069	33,977	29,698	25,222	20,540

Table 5: 10 Year Capital Works Plan

The eight (8) key elements are explained below and demonstrate the complexity of the planning process and the required strategic and financial inputs to ensure it is aligned to community need, is compliant, achievable, integrated and affordable.

Ref	10 Year Capital Works Funding Strategy explanations
1	Total major projects refer to the combined annual cost of the Multi-sports Stadium, Northcote Aquatic and Recreation Centre and the Reservoir Leisure Centre.
2	Balance of capital works program refers to works in the ten-year capital works program excluding the major projects referred to in 1.  The balance of the capital works for years 2019/20 through to 2023/24 is based on the capacity to deliver a capital works program during the delivery of the major projects.  The balance of the capital works program for 2025/26 through to 2028/29 increases to \$40 million as the major projects are completed.
3	Total capital works expenditure includes major projects and balance of capital works.
4	Cash and cash equivalents include cash, money market call accounts and term deposits.
5	Loan proceeds detail the proposed borrowings totaling \$46 million taken out over four years.
6	Total cash includes cash and cash equivalents and loan proceeds.
7	The minimum cash requirement has been set as: <ul style="list-style-type: none"> <li>• Restricted cash as per Council's annual financial statements that includes statutory reserves and funds that are held on trust</li> <li>• Seventy percent of provisions as per Council's annual financial statements.</li> </ul>

Ref	10 Year Capital Works Funding Strategy explanations
8	The loan balance shows that while the total proposed borrowings are \$46 million, the staggered draw down of the loans over four years and loan repayments means that the maximum debt is \$38.77 million in 2023/24.

In addition to the minimum cash requirement, Council must also take into consideration the following financial assumptions:

**Underlying assumptions**

The minimum cash requirement has been set as:

- Restricted cash as per Council’s annual financial statements that includes statutory reserves and funds that are held on trust
- Seventy percent (70%) of provisions as per Council’s annual financial statements.

The other key financial assumptions that underpin the development of the ten-year capital works funding strategy are:

- Rates revenue - rate cap
- Grants (recurrent and major project capital) - grant income increases by 1.8% per annum, with no grants for any of the major capital projects
- Fees and charges
- Employee costs – increased in line with Council’s Enterprise Agreement
- Cost of materials and services - increase by 2.6% per annum
- Capital works expenditure - baseline of \$40 million annually with: Renewal to average \$30 million and Discretionary funding to average \$10 million for new, upgrade and expansion.

To further support the capital works planning in the future, more detailed, data-driven capital works planning and predictive modelling through the individual asset-class asset management plans will be utilised. This will provide a greater level of due diligence. The 10 Year Capital Works Plan is reviewed annually in line with the Annual Budget and Long Term Financial Plan, with year 1 of the Plan forming the Annual Budget capital works component.

Section 5.5 provides a detailed overview of the financial sustainability strategies Council has in place to support asset management.

**3.8 DEVELOPMENT CONTRIBUTIONS PLAN**

In the Council Plan 2017-21, Council committed to creating a new DCP which would introduce a levy on new development to help fund new and upgraded infrastructure as the Municipality grows. A DCP is a common tool used by local government to ensure that the cost of providing infrastructure is shared between developers and the wider community on a fair and equitable basis.

To ascertain what works are to be included in the DCP, officers reviewed all projects and programs in Council’s 10 Capital Works Plan and consulted with all Council’s relevant functional managers. This research identified eligible capital works to be funded via a DCP mechanism. Council has now formally advised the Minister for Planning, who has given Council authorisation to consult with community. This will take place in 2020-21.

Once a DCP is in place, Council will need to monitor and manage the use of this funding stream on an ongoing basis. The DCP as a mechanism is not flexible – there are obligations that Council must meet that require it to spend the allocated funds and undertake the works. This requires dedicated resources, monitoring and review to ensure these obligations are met.

### 3.9 BORROWINGS

To support its infrastructure asset portfolio, Council has previously borrowed to finance large infrastructure projects and then entered into a phase of debt reduction resulting in borrowings reduced to \$0 during 2015-16.

Loan borrowing is a legitimate and responsible financial management tool that provides Council an appropriate mechanism to enable it to implement its Council Plan objectives and achieve its infrastructure goals in a timely way.

It is not possible for Council to meet infrastructure outlay needs and treat different generations of ratepayers equitably (in terms of services provided relative to rates and charges levied) without the use of borrowing. Borrowing is a useful instrument for spreading the costs of an asset over its useful life or time that the asset provides services to the ratepayers so that ratepayers who benefit from the assets, pay for their consumption over time, providing inter-generational benefits to the community.

It is important to note that borrowing would not allow Council to make acquisitions that it otherwise could not afford and that it is more cost effective to use surplus cash and investments rather than borrowing.

The ten-year capital works funding strategy shows borrowings in future years to provide a funding source for significant intergenerational infrastructure works.

#### **Borrowing Criteria:**

Council has developed the following criteria for financing strategic infrastructure initiatives:

- iconic in nature
- of a size that could not otherwise be funded through the annual capital works program
- based on a sound business case including consideration of the following factors:
  - the purposes for which the borrowings are being sought including the level of demonstrated community need for the project and the expected life of the infrastructure
  - reasons why the project cannot be funded through normal operational income
  - a clear statement of how the repayments will be funded and the impact on funding otherwise available for recurrent services or capital works
  - any financial return to Council which can be used to meet the loan repayments
- delivering intergenerational infrastructure
- ensures long term financial sustainability

#### **Borrowing Principles:**

It is important that Council adopts a responsible borrowing strategy that ensures long term financial sustainability. To support this, Council has also developed the following Borrowing Principles to guide its decision to borrow:

1. The purpose for borrowing is consistent with Council's strategic objectives as detailed in the Council Plan.
2. Any borrowings will be considered carefully in accordance with sound financial management principles and the ability of Council to meet the relevant prudential requirements for borrowing set out by State Government.
3. Borrowing is undertaken only when Council's Long-Term Financial Plan shows that debt management obligations can be fully met over the life of the loan.
4. Loan funds are drawn only at the time when required and for the amount that is required.
  - Expenditure will be made using working capital during the financial year with borrowings entered into towards the end of the financial year.
  - The amount drawn down will not exceed funding requirements.

5. Management of borrowings will focus on sound cash management practices in that Council will not borrow at higher interest rates when unrestricted funds are invested at lower interest rates.
6. The nature of any borrowings (short or long term) and the interest rate (fixed or variable) will consider the purpose of the borrowings and seek to minimise interest rate exposure.
7. Borrowing does not increase the amount of money available to spend but does allow a higher level of expenditure in a given year, which must be repaid with interest through a reduction of expenditure in future years.
8. Borrowing is not to be used to finance ongoing recurrent operational expenditure.
9. Where borrowing is associated with the construction or purchase of an asset, the term of the loan is not to exceed the useful life of the asset.

#### **Community Infrastructure Loans Scheme**

The State Government has implemented a new \$100 million Community Infrastructure Loans Scheme that recognises the need for continued investment in community infrastructure by Councils across Victoria. When taking out borrowings, Council should first consider applying for borrowings through this type of scheme. The current scheme allows Victorian councils to submit applications for loans between \$500,000 and \$10 million per project, up to a maximum of \$10 million per council.

### **3.10 SOCIAL AND SUSTAINABLE PROCUREMENT**

Council's overarching mission is to preserve and improve the physical, social, environmental, cultural and economic health and wellbeing of our neighbourhoods, while ensuring quality of life for current and future generations. This mission is directly aligned to the principles of asset management as stated in the AM Policy. Council aims to achieve its mission in numerous ways including its social and sustainable procurement practices.

The aim of Council's Social and Sustainable Procurement Policy are as follows:

- ✓ Deliver value for money.
- ✓ Increase localised economic benefit.
- ✓ Provide genuine and quality support for social enterprises.
- ✓ Strengthen our ability to contribute to social and environment outcomes.
- ✓ Promote acceptance throughout the supply chain of the value of social and sustainable procurement.
- ✓ Be measurable, transparent and compliant with legislation.
- ✓ Respond to Council's endorsed Climate Emergency Plan by embedding action into the commitment.

#### **GUIDING PRINCIPLES**

Council also applies the following five (5) Principles set out in the previous Local Government Act 1989 Best Practice Procurement Principles to all procurement activities, irrespective of the value and complexity of that procurement:

Value for Money	Probity and Transparency
Open and Fair Competition	Risk Management
Accountability	

Through its lifecycle approach to asset management, Council is required to undertake procurement activities ranging from small purchases to significant tenders. Council can not only achieve its AM Policy objectives through sound AM practices but can also achieve its Social and Sustainable Policy objectives just by applying an integrated and strategic approach to asset acquisition and procurement.

Social and sustainable procurement has been identified as an improvement action.

### 3.11 ASSET VALUATIONS

Darebin City Council owns and manages almost \$1.4 billion of property, infrastructure, plant and equipment assets (as at 30 June 2019). Some of the asset valuation data is incomplete and / or not known so the AM Strategy and AMI Plan provides an opportunity to improve our asset knowledge and compile a more complete picture over time. Based on the data that we gather and analyse we are able to predict one of the key AM outputs which is Council's asset renewal demand i.e. the amount of funds required to maintain Council assets to an agreed level of service.

Asset renewal demand is based on the following factors:

- Asset quality
- Asset value
- Asset life
- Asset condition
- Intervention levels

The more accurate the data and the understanding of the factors above, the more accurate the allocation of renewal funds allowing Council to optimise its budget allocation.

Table 6. below summarises Council's assets by value and class.

<b>Asset Class</b>	<b>Description</b>	<b>Value</b>
<i>Land</i>	<i>Council-owned land</i>	<i>\$646 million</i>
<i>Roads</i>	<i>Roads, footpaths and cycleways, bridges, car parks, work in progress</i>	<i>\$334 million</i>
<i>Buildings</i>	<i>Community services, leisure and culture, corporate and commercial (e.g. tenanted properties)</i>	<i>\$213 million</i>
<i>Drainage</i>	<i>Stormwater pipes, pits, gross pollutant traps</i>	<i>\$108 million</i>
<i>Open space</i>	<i>Parks, open space, streetscapes, play spaces, trees, land improvements</i>	<i>\$56 million</i>
<i>Plant and equipment</i>	<i>Machinery, vehicles, information and communication technology hardware and devices, furniture, library books and similar equipment</i>	<i>\$17 million</i>
<i>Cultural Collections</i>	<i>Indoor, outdoor and heritage collections</i>	<i>\$3.6 million</i>
<b>Total</b>		<b>\$1,377.6 million</b>

Table 6: Asset value by asset class as at 30 June 2019

## 4 THE CHALLENGES AHEAD

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In addition to understanding the factors that influence service demand and play an important part in determining our prioritisation and spend in regard to managing our assets, designing how we approach our asset management, and establishing our levels of service, we also need to consider the significant external challenges that have an impact on our assets.

As outlined previously in Section 2.2, these challenges include:

- Pandemic, other major business interruption and emergencies
- The climate emergency
- A growing population
- A changing economy
- Growing inequality
- Reduced funding and resources
- Changes in technology.

Below is an overview of these key challenges and why, and how Council has responded.

### 4.1 PANDEMIC (OTHER MAJOR BUSINESS INTERRUPTION AND EMERGENCIES)

The COVID-19 global pandemic is creating unprecedented challenges for the Darebin community. Its impacts have shown to:

- Range from fatal, long term illness and hospitalisation
- Restrict movement for the community
- Slow the economy and create unemployment and business closure
- Be easily transmitted between people in the community
- Be the cause of reduced services within the community
- Create hardship for people in the community
- Create business continuity challenges for Council

As a result, Council has prepared and administered its COVID safe plan to protect its employees in the workplace, how it will respond to suspected or confirmed cases within Council and how the Council will meet the requirements set out by the Victorian Government.

In addition to the above, Council has developed and implemented its COVID-19 \$11.3m Community and Business Resilience and Recovery Package that provides emergency relief, support for the community and small businesses, deferment of payment of rates until June 2021 and waiver of fees and charges. Council's COVID-19 Plan is second only in Victoria to the City of Melbourne. Council has also temporarily closed most of its community services ie aquatic centre, arts centre etc in line with State Government directives.

The full impact and duration of the pandemic is unknown and may also have an impact on future design and construction of buildings, service delivery models and how the workplace will operate. It is however already documented that the pandemic has exacerbated and magnified existing inequalities, which we will need to take into account when prioritising AM activities.

This has been identified as a continuous improvement action.

### 4.2 THE CLIMATE EMERGENCY

Most of our assets have been designed, constructed and maintained on the premise that the future climate will remain similar to the past climate. However, we are already experiencing very hot days, longer droughts and more intense storms and weather activity.

The impacts of changing weather patterns and more intense activity on the local community and Council's assets will be real and will require a new thinking in regard to building/infrastructure design and maintenance, increased costs and changes to AM practices and modelling.

Likely changes that we are, and will experience include:

- Increased cost of food, utilities, fuel and insurance
- Changes to the way services are designed and delivered
- Increase reliance on IT
- Poor health and deaths resulting from severe weather and poorer air quality
- Damage to buildings, roads, bridges
- Damage to power and water supplies from severe weather events
- Strained emergency, health and community support services
- Reduced water supply and more frequent and stringent water restrictions affecting households, agriculture, parks and wildlife
- Local economic and organisational impacts of lost productivity due to extreme weather

These impacts are not evenly distributed but affect first and foremost people in the community who already experience poverty, discrimination and disadvantage. Ensuring that we take climate and environmental justice into account, and that our process and practices are agile, our data is current and usable, and our planning is timely and strategic will be paramount to ensuring our assets perform adequately and effectively.

#### 4.3 A GROWING POPULATION AND CHANGES IN DEMOGRAPHICS

The population of the city is expected to grow from 169,533 (as at 2020) to 230,000 in 2041, an increase of 35.74%.

In part, the increase in population will be accommodated by replacing already identified areas of existing industrial development with high density residential development and by densification on existing residential land, increasing the demand on existing assets and services.

Based on figures produced from the 2016 census when the population was 146,719, growth across all age groups at 2041 is predicted to be fairly even with a 50% increase in 0 to 15 year-olds, a 47% increase in 16 to 65 year-olds and a 57% increase in the over 65's.

However, the spread will not be even across the City of Darebin and is predicted to be with more 0 - 15-year-olds concentrated around Preston and the over 65's concentrated in Preston, Bundoora and the City's south.

The provision of new services will have to be carefully planned to ensure that the required assets are designed and located in the most appropriate areas to meet the needs of the particular age group and community at large and to address or redress existing inequities in asset distribution.

Asset management has an important role to plan in the future design of the city, development and open space and ensuring it is fully integrated into the planning process is essential to supporting liveability.

#### 4.4 A CHANGING ECONOMY

The Darebin economy is changing. Once dominated by manufacturing, the main growth industries are now in the service and knowledge sectors. Our growing industries increasingly involve people setting up their own small enterprises, and undertaking self-employment, temporary/agency work, independent contracting, fixed-term contracts and on-demand work.

In 2016, around 58% of Darebin's 13,000 businesses were small ventures not operating out of commercial premises. Co-working spaces are emerging in lower-cost, city-fringe locations like Darebin that offer alternative places for people to work. In our north, micro-businesses are more likely to be



construction-industry contractors. In our south they are more likely to be professionals working in services that support the businesses in Melbourne's CBD, the driver of Victoria's economy.

It is yet to be seen what the final impact of the COVID -19 pandemic will have on the Darebin economy. Will impacted micro-businesses restart? Will larger manufacturers reboot - particularly with regard for calls for Australia to become more self-sufficient in some areas of manufacturing rather than relying on imported goods? Will our main shopping precincts look the same?

Understanding and responding to economic growth, change and diversification will be an imperative.

#### 4.5 GROWING INEQUALITY

With the changing nature of the Darebin community and gentrification (urban renewal and transformation), the importance and responsibility of Council to ensure equity, fairness, human rights and social inclusion are considered in all of Council's business, has never been so paramount. While the overall health and socio-economic status of the municipality improves at a macro level, this can in part be due to less-advantaged residents being pushed out of the municipality, rather than individuals or households experiencing better health and socio-economic outcomes. There is also:

- A growing inequity between wealthier areas and poorer areas
- An increasing exclusion of low-income residents in housing and participation in community life
- A reduction in diversity, cultural awareness and cultural practice

An unintended result of gentrification is the increasing economic and health pressures on low income and 'disadvantaged' residents and communities. This disadvantage has a cumulative effect that creates poor health outcomes, poor education outcomes, riskier behaviour and often a loss of human rights and a 'voice'.

In Darebin's growing wealthy environment, without a focus on equity, inclusion and human rights, the assets that Council provides and manages can unintentionally support the growing inequity.

#### 4.6 REDUCED FUNDING AND RESOURCES

A number of plans and strategies have been developed across asset classes and services delivered by Council in an endeavour to maintain service levels/assets whilst meeting competing demands and priorities across the Municipality. However, since 1 July 2016 all Victorian Councils have been operating under a rate capping policy implemented by State Government with annual rate increases limited to CPI. This has cost Darebin approximately \$30 million in revenue since 2016.

In addition to this, Council is constantly responding to cost shifting activities from other levels of Government, increase in costs associated with contractors and materials and periodic policy changes including the freeze on CPI on Financial Assistance Grants received from State Government.

This means that in the future there will be more competition for funding for the construction, operation and maintenance of assets servicing our community.

Difficult decisions will have to be made on the types of services that Council is able to deliver and the level of resources including assets, that are funded for delivery of these services.

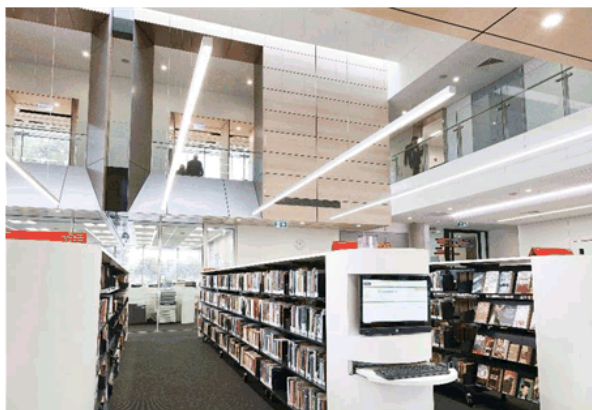
#### 4.7 CHANGES IN TECHNOLOGY

The pace of technological change is faster and more demanding than at any time in human history. This pace of change will only continue.

Changes in technology have the potential to change every aspect of our asset management from the types of assets Council provides, the materials from which they are constructed, the materials and techniques used for maintenance and for some assets, the energy sources used to power them and how these assets are used by the community.

As a positive, new technologies have the potential to reduce construction and maintenance costs, reduce waste, impact climate change and improve the lives of our community. However, new technologies can also compound and exacerbate existing inequalities, impinge on human rights and have negative environmental impacts which need to be understood and assessed. These two sides of the coin need to be carefully considered and balanced.

Failure to be aware of, embrace new technologies and have the capacity to fund and resource technological demand could result in Council inefficiently using its resources, or worse, providing assets which are rendered obsolete in a short period of time. Investing the time, resources and expertise in this area to ensure readiness and capability is a strategic imperative as accessible, equitable, inclusive, diversity-responsive and human rights-supportive IT (and “green”) will need to be one of Council’s core competencies.



Picture: Reservoir Community & Learning Centre

## 5 FUTURE STATE OF ASSET MANAGEMENT

### 5.1 REQUIRED ASSET MANAGEMENT CAPABILITY

As anticipated, stakeholders engaged and interviewed during the development of the AM Strategy process all showed varied understanding of asset management, its application and the relationship with service delivery. The role people play in the delivery of asset management across services could be enhanced by improving asset management capabilities across Council. Furthermore, for Council to migrate from its current asset management capability to “Advanced” will require improvement in capability as defined in the National Asset Management Assessment Framework.

Asset management capability can be significantly improved through the following and is identified as an improvement action:

1. Identifying roles and responsibilities for AM by completing Responsible, Accountable, Consulted and Informed (RACI) analysis
2. Providing training to employees as part of their roles and responsibilities
3. Providing employees with the supporting asset management information on the Intranet
4. Providing the reports required for employees to analyse asset performance to improve management and operational decisions.

Darebin is also using the Service Manager/Asset Owner model for defining and allocating roles and responsibilities. This is an industry model that is highly effective. As asset management is not the responsibility of one person or one department, a business partnership approach is essential so that the organisation works together efficiently and effectively. Figure 10. Outlines this partnership approach.

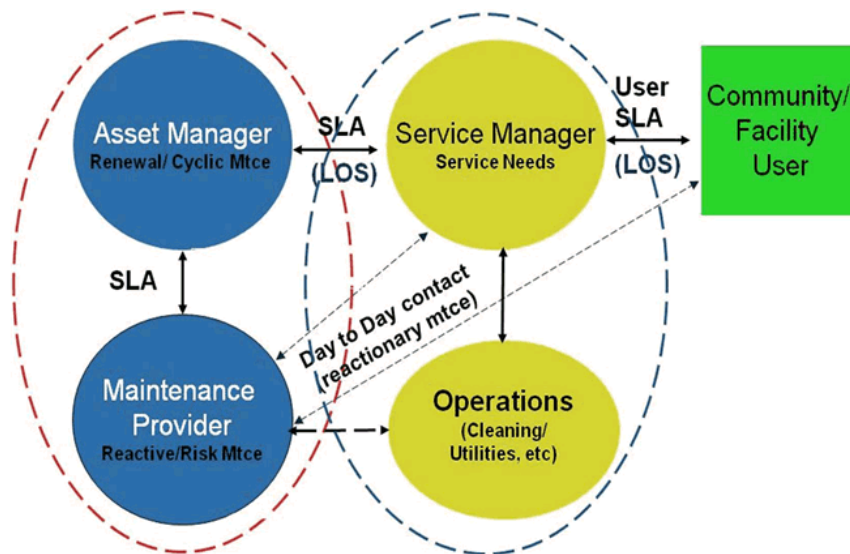


Figure 10: AM Role and Responsibilities – a business partnership approach

**5.2 ASSET PLANNING AND DECISION-MAKING**

Asset management decision-making is centred around determining demand, the asset solution and the resourcing capability of Council to sustain the asset.

Figure 11. below demonstrates how good investment decisions are made when based on sound AM practices.

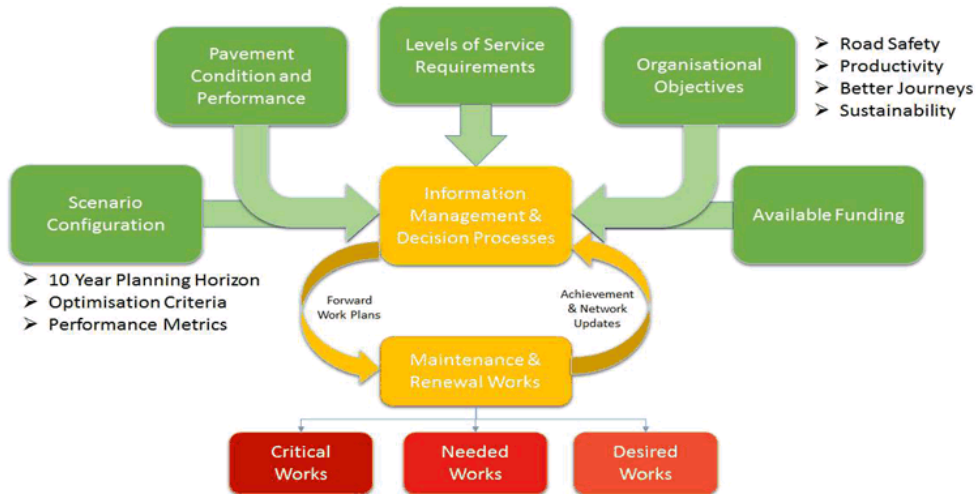


Figure 11: Evidence-based investment decisions (Roads example)

To support data-driven, evidence-based and equitable decision-making, we will need to:

- Understand the strategic direction, clarify service demand and service levels desired by the community
- Gather appropriate asset information, including monitoring asset performance and costs
- Understand the risk of service failure attributed to our assets
- Develop and implement asset management plans that deliver the agreed levels of service within Council’s financial constraints and acceptable risk limits.

Council’s improvement actions to be undertaken over the coming years will result in:

- Defining service levels, gathering asset information and determining asset risk (as described in the sections above); and
- Using this data and information to update our AM Plans.

The capital and maintenance programs generated by our asset management plans will be aligned with our financial plans, with prioritisation across asset classes to be informed by risk of deferral and level of alignment with the Council Plan. We will also ensure we allocate sufficient resourcing to achieve these tasks and improvement initiatives identified over the duration of this strategy.

**5.2.1.1 Criticality-based Maintenance Planning**

Criticality-based maintenance is an approach taken to align maintenance activities e.g. inspections, scheduled and preventive maintenance, with the view to spreading the available resources across the asset classes. By understanding the asset criticality, a manager or supervisor will be able to resource maintenance appropriately and apply the correct maintenance to assets of varying criticality.

From the criticality analysis, highly critical assets may also be high-risk assets and therefore receive the appropriate funding for capital works. Assets that are designated as having a low criticality will always be a low-risk asset. Therefore, minimal maintenance such as inspections or corrective maintenance can be applied to the asset without the service being impacted by significant or very high risks. Table 7. below outlines Council’s maintenance spend over the past 3 years.

2017-2018	2018-2019	2019-2020	2020-2021 Budget
\$4.388M	\$3,176M	\$3.943M	\$3.856

Table7: Maintenance spend over last 3 years

**5.2.1.2 Customer-focused Service Planning**

The intent of service planning is to provide an overall picture of the services provided but more than this, it is intended to align the services and the assets needed for the community and identify the funding required in the future to support the services. Should Council need to adjust the service-funding, the service plans provide Council with the options of adjusting service-levels by deferring/increasing capital funding or deferring/increasing maintenance funding.

The service plans assist the Service Manager (the owner of the service i.e. the owner of the Libraries Service is the Community Services Division) to articulate the services they provide and enable them to work with the Asset Manager (the position in Council held accountable for ensuring the asset meets asset-related service levels etc) to define their infrastructure capital and maintenance needs. This then assists the Asset Manager to plan future funding and resources required meet their internal stakeholders needs.

As stated previously, strategic direction, service demand and levels of service are the foundation blocks to determining community infrastructure needs not historical data, current assets or current services.

Customer-focused service-planning requires the linking of strategic direct, demand, customer needs to service-planning, asset management plans, funding, operational and maintenance plans. In general terms there will be a clear link between the Council Plan, Annual Budget, 10 Capital Works Plan, Strategic Resource Plan, Service Plan, AM Plan, Annual Report and Customer Satisfaction Survey.

**5.2.2 INTEGRATED WORKFLOWS**

Efficient and effective AM processes will not only improve timely outcomes but will reduce and eliminate duplication and rework. Council has identified the need to document the AM function workflows particularly in the areas of planning, maintenance and capital delivery. Documenting the end-to-end processes will enable the various departments to work together more efficiently and improve decision-making.

Another key process that requires the input and support of numerous departments includes the asset-handover process. This process enables other key Council processes such as asset-recognition and maintenance, employee training, OHS compliance and integration with emergency management procedures.

It is essential that the Asset Management Steering Committee support the development of integrated workflows and communicate the requirements across Council to ensure mapping and implementation is undertaken efficiently.

Integrated Workflows has been identified as an improvement activity for the AMI Plan.

### 5.3 ASSET MANAGEMENT INFORMATION SYSTEM

#### 5.3.1 ASSET MANAGEMENT APPLICATIONS

With reference to Section 3.4, the current use of the asset management applications and Geographical Information System (GIS) needs to be vastly improved. For example, CAMS should be configured to record and report on all asset classes. Likewise, a link between CAMS and ArcView could be established to display the assets in graphical format using the spatial data. This would allow the GIS to be used for analysis as opposed to only viewing purposes.

In addition, to the above, the link between CAMS, AMIS and Pathway Customer Management System should be two-way, meaning customer requests could be sent from Pathway and the results of the completed maintenance returned to Pathway.

Council could procure the Advanced Asset Management module from IPS to make far greater use of the following functionality:

- Capital Works Plan & Monitor
- Advanced Asset Accounting
- Lifecycle Planning
- Predictive Modelling
- Criticality
- Risk Management
- ODM Analysis
- Dashboards

It should be further recognised that predictive modelling software exists that will allow Council to develop models to analyse the effects of capital works planning and maintenance for any asset type in Council. Such models may also analyse the funding required to maintain the asset condition at a desired level.

Alternatively, CAMS could procure an integrated system that will allow the integrations across modules to occur supported by a predictive modelling software.

To identify the correct approach to undertake, Council could:

- Undertake a market analysis of asset management applications
- Identify the strengths and weaknesses of each application
- Compare the applications to Council's needs
- Utilize a selective tendering process if the procurement policy permits
- Utilize an open tendering process to select an appropriate application

Likewise, the same process could be adopted to procure a property management application that suits the needs of Council.

Current financial software packages procured by Council have an integrated asset management solution.

The holistic Property Management software solution will need further investigation and should consider the following functionality as a minimum:

- Property condition reports should be able to be collated and be available to view at any time
- A mobile-enabled application for use by Council officers and integrated with add-ons i.e. IAuditor (used by Parks and Open Space) for inspections
- Facilitate integration with other relevant service streams as a minimum with property-related updates available, if required for related asset classes i.e.:
  - Facility services
  - Parks and Gardens

- Maintenance services
- Electronic logging of any works required and assigning to the applicable service stream for completion
- Inspections to be carried out using the integrated mobile Inspection Application software
- Automatically allocate tasks including logging audit requirements
- Document management capacity for property management templates and direct email and logging of correspondence back to objective
- Capability to access and model all property related dates i.e. rent, outgoings etc.

When procuring a property management application, functions must integrate with the asset management application.

The two examples outlined above would be transformational and provide significant benefit.

**5.3.2 ASSET DATA AND INFORMATION**

Our asset information should be comprehensive, stored centrally, secure and easily accessible by AM planners. To achieve this, we will:

- Establish an asset-data-framework to specify the information we require for each asset class
- Define our data validation rules
- Continue to gather asset data and cleanse the data to improve its accuracy
- Improve our existing asset management information system to use all of its functionality and ensure central storage of asset data that is controlled and secure
- Review the asset management information system, and its integration with other Council systems, to determine whether a business case exists to procure a new / upgraded system

With the appropriate data, asset planners will be able to:

- Plan for improved services supported by the appropriate assets (changes have been made to the structure of the AM business unit in July 2020 to improve the planning processes and place a greater emphasis on service/asset planning)
- Identify the asset-lives and asset-condition to adopt, thereby assisting in improving asset valuations
- Improve financial management with a greater emphasis on financial sustainability
- Apply more effective maintenance knowing the assets that are more critical than other assets
- Prioritise capital works planning knowing the risks associated with the assets
- Apply integrated planning (and the priority lens framework) across asset classes thereby selecting the most appropriate treatments

Asset data and information improvement tasks are outlined in the AMI Plan.

**5.4 RISK-BASED ASSET MANAGEMENT**

The identification, analysis and management of risk is an important Council function to ensure services are maintained for the community – and management of asset-risk is no different.

Risk management is an integral part of asset management – not necessarily to reduce risk, but to ensure we understand risk and can balance the level of risk in our assets against performance and cost objectives.

Risk-based asset management has shown to be effective for asset-intensive systems, not necessarily by reducing risk, but by using risk to balance the operational performance of the assets against the asset life-cycle cost. Expenditure on assets is rationalised by using an assessment of what risk exposure is acceptable by the different stakeholders, maximising overall wealth for the organisation and society.

Our desired future state for risk management includes the following which is outlined in the AMI Plan.

- Having an asset-criticality-framework and assessment tool that is applied consistently across all asset classes
- Gathering targeted condition-data to determine the likelihood of failure (and using that information to infer condition for assets where we do not have observed condition data)
- Applying the asset-criticality and condition-data to establish an overall level of risk for each of our asset classes.

## 5.5 FINANCIAL SUSTAINABILITY

Councils across Australia raise approximately 3.5 per cent of the total taxation collected by all levels of government in Australia. However, Councils are entrusted with the maintenance of more than 30 per cent of all Australian public assets including roads, bridges, open space, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these assets to meet the service levels expected by the community.

At the same time, we have been subject to a cap on rate increases since 2017-18 under the State Government's Fair Go rates system. We are also experiencing ongoing cost-shifting from the Federal and State Governments to Local Government. In this constrained funding environment, it is essential that we invest in our infrastructure prudently and efficiently.

### 5.5.1 FUNDING STRATEGY

Further to Section 3.7, Council spends almost \$170 million a year to provide services to the community. To enable the provision of these services, we receive income from rates and charges, statutory and user fees, grants and contributions.

Our expenditure includes an ambitious Ten-year Capital Works Plan with a number of significant projects. A financially responsible and sustainable funding strategy has been developed to transparently demonstrate the impacts of these projects on Council's cash flows and to identify the extent to which borrowings would be required to deliver these projects<sup>3</sup>.

As stated in Section 3.9 (Borrowing), the ten-year capital works funding strategy sets out borrowing principles consistent with State Government requirements and sound financial management practices.

The strategy also outlines that \$30m per annum will be dedicated to asset renewal which will ensure that service levels will be maintained to a satisfactory standard.

### 5.5.2 FUNDING THE RENEWAL OF OUR ASSETS

We rely on a substantial portfolio of assets to provide services to our community. As these assets age, they become more costly to maintain. Sometimes, they fail and service to the community is disrupted. On the other hand, there is also a risk that we replace our assets prematurely – and spend money that could have been better used elsewhere.

Renewing<sup>4</sup> our assets at the right time is a key element of asset management planning. In an environment where funding is limited, it is essential that we understand when assets should optimally be replaced and ensure appropriate funding is available to do so.

Asset renewal expenditure as a percentage of depreciation is often used as an indicator to determine whether a Council is appropriately funding the renewal of its assets. This provides a reasonable proxy for monitoring purposes. However, asset renewal as a percentage of depreciation is not necessarily an accurate indicator of the true renewal-gap for many reasons such as:

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<sup>3</sup> Ten-year Capital Works Funding Strategy, endorsed by Council on 14 October 2019.

<sup>4</sup> Asset Renewal is the replacement or refurbishment of an existing asset (or component) with a new asset (or component) capable of delivering the same level of service as the existing asset.



- Depreciation is an important accounting measure, but often represents only a rough approximation of renewal need (i.e. risk-based replacement of assets based on asset condition and criticality to meet service levels); and
- Overall asset renewal expenditure as a percentage of depreciation can underestimate the renewal-gap when there is excessive renewal expenditure in one asset class and under-expenditure in another asset class.

An alternate measure of the renewal-gap is to assess actual renewal expenditure relative to estimated renewal need. However, estimation of the renewal need is an inexact science that relies on assumptions about asset condition, replacement cost and other variables when asset information is incomplete and/or inaccurate.

Table 8. outlines Council’s capital spend (does not include maintenance) over the past 4 years.

<b>ALLOCATION</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>
<i>New asset</i>	\$14.51M	\$5.76M	\$6.84M	\$10.88M	\$11.83M
<i>Renewal</i>	\$19.20M	\$22.89M	\$18.40M	\$23.54M	\$16.49M
<i>Expansion</i>	\$0.522M	\$0.544M	\$0.838M	\$1.40M	\$4.44M
<i>Upgrade</i>	\$4.95M	\$3.61M	\$6.67M	\$8.22M	\$7.31M
<b>TOTAL</b>	<b>\$39.2M</b>	<b>\$32.80M</b>	<b>\$32.74M</b>	<b>\$44.04M</b>	<b>\$40.1M</b>

Table 8: Council’s Capital spend over the past 4 years (does not include maintenance)

Figure 12. is a graph that sets out our best estimate of the required and planned asset renewal over the life of the most recent Strategic Resource Plan (4 years).

The dotted line in the graph represents uncertainty about the true amount of estimated renewal need. Given that we currently have limited information about our assets, we have assigned an upper and lower bound uncertainty interval of +/-25% to our best estimate of the required renewal expenditure.

Our plan to address the renewal-gap is targeted first and foremost on improving our data quantity and quality.

Gathering more information about what assets we have, what condition they are in and how long they are estimated to last, is the first step in reducing the uncertainty in our estimated renewal need and understanding the true level of our renewal gap.

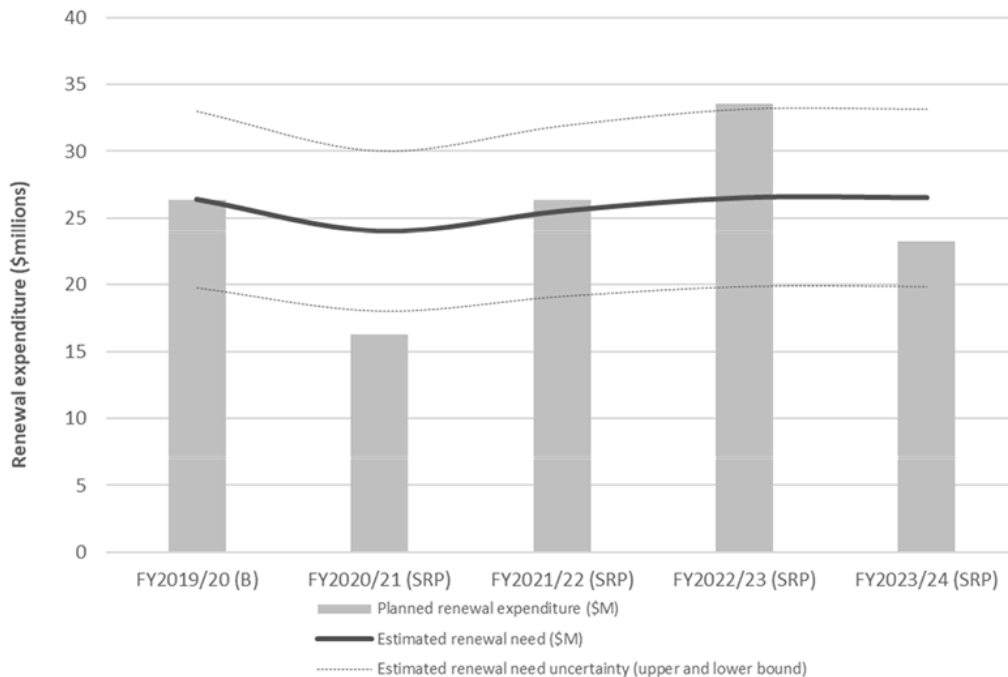


Figure 12: Renewal gap

In parallel with improving our data, we will also explore all available options to reduce our renewal gap including:

- Meaningful, equitable and inclusive engagement with the community on service levels where applicable – to determine more precisely what level of service the community needs and is willing to pay for – and then renew/maintain/operate assets in order to provide that level of service
- Efficiency improvement – to reduce construction costs and improve the utilisation of assets
- Demand management – to defer augmentation of assets and slow the deterioration of existing assets
- Shared services – exploring options to share assets and services with other organisations
- Technology gains – adopting new technologies that extend the life of assets or otherwise reduce the renewal burden (e.g. innovative, less expensive pipe replacement technologies)
- Asset rationalisation – decommission and/or sell assets that are no longer needed by the community
- Additional funding – either through external bodies (e.g. grants from other levels of government) or additional Council funding (e.g. by reducing investment in new assets and services)
- Sustainable building practices - to reduce the long-term operational costs of our assets

## 6 OUR ASSET MANAGEMENT IMPROVEMENT PLAN

Council has developed an 2020-2025 Asset Management Improvement Plan (AMI Plan) to bridge the gap between the current state of our asset management (described in Section 3) and the desired future state (described in Section 5). This separate document is consistent with the recommendations in the VAGO report, industry standards and our internal self-assessment through the NAMAf review.

We recognise that we cannot do everything at once. Funding and resources are limited and, even in an unconstrained environment, some initiatives must be sequenced to derive the greatest benefit. The detailed AMI Plan will be monitored by our Asset Management Steering Committee (Section 7).

### 6.1 IMPROVEMENT INITIATIVES

A summary of our highest priority improvement initiatives is provided in Table 9. This summary represents a focal point for action over the duration of the AM Strategy.

Achievement of these initiatives is intended to strengthen Council’s asset management maturity, support staff and streamline processes, and improve outcomes for our community.

Improvement initiatives	Actions	Timing
<b>1</b> Dedicate resources to deliver improvements and key tasks	Assign dedicated resources to deliver improvement initiatives and revise all asset management plans by 30 June 2022	June 2022
<b>2</b> Asset data improvement program	Implement a program to improve the security, completeness and accuracy of asset information, warehouse data, train staff	Oct 2020 – May 2022
<b>3</b> Develop asset risk assessment tools	Develop and implement a single asset criticality framework across asset classes and assess risk with targeted condition assessment	Oct 2020 – Mar 2021
<b>4</b> Improve the integrated corporate planning system and embed AM	Improve and upgrade the existing corporate planning system; clearly define integration points with AM, provide staff training	Oct 2020 – Apr 2021
<b>5</b> Improve asset management decision-making processes	Update the investment prioritisation framework and improve the budget process to better align strategy, capital funding and risk	Jun 2021 – Jan 2022

Table 9: High priority asset management improvement initiatives

In parallel with these initiatives, we will improve our asset management communications to update stakeholders on our progress and ensure our teams tasked with asset management responsibilities, understand our improved systems and processes, practices and desired outcomes.

### 6.2 VAGO AND INTERNAL ASSESSMENT FINDINGS

Figure 13. identifies the seven recommendations and improvement actions required to address the recommendations from the VAGO audit report findings and are included in the AMI Plan.

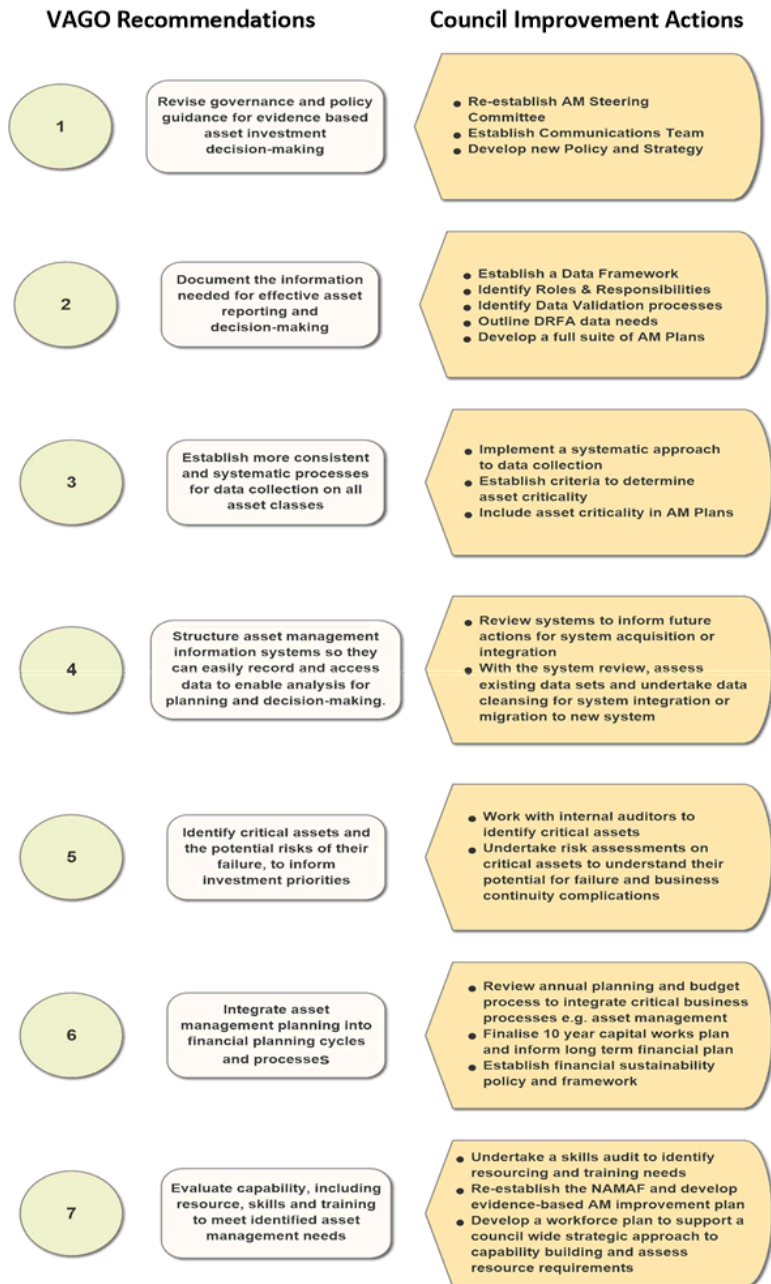


Figure 13: Seven VAGO Recommendations

### 6.3 NAMAF IMPROVEMENTS

Table 9. identifies the high-level actions from the NAMAF self-assessment (2018) in support of the asset management improvement process. These, and other identified improvements have been incorporated in the AMI Plan.

<b>Improvements</b>	<b>Action</b>	<b>Timing</b>
<b>Strategic Long-Term Plan</b>	<ul style="list-style-type: none"> <li>Embed the reviewed AM plans into the Long-Term Financial Plan with consideration to resources required in both plans, financial sustainability obligations and levels of service.</li> </ul>	May 2021 – Oct 2025
<b>Annual Budget</b>	<ul style="list-style-type: none"> <li>Update the Annual Budget with budget allocation linked to the AM plans.</li> </ul>	Apr 2022 – Oct 2022
<b>Annual Report</b>	<ul style="list-style-type: none"> <li>Update the Annual report so it is fully compliant with all statutory regulations, explain variations between the budget and actual results and the impact of the variations on the Strategic Long-Term Plan.</li> </ul>	Nov 2020 – Jun 2021
<b>Financial Reporting Framework</b>	<ul style="list-style-type: none"> <li>Improve financial reporting to address the issues on asset acquisitions, capitalisation policy and asset disposals, maintenance and renewal.</li> </ul>	Nov 2020 – Jun 2022
<b>Asset Management Policy</b>	<ul style="list-style-type: none"> <li>Update the AM Policy to align with the AM Strategy 2020 – 25. Include training for Councillors and Staff. AM plans to be developed based on community consultation and the financial reporting framework.</li> </ul>	Dec 2020
<b>Asset Management Strategy</b>	<ul style="list-style-type: none"> <li>Ensure alignment with the 2020-2025 AM Strategy, AM Policy, and integrate with the Council Plan and annual budget processes.</li> </ul>	Sept 2019 – Dec 2020
<b>Asset Management Plans</b>	<ul style="list-style-type: none"> <li>Review the AM plans for drainage, cultural collections, open space and information services in accordance with industry best practice. Also include AM functions e.g. risk, condition, levels of service etc.</li> </ul>	Oct 2020 – Feb 2022
<b>Governance and Management</b>	<ul style="list-style-type: none"> <li>Reinstate and implement the AM Steering Committee with a new Terms of Reference.</li> </ul>	Nov 2020
<b>Levels of Service</b>	<ul style="list-style-type: none"> <li>Develop levels of service (technical and community) with community consultation (where applicable) and monitor/evaluate.</li> </ul>	Oct 2021 – May 2023

<i>Improvements</i>	<i>Action</i>	<i>Timing</i>
<b>Systems</b>	<ul style="list-style-type: none"> <li>• Improve the use of CAMS across the asset classes and integrate with corporate systems such as Finance, Property Management and Customer Management.</li> <li>• Procure predictive modelling system (Parks and Open Space has recently procured)</li> <li>• Review and recommend a new integrated property management system.</li> </ul>	<p><i>Mar 2021 – Jun 2021</i></p> <p><i>Oct 2020 – Apr 2021</i> <i>Jan 2021 – May 2022</i></p>
<b>Data</b>	<ul style="list-style-type: none"> <li>• Develop and document a data-framework including document condition methodologies, asset standards and reporting framework, data collection and warehousing methodology, data ownership, controls and audit process.</li> </ul>	<i>Oct 2020 – May 2022</i>
<b>Skills and Processes</b>	<ul style="list-style-type: none"> <li>• Document a skills matrix and identify AM training capability. Document AM supporting processes for the asset classes.</li> </ul>	<i>Feb 2021 – Aug 2021</i>
<b>Evaluation</b>	<ul style="list-style-type: none"> <li>• Document an evaluation process for AM improvements and reporting. Use auditors to monitor and report on AM improvements. Support the use of the NAMAF framework for monitoring the AM maturity assessment process.</li> </ul>	<i>Sep 2021 – Mar 2021</i>
<b>DCP</b>	<ul style="list-style-type: none"> <li>• At commencement of the DCP, ensure the DCP eligible capital works are resourced and project-managed adequately and included in the PMO for reporting requirements and have a DCP indicator clearly identifying them.</li> <li>• Through the PMO, receive a six-monthly exception report on all DCP projects not meeting project KPIs and deadlines in line with DCP expectation.</li> </ul>	<i>To be confirmed</i>

**Table 9: NAMAF Improvements from Self-assessment**

Note: The Asset Management Steering Committee will review and confirm dates specified in all the AM documents and base them on available resources, phasing of the AM Plan reviews, DCP implementation and organisational priorities.

#### **6.4 OUTCOMES FROM THE ASSET MANAGEMENT IMPROVEMENT PLAN (AMI PLAN)**

Table 10 below outlines examples of the proposed outcomes expected from the AMI Plan assuming improvements are completed on time and in accordance with sound asset management practices.

This will require the support and guidance of the Executive Management Team and the Asset Management Steering Committee ongoing. Proposed outcomes of AM actions will be clarified through the AMI Plan under each action.

AM improvement actions can take weeks whilst some take years to complete. It's important to ensure the AMI Plan is realistic, practicable and achievable. Attachment B outlines best practice examples from other Councils demonstrating achievements in both the short and long term which have enabled significant positive change within the organisation and for their communities.

<b>Improvement Actions</b>	<b>Purpose</b>	<b>Outcome</b>
<b>Strategic Planning</b>	<ul style="list-style-type: none"> <li>Understand Council's ongoing maintenance and renewal requirements into the future.</li> </ul>	<ul style="list-style-type: none"> <li>Recognition of future budget requirements to assist in future service delivery needs.</li> <li>Enhance Councils Long-Term Financial Plan using reliable and quality data.</li> </ul>
<b>Service Planning</b>	<ul style="list-style-type: none"> <li>Review of service plans in support of service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Respond to MAV and government requirements.</li> <li>Development of Service Plans in line with demand for each service.</li> <li>Assets will be planned against the service plan.</li> </ul>
	<ul style="list-style-type: none"> <li>Enhancement and updating of AM Plans.</li> </ul>	<ul style="list-style-type: none"> <li>AM plans direct the ongoing management of the assets, considering current issues and future needs.</li> <li>AM plans are used to drive current planning and future funding.</li> </ul>
<b>Data</b>	<ul style="list-style-type: none"> <li>Data-framework is developed, documented and implemented.</li> </ul>	<ul style="list-style-type: none"> <li>Condition methodologies are data driven.</li> <li>All assets are aligned to standards and reporting framework,</li> <li>Data collection, warehousing methodology, data ownership, controls and audit processes in place.</li> </ul>
<b>Processes</b>	<ul style="list-style-type: none"> <li>Application of whole-of-life processes.</li> </ul>	<ul style="list-style-type: none"> <li>Provide enhanced justification of future operations and maintenance activities and funding.</li> <li>Demonstrate future renewal requirements.</li> </ul>
	<ul style="list-style-type: none"> <li>Consistency and application of AM across asset groups.</li> </ul>	<ul style="list-style-type: none"> <li>Provision of standard management processes across asset groups.</li> <li>Documented and implemented asset management processes to enable Council to manage infrastructure consistently across asset groups.</li> </ul>
<b>Asset Performance</b>	<ul style="list-style-type: none"> <li>Defining service-levels and targets.</li> </ul>	<ul style="list-style-type: none"> <li>Ability to effectively monitor the performance of the assets in line with expectations.</li> </ul>



<b>Improvement Actions</b>	<b>Purpose</b>	<b>Outcome</b>
	<ul style="list-style-type: none"> <li>Monitoring asset performance.</li> </ul>	<ul style="list-style-type: none"> <li>Enhance the management of assets and service delivery for improved planning.</li> </ul>
	<ul style="list-style-type: none"> <li>Managing infrastructure risk.</li> </ul>	<ul style="list-style-type: none"> <li>While risk is managed at the corporate level, infrastructure risk is used to assist the planning and prioritising of future works.</li> </ul>
<b>Organisational Issues</b>	<ul style="list-style-type: none"> <li>Establish and implement ongoing AM training programs.</li> </ul>	<ul style="list-style-type: none"> <li>Development of Council employees' AM skills to enhance the management of the assets.</li> </ul>
	<ul style="list-style-type: none"> <li>Improve AM system user-capabilities through specific training.</li> </ul>	<ul style="list-style-type: none"> <li>Improve the effectiveness of existing systems and extend the knowledge of employees.</li> </ul>
<b>AM Skills</b>	<ul style="list-style-type: none"> <li>Enhanced skills for applying AM and managing the infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>Address identified gaps in capability and satisfy the requirements of the National Asset Management Assessment Framework.</li> </ul>
<b>Predictive Modelling</b>	<ul style="list-style-type: none"> <li>Enhance predictive modelling capabilities for the development of future works and financial forecasting.</li> </ul>	<ul style="list-style-type: none"> <li>Analysis and identification of future works requirements to establish future short and long-term budgets.</li> </ul>
<b>Information Systems</b>	<ul style="list-style-type: none"> <li>Improved AM performance reporting from systems.</li> </ul>	<ul style="list-style-type: none"> <li>Quality and consistency of reporting on services provided e.g. Dashboards.</li> </ul>
	<ul style="list-style-type: none"> <li>Ongoing improvement of Council's systems.</li> </ul>	<ul style="list-style-type: none"> <li>Enhance predictive modelling to support ongoing funding analysis</li> </ul>

Table 10: Example of outcomes from the AM Improvement Plan

## 7. GOVERNANCE

### 7.1 ASSET MANAGEMENT STEERING COMMITTEE

As identified in Figure 14. below, Council has implemented an AM Governance Framework to ensure an effective, systemic and consistent approach to asset management is achieved in line with Council direction.

The key component of the framework is the AM Steering Committee (AMSC) which will have oversight of all AM activities, practices, compliance, performance and reporting. The General Manager Governance and Engagement is the accountable executive for Council's asset management activities and acts as the Chairperson of the AMSC and the Asset Management Project Control Group. The GM Governance and Engagement is also the executive responsible for the administration of the Audit and Risk Committee, corporate planning and risk functions.

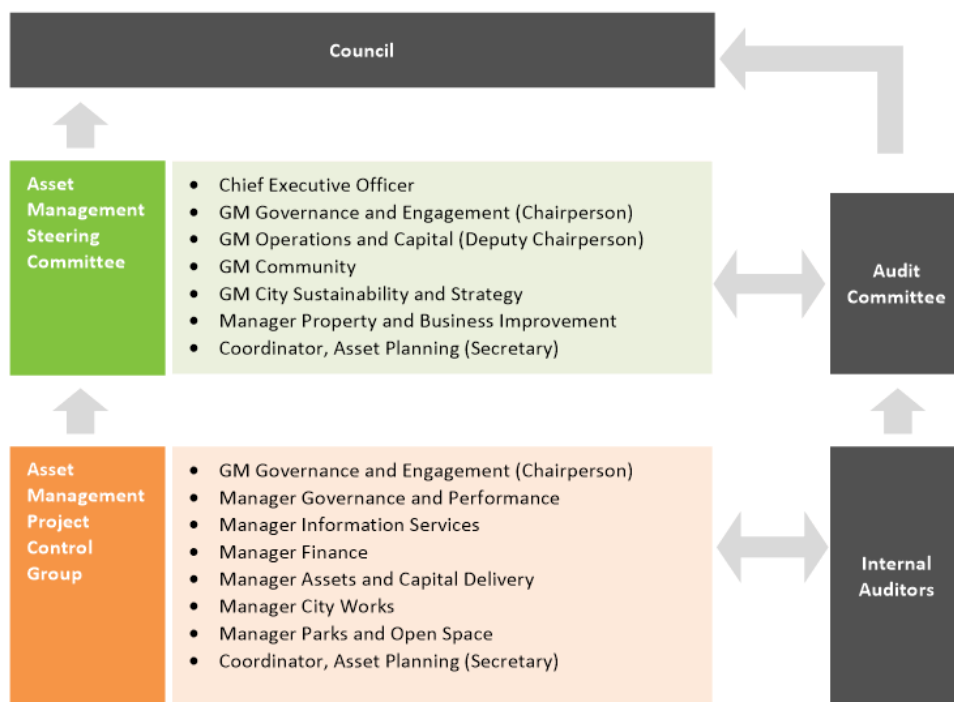


Figure 14: Council's Asset Management Governance Framework

The AMSC objectives are:

- Support and contribute to Council's short and long term financial planning to ensure that Council operates within all fiscal guidelines and legislative requirements, and is financially sustainable.
- Facilitate a strategic approach to the delivery of the Asset Management Policy and Strategy and ensure all asset management activities are aligned to the AM Policy Principles and objectives.
- Optimise decision-making and asset investments across the lifecycle of council's asset base.
- Lead, govern and monitor the implementation of asset management activities across the organisation as outlined in the AM Strategy and AM Improvement Plan, including the review of KPIs and timeframes.

- Ensure that \$30m per annum is dedicated to asset renewal which will ensure that service levels will be maintained to a satisfactory standard.
- Oversee the ongoing development and review and implementation of service plans and AM Plans
- Ensure the Darebin Priority Review Lens, human rights and equity principles and strategies are taken into consideration.
- Champion the AM Strategy across Council and drive behavioural change.
- Reduce organisational risk.

## 7.2 MONITORING AND REPORTING

Although some reporting takes place, Council currently does not have a documented and complete evaluation and reporting process by which asset management activities and improvements are identified, with timeframes and resources and responsible officers. A scheduled reporting regime is required to monitor, evaluate and report asset performance. This reporting requirement will include:

- 6 monthly reporting to the Executive Management Team of progress made against the actions of the AMI Plan
- Commence annual monitoring and reporting of NAMAf self-assessment scorecard results to the Executive Management Team – using the 2018/19 NAMAf results as a baseline. Next self-assessment due September 2021.
- Annual reporting to the Audit and Risk Committee of AMI Plan outcomes and NAMAf self-assessment scorecard results.
- Annual review of the AMI Plan (supporting the AM Strategy) and endorsed by the Asset Management Steering Committee.
- Biennial (every two years) desk top review of the AM Strategy with a full review every five (5) years in line with the new Council Plan.
- Review AM Plans every five (5) years in line with the new Council Plan.
- Biennial review of the AM Policy.

## 7.3 AM STRATEGY REVIEW CYCLE

The AM Strategy will commence in 2020 and will be reviewed after the adoption of the new Council Plan and Community Vision in October 2021. This will ensure the alignment between asset management priorities and Council's objectives.

The Asset Management Steering Committee will evaluate progress of priority initiatives and make minor adjustments as required in each year from 2021 to 2025. The AM Strategy will receive a desk-top internal review every 2 years and will be reviewed in detail every five years (this would include any applicable community engagement).

**ATTACHMENT A – ASSET MANAGEMENT POLICY**

## ATTACHMENT B – BEST PRACTICE CASE STUDIES

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Councils tend to exhibit best practice across particular functions of asset management rather than applying best practice as a whole. Each Council is subject to different local issues, funding, resources and priorities. They may commence asset management improvements on different asset classes and improve at different rates.

This attachment illustrates the achievement of best practice in asset management by three Councils in Victoria. This provides the opportunity for Council to learn from these Councils and reduce the effort to improve our asset management capability.

### Nillumbik

The VAGO report identified Nillumbik Shire Council (NSC) as performing well in the asset management functions that were audited. They identified the following:

- NSC had updated their asset hierarchy and used this as the basis of developing the data framework that outlines the data they will collect against each asset type;
- They have clear roles and responsibilities for asset information;
- They have processes for validating data;
- Asset Management Plans have been produced for all major asset classes;
- An automated formal handover process is used to capture data on new assets; and
- NSC has developed a reporting framework for its future reporting against the assets.

### Whitehorse

Whitehorse City Council (WCC) commenced improving its asset management capability between five and ten years ago. It initially collected the appropriate asset management data and entered it into an asset management system configured to maximise the output from it. Council's maintenance is recorded in the system to obtain records of the performance of the assets.

WCC then completed sophisticated predictive modelling on the Buildings and Open Space assets to derive the 10-year capital program. While this was completed two years ago, the Roads have been modelled for over a decade. Council has implemented field devices for the capture of maintenance and inspections by the operators and contractors.

The asset management plans for its asset portfolio of roads, drainage, open space, buildings and information technology were completed in 2018.

Council is now in a position to focus its attention on asset utilisation and asset failures to enhance its modelling of the assets, further improving the effectiveness of its capital works program.

### Bass Coast

Bass Coast Shire Council (BCSC) is the first Council in Victoria to complete an integrated drainage management study of its streams, creeks, swale drains, Water-Sensitive-Urban-Design facilities and stormwater pipes and pits. This was able to be achieved through having a high quality of asset data stored in the register and a GIS system where the assets could be mapped.

The project involved the following activities:

1. Validating asset data in the field;
2. Capturing spatial data in the field;
3. Assigning criticality against the assets as a basis of identifying the appropriate maintenance for the assets;
4. Identifying the condition of the drainage assets in the field;
5. Using risk as the basis of identifying capital works;
6. Using a flow accumulation model to identify assets that could potentially fail from high flows; and
7. Updating the asset management system and GIS.

The project was completed in six months. This project allowed BCSC to make a quantum leap from asset management infancy to advanced capability as the data was updated and asset management techniques used together to enhance Council's decision-making.

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**7.7 LANDFILL SERVICES FOR METROPOLITAN COUNCILS****Author:** Coordinator Waste Operations**Reviewed By:** General Manager Operations and Capital

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**EXECUTIVE SUMMARY**

Council's current involvement in a regional landfill services contract facilitated by the Metropolitan Waste and Resource Recovery Group (MWRRG) is ending on 31 March 2021. On 10 June 2020, a letter inviting interest to be a part of a new regional landfill services tender was sent to Council from the MWRRG. The City of Darebin was one of 21 Councils who agreed to participate in the tender.

MWRRG has completed the tender process and an evaluation panel including members from the participating Councils has made its recommendations to the MWRRG board.

The contract allows Council to enter into contracts with either:

- one provider on a 4-year guaranteed tonnage basis plus options to extend for a further 2 x 2 years on a 12-month tonnage guaranteed basis; or
- one or more contractors on a non-guaranteed tonnage basis.

This report recommends Council enter into a contract for 4 years with 2 suppliers of landfill services.

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

- (1) resolves to enter into a contractual arrangement with \_\_\_\_\_ as the primary provider of landfill services as a TIER 1 (4 year) guaranteed with an annual guaranteed tonnage of 26,000 tonnes.
- (2) resolves to enter into a non-guaranteed contractual arrangement with \_\_\_\_\_ as the secondary provider of landfill services, contingent in maintaining continuity of landfill services.
- (3) enter into a Direct Deed with \_\_\_\_\_ and \_\_\_\_\_.
- (4) delegate authority to the CEO to execute Agreements with MWRRG and \_\_\_\_\_ and \_\_\_\_\_ for Landfill Services on a 4-year guaranteed term commencing on 1 April 2021.
- (5) Delegate authority to the Chief Executive Officer to approve option to extend the contract term for a further 2 x 2 years, subject to repricing and performance reviews.
- (6) Council authorise the Chief Executive Officer to finalise and execute the required participation agreement and deed documents for the provision of landfill services or, if required, the Participation Agreement and corresponding deed with the preferred tenderers.

**BACKGROUND / KEY INFORMATION**

In 2010, MWRRG conducted a collective procurement process for landfill services and contracts were awarded to each of the major putrescible landfill sites across Melbourne:

- City of Wyndham – Werribee
- Melbourne Regional Landfill (Cleanaway formerly Boral) – Ravenhall
- Hanson – Wollert
- Suez – Hallam
- Suez – Lyndhurst (Contingency site)
- Cleanaway- Clayton (Now closed)

Council became a party to the regional landfill contract managed by the MWRRG and through this uses the Hanson Landfill in Wollert with an option to use the Melbourne Regional Landfill (MRL) if the Hanson landfill is not accessible. The contract is providing good value to Council. The agreement with MRL provides an alternative disposal site if required. To date this option with the MRL has not been used.

All available contract extensions have now been exercised. The final contract extension expires on 31 March 2021. 26 of the 31 metropolitan Councils are currently a party to one or more of the 4 contracts delivering approximately 850,000 tonnes of waste to the landfill operators per year.

The Environment Protection Act 1970, formalises MWRRG's role in collective procurement to:

- facilitate waste and resource recovery infrastructure and services by Councils;
- facilitate the development of joint procurement contracts for waste and resource recovery facilities and services; and
- manage contracts in the performance of these objectives and functions.
- Ensure consistency across the metropolitan area
- Integrate with other household waste services
- Ensure workable contingency arrangements.

This tender process has been resourced by MWRRG using the support of municipalities and external legal, technical, probity, planning and financial advisors.

The contract documents allow Council to enter into contracts with one provider on either a 4-year guaranteed basis or a 12-month guaranteed basis and/or one or more contractors on a non-guaranteed basis. Penalties will apply for the early termination of a guaranteed agreement. This report recommends that Council execute agreements with more than one provider to ensure that contingency arrangements are in place if a landfill site is not available during the contract term.

Council will continue to rely on some form of landfilling in the future, however, should Council transition to alternative waste technology for the treatment of residual waste, the volume of material sent to landfill may at some time in the future reduce.

The initial contract term is for a four-year period commencing on 1 April 2021. There is an option to extend the contract for two further terms of 2 years. Contractors will be invited to resubmit pricing in 2023, for 1 April 2025 extension, to enable Council to determine if it wishes

to exercise an extension option or commence a new procurement. A similar process will be conducted in 2025.

A list of those responses received from tenderers to the MWRRG’s Invitation to Supply Landfill is included at **Appendix A** (issued to councillors under separate cover)

A tender evaluation panel comprising three Council representatives and the MWRRG Deputy Director Procurement & Contracts has assessed tender responses, the panel was supported by:

- Probity Advisor is responsible for ensuring that the evaluation process is conducted in accordance with probity principles and adherence to the approved evaluation plan.
- MWRRG subject matter experts and project managers – responsible for providing expert advice as required to confirm tenderers’ compliance to the specification and compliance with procurement policies.
- Legal Advice - provide legal advice and support throughout the tender process

Confidential attachment (**Appendix B**) Tender Evaluation Report Summary details the findings of the Evaluation Panel against the following evaluation key criteria and weightings.

1.	Professional competence
2.	Quality Systems for Deliverables
3.	Commercial
4.	Social Procurement
5.	Local Jobs First Policy

Responses which did not comply with a Mandatory Criteria were not considered.

Professional capability, capacity to process waste and scope of services was based on evidence supplied in the tender documents.

The technical capability of the tenderer is critical to the final value for money score provided by the tender evaluation team. Technical capability was assessed through consideration of the solution proposed, combined with verifiable evidence of current/past performance in providing services of a similar nature.

The quality systems for deliverables assessment was based on the level of best practice accreditations tenderers hold or able to demonstrate progress towards achieving certifications in OHS, QMS and risk management and any strategic innovations that could add value or continuous improvement strategy.

The commercial assessment focused on each tenderer’s risk, degree of compliance with the proposed contract, demonstrate financial viability, levels of insurance cover offered, and a comparison of the prices offered.

Social and sustainable procurement are defined as a key value-for-money component and Tenderer’s were to demonstrate how they can make a difference to our communities and inform on the methods to meet and deliver the social procurement framework.

Under the Local Jobs First Act 2003 the Minister for Industry and Employment is responsible for setting local content requirements for a Strategic Project.



**Previous Council Resolution**

At its meeting on 21 March 2011 Council resolved that:

- (1) *That Council enter into a contractual arrangement for Contract CT201117 for the supply of landfill services with Hanson Landfill Services Pty Ltd, 601 Doncaster Road, Doncaster VIC 3108, for the rates documented in Table 1 for the supply of Municipal Solid Waste from kerbside collections.*
- (2) *That Council enter into a contractual arrangement for Contract CT201117 for the supply of landfill services with Boral Recycling Pty Ltd trading as Boral Waste Solutions, 1 Glenferrie Road, Malvern VIC 3144, for the rates documented in Table 1 for the supply of Municipal Solid Waste on a casual basis.*
- (3) *In accordance with the provisions of Section 50AR of the Environment Protection Act, Council entered into a Participation Agreement of 10-year duration from 1 April 2011 with the Metropolitan Waste Management Group (MWMG).*
- (4) *Subject to Hanson Landfill Services Pty Ltd and Boral Recycling Pty Ltd being appointed by the MWMG to be members of a 'Panel of Preferred Contractors', Council enter into a Direct Deed with these companies.*
- (5) *That Council authorise the Chief Executive to finalise and execute the required participation agreement and deed documents for the provision of landfill services or, if required, the Participation Agreement and corresponding deed with the preferred tenderers be signed and sealed under the Common Seal of Darebin City Council.*
- (6) *That Council authorise the Chief Executive to appoint the Council Officer to represent Council and participate in any User Group established to assist the MWMG in contract management activity for the term of the contract.*
- (7) *This report remains confidential and that the recommendation remain confidential until the Metropolitan Waste Management Group (MWMG) advice that the Panel of Preferred Contractors has been finalised.*

Subsequently at its meeting on 8 December 2014 Council resolved that Council:

1. *Resolve to extend the contractual arrangement for Contract CT201117 for the supply of landfill services with Hanson Landfill Services Pty Ltd, at the adjusted rates as set out in the agreement for an estimated expenditure of \$6.0 million (incl. GST) for a two-year term beginning 1 April 2015.*
2. *Resolve to extend the contractual arrangement for Contract CT201117 for the supply of landfill services with Boral Recycling Pty Ltd, at the adjusted rates as set out in the agreement for a two-year term beginning 1 April 2015.*
3. *Note that the Boral Recycling contract is used as a fall back service should any issues arise with the Hanson Landfill Services site.*
4. *Authorise the Chief Executive to sign and execute the required extension agreement for the provision of landfill services for the Hanson Landfill Services Pty Ltd landfill contract.*
5. *Authorise the Chief Executive to sign and execute the required extension agreement for the provision of landfill services for the Boral Recycling Pty Ltd landfill contract.*

Subsequently at its meeting on 5 December 2016 Council resolved that Council:

- (1) *Resolve to extend the contractual arrangement for Contract CT201117 for the supply of landfill services with Hanson Landfill Services Pty Ltd, at the adjusted rates as set out in the agreement for an estimated expenditure of \$13,310,000 (incl. GST) for a two by two-year term beginning 1 April 2017.*
- (2) *Resolve to extend the contractual arrangement for Contract CT201117 for the supply of landfill services with Cleanaway Solid Waste Pty Ltd, trading as Landfill Operations Pty Ltd for the Melbourne Regional Landfill (MRL), at the adjusted rates as set out in the agreement for a two by two year term beginning 1 April 2017.*
- (3) *Note that the MRL contract is used as a fall-back service should any issues arise with the Hanson Landfill Services site.*
- (4) *Authorise the Chief Executive to sign and execute the required extension agreement for the provision of landfill services for the Hanson Landfill Services Pty Ltd landfill contract.*
- (5) *Authorise the Chief Executive to sign and execute the required extension agreement for the provision of landfill services with Cleanaway Solid Waste Pty Ltd, trading as Landfill Operations Pty Ltd for the Melbourne Regional Landfill contract.*

## COMMUNICATIONS AND ENGAGEMENT

### Consultation

The following internal stakeholders were consulted as part of this contract.

Title	Division
General Manager Operations & Capital	Operations & Capital
Manager City Works	Operations & Capital
Co-ordinator, Climate Emergency & Environment Strategy	City Sustainability & Strategy
Coordinator Waste Operations	Operations & Capital
Coordinator Procurement & Contracting	Finance

### Communications

## ANALYSIS

### Alignment to Council Plan / Council policy

Goal 1 - A sustainable city

Reducing waste to landfill is a key part of Council's Waste and Recycling Strategy and has implemented and continues to implement measures to achieve this such as introducing food waste recycling via the green bin in October 2019. However, until more advanced solutions for processing waste are implemented Council will continue to require some form of landfill arrangement.

The waste sent to landfill under this contract is collected from the household kerbside collection, street sweeping, hard waste and dumped rubbish collection services. This waste is generally inert except for the food waste collected in the household collection service. The

food waste will emit greenhouse gases (methane) as this waste decomposes. The landfills recommended to be used under this contract have gas extraction systems which fire the methane to generate power back into the electricity grid.

Council will continue to advocate for more advanced waste and recycling solutions which focus on minimising waste in the first instance, diverting waste from landfill by maximising resource recovery and reducing emissions from waste processing.

### **Climate Emergency**

Council adopted a new Waste and Recycling Strategy on 9 June 2020. The Strategy is the first of its kind to look at waste and recycling through a climate emergency lens. While significant emissions reductions can be achieved via recycling the greatest gains can be achieved by avoiding production of these materials in the first place.

### **Equity, Inclusion and Wellbeing Considerations**

The household waste collection services are available to all residential properties. The service provides a benefit to all residents, industry, traders and visitors to the municipality and ensure that Darebin is a clean city.

Council will investigate options for expanding services to multi-unit dwellings and businesses who currently use private waste collection services.

### **Cultural Considerations**

The community is informed of the materials accepted in the garbage collection service via Council's web page in English and 12 other community languages.

### **Economic Development Considerations**

Council supports the shift toward a circular economy that favours waste avoidance and fosters innovation. A circular economy aims to eliminate waste and continually re-use, repair and recycle resources to create a closed loop system. Shifting towards a circular economy will create jobs and foster economic development.

### **Financial and Resource Implications**

Details of financial and resource implications and budget details can be found in confidential **Appendix A**.

### **Legal and Risk Implications**

#### **Financial check**

A financial check was completed on the shortlisted contractors through the work undertaken by the MWRRG and is included at confidential **Appendix B**. The financial check undertaken verified the financial capacity of the recommended contractors to complete the works.

#### **Probity**

A probity audit was undertaken on the tender process as part of the work undertaken by the MWRRG and is included at confidential **Appendix B**. The report concluded that all probity requirements have been met.

## Operational Impacts

Officers will manage operational impacts of Council's decision to award a new landfill services contract.

## DISCUSSION

Council's current involvement in this regional landfill services contract facilitated by the MWRRG is ending on 31 March 2021.

If Council decided to no longer be party to the agreement it would be required to negotiate landfill gate fees direct with the landfill owners individually, rather than as part of a bulk price contract as one of six local governments. It is expected that Council would not achieve the price that has been set as part of the group contract, therefore taking up the option of being a party to the regional contract with the MWRRG is the recommended option.

## OPTIONS FOR CONSIDERATION

Refer to confidential **Appendix A** circulated to councillors under separate cover for options for consideration.

## IMPLEMENTATION STRATEGY

Council officers will work directly with site supervisors to ensure the safe use of the nominated site by Council drivers while using the landfill site

### Timeline

Tasks	Timeframe
Award Contract to the successful contractor	February 2021
Sign Participation Agreement	February 2021
Commence Service	April 2021

## RELATED DOCUMENTS

- Council Plan 2017-2021
- Climate Emergency Plan 2017-2022
- Darebin Climate Emergency Plan 2017-2022
- Council Action Plan 2019-2020
- Darebin Waste and Recycling Strategy 2020

## Attachments

- Landfill Services for Metropolitan Councils Tender (**Appendix A**) Confidential - enclosed under separate cover
- Tender Evaluation Summary Report (**Appendix B**) 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 general or material interest in a matter to which the advice relates.

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

**7.8 EMERGENCY MANAGEMENT PLANNING REFORM****Author:** Manager Equity and Wellbeing**Reviewed By:** General Manager Community

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**EXECUTIVE SUMMARY**

In late 2020, changes were made to the Emergency Management Act 2013 (EM Act 2013) as a result of the Emergency Management Legislation Amendment Act 2018. The Act sets out the roles and responsibilities of all levels of government and agencies in Emergency Management.

These changes will impact how Council coordinates the Municipal Emergency Management Planning Committee (MEMPC) and the function of the committee, along with how the Municipal Emergency Management Plan (MEMP) is developed, approved and reviewed. The changes also impact the municipal functional roles.

As per the reform guidelines, a Council resolution is required to disestablish the previous MEMPC and endorse the CEO to establish the new committee in accordance with the reformed legislation.

Under these changes Council will continue to have emergency management obligations and will work closely with the Municipal Emergency Management Planning Committee and the community to support recovery and build ongoing reliance and capacity to respond to future challenges.

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

- (1) Authorises the disestablishment of the existing Municipal Emergency Management Planning Committee (MEMPC) established under s21(3)-(5) of the *Emergency Management Act 1986*, in recognition that on 1 December these provisions are repealed by s82(2) of the *Emergency Management Legislation Amendment Act 2018* and replaced by the provisions of s68 of the *Emergency Management Legislation Amendment Act 2018*.
  - (2) Authorises the CEO to facilitate the establishment of the MEMPC in accordance with the provisions of s68 of the *Emergency Management Legislation Amendment Act 2018* (which inserts a new 'Part 6-Municipal Emergency Management Planning Committees' into the *Emergency Management Act 2013* on 1 December 2020).
  - (3) Notes that, under the MEMPC Terms of Reference provided and the *Emergency Management Legislation Amendment Act 2018* (which inserts s59 and 59F into the *Emergency Management Act 2013* on 1 December 2020), council's role is to establish the committee and once established, the committee exists separately to Council and is not a committee of Council.
-

## BACKGROUND / KEY INFORMATION

The *Emergency Management Act 2013* (EM Act 2013) sets out the roles and responsibilities of all levels of government and agencies in relation to Emergency Management.

In 2018, amendments to the *Emergency Management Act 2013* (EM Act 2013) were passed through Parliament, requiring the Emergency Management Commissioner (EMC) to arrange for the preparation of a state emergency management plan (SEMP).

On 10 September 2020, the State Crisis and Resilience Council (SCRC) approved the State Emergency Management Plan (SEMP) which came into effect on 30 September 2020.

The SEMP replaces the Emergency Management Manual of Victoria (EMMV) and details the state-wide emergency management arrangements for the mitigation of, response to, and recovery from emergencies and informs all levels of planning, including that a municipal level.

The *Emergency Management Legislation Amendment Act 2018* (the EMLA Act) introduces changes to the Municipal Emergency Management Planning Committee (MEMPC), Municipal Emergency Management Plan and the municipal functional roles previously established under the Emergency Management Act 1986.

Council must demonstrate that it is compliant with the reformed emergency management legislation by providing the REMPC Chair with an update on progress by 30 April 2021.

### Previous Council Resolution

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

## COMMUNICATIONS AND ENGAGEMENT

### Consultation

Consultation to implement these changes will be limited as the changes are prescriptive based on the EMLA, however moving forward the new MEMPC will undertake consultation with a range of stakeholders to inform the future MEMPC.

### Communications

At this stage, communication will be limited to relevant internal and external stakeholders. There is no requirement at this stage for a broader external communication strategy, however an enhanced communication strategy will inform part of Council's future emergency management work to engage community.

## ANALYSIS

### Alignment to Council Plan / Council policy

Goal 6 - A well governed Council

These changes are required to ensure Council meets its obligations under the *Emergency Management Legislation Amendment Act 2018*.

## **Environmental Sustainability Considerations**

Additional to the MEMP, are several sub-plans including the extreme heat sub-plan developed due to the high-risk rating assessed via a Community Emergency Risk Assessment for extreme heat. This sub-plan acknowledges and supports the Climate Emergency Plan and Urban Forest Strategy.

## **Equity, Inclusion and Wellbeing Considerations**

Council's ongoing implementation of emergency management activities will reflect the Towards Equality Framework principles and lenses to ensure that our work with partner organisations engages those communities with the greatest vulnerability in the event of an emergency including people from socio-disadvantage backgrounds, CALD community members, Aboriginal and Torres Strait Islander peoples, people with disabilities and older people. This includes supporting these groups to be prepared to all emergency events and supported during response and in recovery.

Working through community leaders in culturally relevant ways will be critical to the success and effectiveness of these efforts and a focus of Council's emergency management work going forward. This will include working with different communities to help build their capacity, resilience and relationship to work with Council in the event of future challenges.

## **Cultural Considerations**

Council's cultural infrastructure will continue to form part of the municipal emergency management plans.

## **Economic Development Considerations**

As a recovery environment, and as shown during COVID, businesses and our economy will be critical to the planning, preparedness and relief and recovery phases. There are ongoing opportunities for Council to work with the local economic community to increase resilience and support recovery.

## **Financial and Resource Implications**

Resources have been allocated to employ an Emergency Management Coordinator. It is expected that the role will commence in February 2021.

The changes outlined as part of the reform can be implemented within existing resources, coordinated by the Emergency Management Coordinator. Further resources may be required to implement ongoing emergency management activities that extend beyond Council's current approach.

## **Legal and Risk Implications**

These changes are required to ensure Council meets its obligations under the *Emergency Management Legislation Amendment Act 2018*. The Act sets out the roles and responsibilities of all levels of government and agencies in Emergency Management. Council will continue to have several emergency management obligations under the reforms.

The SEMP details a variety of lead agencies which Council would be required to support in many emergency situations. These lead agencies have differing protocols and coordination of resources is overseen by Victorian Police, who can request Council to assist lead agencies with resources in the event of a local emergency.



Council will also continue to have a legal requirement to coordinate relief and recovery at the local level.

**Operational Impacts**

An Emergency Management Coordinator will be recruited to oversee these changes and the ongoing work required. The position will be in the Community Division given the relevance to the Covid-19 recovery work, our relationships and partnerships with the business and community sector and our work with individuals, families and groups who experience vulnerability and disadvantage.

**DISCUSSION**

The table below outlines the key reforms and changes required to achieve compliance by the 30 April 2021.

Item	Change	Action Required
<p><b>Municipal Emergency Management Planning Committees (MEMPCs)</b></p>	<p>From 1 December 2020, responsibility for municipal emergency management planning transfers from council to the new multi-agency MEMPC. This seeks to support emergency management planning as an integrated, multi-agency and collaborative effort.</p> <p>Councils will convene and chair the committees but the MEMPC will be the collective responsibility of the committee, rather than Council. This will mean that other key agencies, not just councils, will be required to participate and contribute.</p> <p>The MEMPC now reports to and is accountable to the relevant Regional Emergency Management Planning Committee and not to municipal council.</p>	<p>A Council resolution is required to establish the MEMPC in accordance with the reformed legislation.</p> <p>Officers will convene a MEMPC meeting as soon as practicable after the resolution is passed.</p>
	<p>The CEO or a member of the municipal council staff nominated by the CEO will be the chairperson of the MEMPC, not an elected Councillor. This role as previously been performed by the elected Mayor.</p>	<p>The General Manager Community will be the chairperson of the MEMPC.</p>
	<p>EMLA Act sets out a legislated core membership for MEMPCs and requires a MEMPC to invite at least one additional member for each of the following three categories:</p> <ul style="list-style-type: none"> <li>- at least one community representative</li> </ul>	<p>Council’s existing committee will be reviewed to confirm representatives from core agencies.</p> <p>The committee will identify additional members for invitation onto the committee, via the chairperson of the MEMPC.</p>

	<ul style="list-style-type: none"> <li>- at least one recovery representative</li> <li>- at least one other representative (such as an industry, business or additional agency)</li> </ul>	
<p><b>Council's emergency management staffing responsibilities</b></p>	<p><b>The municipal emergency resource officer (MERO) ceases to have legislative backing and is replaced by the Municipal Emergency Management Officer/s.</b></p> <p>The MEMO is responsible for:</p> <ul style="list-style-type: none"> <li>• liaising with agencies in relation to emergency management activities for the</li> <li>• municipal district, and assisting in the coordination of emergency management activities for the</li> <li>• municipal council.</li> </ul>	<p>Council currently has a MERO and MRM, along with deputies for these roles. Officers will confirm the new MEMO position and reconfirm MRM arrangements.</p> <p>Officer will also identify other emergency management positions which require allocation.</p>
	<p><b>The role of municipal recovery manager will be formalised in legislation.</b></p> <p>Council must appoint one or more MRMs who are responsible for coordinating, in consultation with agencies, the resources of the municipal council and the community for the purposes of recovery.</p>	
	<p><b>The Municipal Fire Prevention Officer's (MFPO) planning function is discontinued.</b></p> <p>The role of the municipal fire prevention officer (MFPO) will continue under the planning reform but will no longer include a legislated planning function. Instead, fire planning will fall under the new integrated planning arrangements.</p> <p>Where fire is identified as a high risk in, it is recommended it be retained and transitioned to a sub-committee of the MEMPC.</p>	
<p><b>Municipal emergency management plans (MEMPs)</b></p>	<p>Municipal emergency management plans (MEMPs) will be required to cover mitigation, response and recovery, and address the roles and responsibilities of agencies. The plan will provide specific information tailored to the municipality's context and risk.</p> <p>MEMPs are required to be developed by the MEMPCs and approved by the relevant</p>	<p>Darebin's Municipal Emergency Management Plan (MEMPC) outlines the state and localised emergency management arrangements and ensures that Darebin complies with relevant legislation and is prepared for a range of emergency events and incident.</p>

	<p>regional emergency management planning committee (REMPC). Previously these plans have been presented to Council for endorsement.</p> <p>VICSES have previously been responsible for undertaking audits of the Plans. This will be replaced with a new assurance framework that applies at all planning levels.</p>	<p>Council's most recent MEMP was endorsed by Council on the 14 October 2019.</p> <p>The current municipal plan will continue as a transitional measure until its next review period (October 2021), at which point the plan will be prepared under the new framework.</p>
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## OPTIONS FOR CONSIDERATION

It is recommended that Council endorse the proposed recommendation, which has been provided by Emergency Management Victoria to facilitate the implementation of the reform.

No alternative recommendation is provided as these changes are required to ensure Council is compliant with its obligations under the Emergency Management Legislation Amendment Act 2018.

## IMPLEMENTATION STRATEGY

### Details

Officers have commenced the implementation of the other actions outlined in the table above and those outlined in Appendix A in order to achieve compliance by 30 April 2021.

### Communication

Communication will occur with relevant internal and external stakeholders to engage them in the reform process. An enhanced communication strategy with community will inform part of Council's future emergency management work to engage community.

### Timeline

The actions outlined in this report and the attached will be completed by 30 April 2021. The Municipal Emergency Management Planning Committee will be held in early March 2021.

## RELATED DOCUMENTS

- Municipal Emergency Management Plan (MEMPs)

### Attachments

- Transition guide for reforming municipal emergency management planning arrangements (**Appendix A**) [↓](#)

## 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 general or material 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.

# Emergency Management Planning Reform

Municipal District: insert municipal district's name here

## Transition guide for reforming municipal emergency management planning arrangements

### Contents

- Introduction .....2
- Section 1: Resources available to you .....3
- Section 2: Your Municipal Emergency Management Planning Committee (MEMPC).....5
- Section 3: Your Municipal Emergency Management Plan (MEMP) .....8
- Section 4: Changes to functional roles .....10
- Attachment A – wording to support the development of a council resolution .....11
- Attachment B – suggested wording for letters seeking additional membership .....12
- Version control.....13

## Introduction

### Purpose

This transition guide outlines the minimum requirements to align all municipal districts with the reformed emergency management planning arrangements outlined in the *Emergency Management Legislation Amendment Act 2018* (EMLA Act). The EMLA Act (available [here](#)) amends a number of Acts, including the *Emergency Management Act 2013* (EM Act; available [here](#), noting that municipal level amendments will not be reflected in the Act until 1 December 2020).

### Audience

The primary audience for this guide is Municipal Emergency Management Planning Committee (MEMPC) members. All committee members have a role in ensuring a successful transition to the reformed planning arrangements. The role of Chair will be particularly important in ensuring the transition to the reformed emergency management planning framework.

Section 4 of this guide is pertinent to the municipal council or Alpine Resort Management Board<sup>1</sup> Municipal Emergency Management Planning Committee (MEMPC) representative, who is also the MEMPC's Chair. Section 4 relates to the municipal council directly, and not to the MEMPC.

This document may be used as a resource for any other stakeholders, including Regional Emergency Management Planning Committee (REMPC) members.

### 28 tasks to guide your transition to the reformed arrangements

There are a number of tasks outlined in this transition guide that you may pre-empt in anticipation of the 'go live' date for the municipal level planning reforms on 1 December 2020. A number of resources are already available to you and these are outlined throughout this document.

There are also tasks that you will be unable to complete and resources you will be unable to access until after 1 December 2020.

- |   |
|---|
| <p>1. <input type="checkbox"/> <b>By 30 April 2021*</b>: Confirm that your municipal district is compliant with the reformed emergency management legislation and its intent by providing your REMPC Chair with an update on your progress through the steps outlined in this document.</p> |
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\*MEMPCs with MEMPs due for approval prior to 30 April 2021 will need to ensure compliance prior to submitting the MEMP for approval.

<sup>1</sup> All references to municipal councils are also a reference to Alpine Resort Management Boards

## Section 1: Resources available to you

- **Emergency Management Planning Resource Library**

You will find all resources relating to emergency management planning reform on the [Emergency Management Planning Resource Library](#), including state, regional and municipal level resources.

All of the following resources, and more, are available or will be made available on the resource library. The resource library will continue to expand over time as required.

Key state level resources include:

- the [State Emergency Management Plan](#), including [Roles and Responsibilities](#)

Key regional level resources include:

- your relevant Regional Emergency Management Plan (REMP). All REMPs are currently progressing through their assurance and approval process. Once approved, REMPs will be published on the EMV website by 1 December.

Key municipal level resources include:

- [Advisory material for a MEMPC Terms of Reference](#)
- Fact sheets on a number of topics, including municipal level planning, integrated MEMPCs, changes to functional roles, assurance of emergency management plans and more.
- A [MEMPC-branded document header and letterhead](#) for the use of all MEMPCs.

Further resources under development, for upload or linking prior to 1 December 2020 include:

- an introductory video to the reformed MEMPC. You may choose to show this video at your first MEMPC meeting following 1 December if you see fit, as it will provide an overview of the new municipal emergency management planning arrangements.
- Advisory material for the development of a Municipal Emergency Management Plan
- VICSES' Community Emergency Risk Assessment (CERA; an all hazards risk assessment tool which aims to identify, mitigate and reduce risk within a community that is delivered by VICSES) is being migrated to use a new online platform – CERA Online.

Key resources for all planning levels include:

- The currently published [Guidelines for Preparing State and Regional Emergency Management Plans](#) will be updated to include municipal level guidance by 1 December.

2.  Note that the [Emergency Management Planning Resource Library](#) is your primary resource for answering questions relating to emergency management planning.

- **The Emergency Management Manual Victoria will no longer be a resource for you**

From 1 December, the Emergency Management Manual Victoria (EMMV) is superseded in full by products developed through the reform. A fact sheet that outlines the discontinuation of the EMMV is in the EM Planning Resource Library.

3.  Note the discontinuation of the Emergency Management Manual Victoria from 1 December 2020.

- **The REMPC is the MEMPC's point of contact for all things planning reform**

4.  Note that any questions relating to the implementation of planning reform can be directed to your REMPC in the first instance via the REMPC Chair or an agency's REMPC representative (each legislated member agency on a MEMPC has a representative on the REMPC).

- **EMV's planning reform team will be providing updates via newsletter, as required**

This newsletter is currently produced fortnightly and is sent to a wide range of stakeholders, including all REMPC members. You will also be added to the distribution list.

5.  Note that any interested stakeholder (including MEMPC members) can be added to the planning reform newsletter by emailing [emergencyplanning@emv.vic.gov.au](mailto:emergencyplanning@emv.vic.gov.au).

## Section 2: Your Municipal Emergency Management Planning Committee (MEMPC)

The EMLA Act outlines a consistent approach for MEMPCs across the state.

From 1 December 2020, the legislation shifts responsibility for municipal emergency management planning from the council to the reformed, multi-agency MEMPC - the peak emergency management planning body in your municipal district. This shift of responsibility highlights the intent of the reform which supports emergency management planning as an integrated, multi-agency and collaborative effort.

EMV recognises the impact that council elections will have on completing these following steps, and recommends you complete these tasks as soon as practicable, as close to 1 December 2020 as possible.

### Establishing the reformed MEMPC

The Chair of your MEMPC has an important role in ensuring the council establishes your MEMPC in accordance with the requirements outlined in the EMLA Act.

On 1 December, section 82 of EMLA Act repeals the legislative backing for the existing MEMPCs in s21(3)-(4) of the EM Act 1986, and inserts sections 59 and 59F into the *Emergency Management Act 2013* under which the council is required to establish a new MEMPC with more specific membership and functions.

In a letter to CEOs on 5 October, CEOs were advised that *“In line with section 59(1) of the Local Government Act 2020, you are able to acquit this responsibility [to establish a MEMPC] through a council resolution that ensures a MEMPC is established in accordance with the legislation, including recognising that the MEMPC promotes shared responsibility for planning by requiring relevant agencies to participate in the planning process, and that the MEMPC reports directly to the Regional Emergency Management Planning Committee, not to council.*

*S59(2) of the Local Government Act 2020 defines a resolution of the Council as including ‘a resolution made at a Council meeting’, ‘a resolution made at a meeting of a delegated committee’ or ‘the exercise of a power or the performance of a duty or function of the Council by a member of Council staff...under delegation’.*”

MEMPC Chairs should ensure that a council resolution is developed to be considered at the next available council meeting. The wording at Attachment A may be of assistance.

- |    |   |
|----|---|
| 6. | <input type="checkbox"/> Confirm that council has passed a resolution to establish the MEMPC in accordance with the reformed legislation.<br><br><i>s59 and 59F(a) of the EM Act 2013, to be inserted by the EMLA Act on 1 December 2020</i>                                      |
| 7. | <input type="checkbox"/> Note that the MEMPC now reports to and is accountable to the relevant Regional Emergency Management Planning Committee and not to municipal council.<br><br><i>s59AD(c)-(d) of the EM Act, which will be inserted by the EMLA Act on 1 December 2020</i> |



- 8.  Confirm that the MEMPC and municipal council are aware that responsibility for municipal level planning is to transfer from the municipal council to the MEMPC.
- 9.  Following the council resolution to establish the committee, note that your MEMPC must hold its first meeting as soon as practicable after 1 December 2020.  
*s59A(3) of the EM Act, which will be inserted by the EMLA Act on 1 December 2020*

**Membership of the reformed MEMPC**

The EMLA Act sets out a legislated core membership for MEMPCs.

The EMLA Act also requires a MEMPC to invite at least one additional member for each of the following three categories:

- o at least one community representative
- o at least one recovery representative
- o at least one other representative (such as an industry, business or additional agency)

These additional members provide flexibility for your MEMPC to invite members that may address specific needs and requirements of your municipal district.

Any members of your current MEMPC that are not reflected in the core membership of the reformed MEMPC remain eligible to sit on your committee as an additional member after 1 December 2020, with the approval of the committee.

There are no legislative limits on the number of additional members your committee can invite to join your MEMPC and it may be appropriate to invite several community members to reflect the diverse communities that make up your municipal district. Ultimately, this decision lies with your committee as to how many additional representatives you invite, however you may choose to consider the practicalities of extending too many additional invites.

- 10.  Confirm that representatives from the following agencies are identified as the ongoing core membership of your reformed committee:
  - Municipal council or alpine resort management board
  - Victoria Police\*
  - Country Fire Authority (if in your municipal district)\*
  - Fire Rescue Victoria (if in your municipal district)
  - Ambulance Victoria\*
  - Victoria State Emergency Service
  - Australian Red Cross
  - Department of Health and Human Services\*

*s59A(1) of the EM Act, which will be inserted by the EMLA Act on 1 December 2020*

\*Representatives for the agencies marked are provided.
- 11.  Note that each agency on this core membership for the MEMPC is also represented on the REMPC.  
*s54(1) of the EM Act*

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- |   |
|---|
| <p>12. <input type="checkbox"/> Confirm that as soon as practicable following 1 December, the committee identifies the following additional members for invitation onto the committee:</p> <ul style="list-style-type: none"><li>• at least one community representative</li><li>• at least one recovery representative</li><li>• at least one other representative (for example, industry, business or additional agency).</li></ul> <p><i>s59A(1)(b) of the EM Act, which will be inserted by the EMLA Act on 1 December 2020</i></p> |
| <p>13. <input type="checkbox"/> For each additional member, the Chair should send a letter to formally request their inclusion on the committee (see optional suggested wording at <a href="#">Attachment B</a>).</p> <p>Note: If any of your nominations are for an agency that you suspect multiple MEMPCs will nominate, you are welcome to send a joint letter.</p>   |
| <p>14. <input type="checkbox"/> Confirm that you have shared the link to the <a href="#">Emergency Management Planning Resource Library</a> with all MEMPC members.</p>   |

**MEMPC sub-structure**

Once the MEMPC is established, it may choose to establish ongoing sub-committees or time limited working groups to investigate or address specific issues or undertake key tasks.

- |   |
|---|
| <p>15. <input type="checkbox"/> Note that the municipal fire management planning committee is no longer required by legislation from 1 December 2020, however where fire is identified as a high risk in your municipality, it is recommended it be retained and transitioned to a sub-committee of the MEMPC..</p> |
|---|

**Optional integrated planning arrangements**

Some MEMPCs may choose to continue with or establish new integrated municipal emergency management planning arrangements with other MEMPCs which is encouraged within the new framework. [This fact sheet](#) on collaborative municipal emergency management planning provides more detail.

### Section 3: Your Municipal Emergency Management Plan (MEMP)

#### Development of your MEMP

Under the reform it is your multi-agency MEMPC, not solely the municipal council or Alpine Resort Management Board, that must prepare and maintain a MEMP. Additionally, the responsibility to approve the MEMP now sits with your REMPC, not council.

The reform brings consistency to state, regional and municipal plans. The MEMP must be consistent with its relevant Regional Emergency Management Plan (REMP) and the *State Emergency Management Plan* (SEMP). In doing so, your MEMP will provide specific information tailored to your municipal district’s context and risk, without replicating state or regional plans.

The Emergency Management Manual Victoria (EMMV) will have previously guided the preparation of your municipality’s MEMP; however, the EMMV is not included as part of the EM Planning Resource Library as it is to be discontinued from 1 December 2020. Guidance on the development of your MEMP will instead be provided through the Guidelines for Preparing State, Regional and Municipal Emergency Management Plans (to be published by 1 December 2020) and complemented by optional advisory material on the [Emergency Management Planning Resource Library](#).

The MEMP must be prepared in alignment with the following documents, all of which are or will be available via the [Emergency Management Planning Resource Library](#) by 1 December:

- Guidelines for Preparing State, Regional and Municipal Emergency Management Plans
- [State Emergency Management Plan](#)
- relevant Regional Emergency Management Plan
- MEMP assurance checklist.

16.	<input type="checkbox"/> Note that each municipal district is required to have a MEMP that is consistent with the <a href="#">State Emergency Management Plan</a> and relevant regional emergency management plan (REMP; s59D(b) of the EM Act 2013, to be inserted by the EMLA Act on 1 December 2020).  A MEMP should not replicate the state or regional plan. Rather, it should provide specific information tailored to the municipal district’s context and risk.
17.	<input type="checkbox"/> Note that your current MEMP does not need to be updated to align with the new legislated requirements until the end of its current review period.
18.	<input type="checkbox"/> Note that EMV will prepare advisory material for you to consider at the point of your next MEMP review (to be available on the <a href="#">Emergency Management Planning Resource Library</a> ).
19.	<input type="checkbox"/> Note that MEMPs are required to be developed by your MEMPC (not the council) s59D(a) of the EM Act 2013, to be inserted by the EMLA Act on 1 December 2020.
20.	<input type="checkbox"/> Note that while not the plan’s preparer, the Municipal Council is required to continue publishing the MEMP on its website on behalf of the MEMPC. s75(2)(ab) of the EM Act 2013, to be inserted by the EMLA Act on 1 December 2020.

**Assurance and approval of your MEMP**

The approval process for all emergency management plans is changing. While MEMPs will continue to be reviewed at least once every three years, the way that they are approved will be different.

From 1 December 2020, the MEMP audit process currently conducted by Victoria State Emergency Service (VICSES) will be repealed and replaced with a new self-assurance arrangement. Under the new assurance process, your MEMPC will be responsible for ensuring that your plan complies with the new planning framework before your plan is provided to your REMPC for approval.

As outlined in this [fact sheet](#), your MEMPC will submit your MEMP for approval to the REMPC, alongside a Statement of Assurance (SoA). The SoA verifies that the plan has been prepared in accordance with the Act and with due regard to Minister’s Guidelines for Preparing State, Regional and Municipal Emergency Management Plans.

The SoA consists of:

- An assurance checklist, to ensure all requirements from the Act have been met
- A certificate of assurance, signed by the preparer to confirm that the plan is compliant with the Act.

EMV is currently working with VICSES to conduct proof of concept sessions for this new assurance process to ensure learnings from the existing audit process are embedded in the assurance process and for the development of advisory material.

A [fact sheet](#) on the assurance and approval process, the assurance checklist and assurance certificate is or will be made available on the EM Planning Resource Library.

- |     |                          |   |
|-----|--------------------------|---|
| 21. | <input type="checkbox"/> | Note that on 1 December 2020 the VICSES audit process of your MEMP will be replaced with a new self-assurance process conducted by your MEMPC.<br><br><i>s60AG(4) of the EM Act 2013, to be inserted by the EMLA Act on 1 December 2020</i> |
| 22. | <input type="checkbox"/> | Note that after the MEMPC’s self-assurance, your MEMP will progress to the relevant Regional Emergency Management Planning Committee (REMP) for approval. Council is no longer the MEMP approver.   |

**MEMP sub-plans**

The [Guidelines for Preparing State and Regional Emergency Management Plans](#) will shortly be updated to include municipal level guidance, however they currently include information about sub-plans that are applicable to all levels.

There is also a [fact sheet](#) on sub-plans available on the Emergency Management Planning Resource Library.

- |     |                          |   |
|-----|--------------------------|---|
| 23. | <input type="checkbox"/> | Note that MEMP sub-plans are required to progress through the same assurance and approval process as your MEMP.   |
| 24. | <input type="checkbox"/> | Note that MEMP sub-plans do not need to be updated to align with the new legislated requirements until the end of their individual review periods<br><br>(i.e. MEMP sub-plans do not need to progress through the approval process at the same time as the MEMP if the sub-plan isn’t due for review) |

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## Section 4: Changes to functional roles

On 5 October 2020, municipal council/Alpine Resort Management Board CEOs were provided a letter that advised of required changes to functional roles:

*Changes to the municipal tier of emergency management planning come into effect on 1 December 2020. This involves changes to your council's emergency management staffing responsibilities.*

- The municipal emergency resource officer (MERO) will no longer have legislative backing. Instead your council will be required to appoint one or more municipal emergency management officers (MEMOs).*
- The role of municipal recovery manager (MRM) will also be formalised in legislation and your council must appoint one or more MRMs".*

[This fact sheet](#) provides further detail on these changes. MEMPC Chairs should review this fact sheet and ensure that the relevant changes have been made.

25.	<input type="checkbox"/>	Note that from 1 December 2020, the municipal emergency resource officer (MERO) no longer has legislative backing.
26.	<input type="checkbox"/>	Confirm that council has appointed one or more officers to the new role of municipal emergency management officer (MEMO) in line with the responsibilities outlined in the <a href="#">State Emergency Management Plan</a> (page 64) and s59G of the EM Act 2013, to be inserted by the EMLA Act on 1 December 2020.
27.	<input type="checkbox"/>	Confirm that council has appointed one or more officers to the role of municipal recovery manager (MRM) in line with the responsibilities outlined in the <a href="#">State Emergency Management Plan</a> (page 67) and s59H of the EM Act 2013, to be inserted by the EMLA Act on 1 December 2020.
28.	<input type="checkbox"/>	Advise Local Government Victoria via <a href="mailto:lgv.emergencies@ecodev.vic.gov.au">lgv.emergencies@ecodev.vic.gov.au</a> (and where applicable, the Municipal Association of Victoria via <a href="mailto:emergencymgt@mav.asn.au">emergencymgt@mav.asn.au</a> ) of the contact name and contact details of the MEMO and MRM.

### Attachment A – wording to support the development of a council resolution

- That council authorises the disestablishment of the existing Municipal Emergency Management Planning Committee (MEMPC) established under s21(3)-(5) of the *Emergency Management Act 1986*, in recognition that on 1 December these provisions are repealed by s82(2) of the *Emergency Management Legislation Amendment Act 2018* and replaced by the provisions of s68 of the *Emergency Management Legislation Amendment Act 2018*.
- 
- That council authorises the CEO to facilitate the establishment of the MEMPC in accordance with the provisions of s68 of the *Emergency Management Legislation Amendment Act 2018* (which inserts a new 'Part 6-Municipal Emergency Management Planning Committees' into the *Emergency Management Act 2013* on 1 December 2020).
- That council notes that, under the MEMPC Terms of Reference provided and the *Emergency Management Legislation Amendment Act 2018* (which inserts s59 and 59F into the *Emergency Management Act 2013* on 1 December 2020), council's role is to establish the committee. Once established, the committee exists separately to Council and is not a committee of Council.

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## Attachment B – suggested wording for letters seeking additional membership

### Letter of invitation to an agency to nominate a member for the MEMPC

In 2020 the Emergency Management Legislation Amendment Act 2018 (EMLA Act 2018) introduced changes to emergency management planning under the Emergency Management Act 2013 (EM Act 2013), including the establishment of a reformed Municipal Emergency Management Planning Committee (MEMPC) for the [name] municipal district.

This MEMPC is the peak strategic and decision-making committee for emergency management planning in the municipal district. Among other planning activities, the MEMPC is required to maintain a Municipal Emergency Management Plan which is approved by the [name] Regional Emergency Management Planning Committee.

In accordance with section 59A of the EM Act 2013, the committee includes key agencies which are required to participate in the municipal planning process by providing members of appropriate authority to participate in the committee's decision-making and act on behalf of their agency. The MEMPC Terms of Reference, which I include for your information, outlines the current membership of the committee and agreed governance arrangements.

The committee also has authority to invite additional members with appropriate skills and interest, such as business, industry or community representatives and persons with a role or responsibility for recovery; to join the MEMPC. [Name] been identified as a valuable addition to the [name] MEMPC. On behalf of the committee, I invite you to [join the committee/nominate a member of your agency] to be a [voting or non-voting] member on the committee. In its discussions, the committee has suggested that you consider [name] for this nomination. This nomination is in addition to [existing member] the existing member

### Letter to a new MEMPC member, following the agency's confirmation

I am delighted to welcome you to the [name] Municipal Emergency Management Planning Committee (MEMPC).

In 2020, the *Emergency Management Legislation Amendment Act 2018* (EMLA Act) amended the *Emergency Management Act 2013* to establish an integrated, comprehensive and collaborative framework for emergency management planning.

Our MEMPC connects to the state and regional levels of planning to ensure that emergency management planning operates in both a top-down and bottom-up way across the state. An important component and opportunity of this work is the maintenance of our Municipal Emergency Management Plan.

The Emergency Management Planning Resource Library is a valuable source of information for all tiers of emergency management planning, including for our MEMPC. I encourage you to review its contents.

Our next meeting is scheduled for [date] however you may contact me beforehand if you have any queries.

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### Version control

Version	Date	Summary of amendments	Author
1.0	27 October 2020	Approved for upload to <a href="#">Emergency Management Planning Resource Library</a>	Laura Adams, EMV



**7.9 SPORT AND RECREATION VICTORIA GRANT OPPORTUNITIES****Author:** Manager Recreation and Libraries**Reviewed By:** General Manager Community

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**EXECUTIVE SUMMARY**

This report details the projects proposed to be submitted to current Sport and Recreation Victoria (SRV) grant streams. There are two funding streams available namely: the World Game Facilities Fund and the Sport and Recreation Victoria Stimulus Program Round 2.

Council has been invited to resubmit for grant funding for three sport field lighting projects for the **SRV Stimulus Program Round 2**: IW Dole Reserve, JE Moore Reserve and JC Donath Reserve. The Stimulus Program has a high funding ratio (90% provided by SRV and 10% by Council and/or club/association). Applications are by invitation only and Council can choose to either lodge or not lodge the identified projects (alternative projects cannot be submitted). Applications must be supported by a Council resolution to be eligible.

Additionally, Council has been invited to submit to the **SRV Stimulus Program Round 2** for the Aboriginal Women's and Girls Sport and Wellness Centre at the Sir Douglas Nicholls Reserve, Thornbury. This is a project proposed to be auspiced by Council, but fully delivered by the Aboriginal Advancement League who own and activate the site.

The **World Game Facilities Fund** has a \$1:\$1 funding ratio, projects must be shovel ready and facilities predominately support soccer. Identified projects are GH Mott Reserve sport field lighting and BT Connor Reserve pitch redevelopment.

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

- (1) Approves the submission to the SRV Stimulus Program Round 2, for the three sport field lighting projects namely: JE Moore Reserve, JC Donath Reserve and IW Dole Reserve.
  - (2) Approves the submission to the SRV Stimulus Program Round 2 for the Aboriginal Women's and Girls Sport and Wellness Centre project based on Council auspicing the application and the Fitzroy Stars Football and Netball Club and the Aboriginal Advancement League sourcing the required 10% of the funding contribution amount requested as per the funding guidelines.
  - (3) Notes the submission to the World Game Facilities Fund of the two identified projects namely: sport field lighting at GH Mott Reserve and sports ground redevelopment at BT Connor Reserve in February 2021.
-

## BACKGROUND / KEY INFORMATION

This matter is not the subject of a previous Council resolution, but it is framed and supported by the Outdoor Sports Infrastructure Framework adopted by Council in 2020.

### Previous Council Resolution

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

## COMMUNICATIONS AND ENGAGEMENT

### Consultation

SRV advised local clubs to contact their Council to discuss potential projects. SRV were consulted and discussions have occurred with the North West Region SRV representative to confirm potential project submissions. SRV provide advice on the most appropriate funding opportunity for our projects and guidance on the development of the proposals that have merit and align with program objectives. Consultation has occurred with relevant sporting associations AFL Vic, NFNL, Cricket Victoria, FV Club Ambassador and Darebin sports clubs.

### Communications

The Leisure Services and Capital Works teams have liaised with Communications and a Community Engagement Plan has been developed for all projects. This is a SRV requirement for each application.

## ANALYSIS

### Alignment to Council Plan / Council policy

Goal 2 - Opportunities to live well

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

The SRV Stimulus program and WGFF provide funding to Councils to support the continued development of accessible community sporting facilities. The recommended projects meet the SRV criteria and have the best opportunity to receive the required funding due to the following factors:

- Current commitment
- Projects are shovel ready
- Show the most potential to increase participation in sport and physical activity
- Have the strongest alignment to Council's strategic priorities and the SRV funding criteria
- Align with the Council's Outdoor Sports Infrastructure Framework (OSIF) – adopted by Council in 2020.

Table 1 Proposed Funding Application Projects

Category	Project name and cost	SRV grant application amount	Funding Ratio	Other Funding Received	Required Co-contribution	Budget year funding required
<b>Stimulus Program Round 2</b> Application is by invitation only & close 2 March 2021	Sport field lighting x 3 (JE Moore, JC Donath & IW Dole) <u>Total Project Cost \$1,108,620</u>	\$997,758	SRV 90% Council 10%		\$110,862	2020/2021
	New Pavilion: Aboriginal Women's and Girls Sport & Wellness Centre (Sir Douglas Nicholls Reserve) <u>Total Project Cost: \$6.95M*</u>	\$3,900,000	SRV and other funding 90% AAL/Other 10%	\$1.5 million Aboriginal Victoria	\$1,550,000	2020/2021
<b>World Games Facilities Fund</b> Application limit of \$500,000 Applications Close 19 Feb	Sport field lighting GH Mott Reserve <u>Total Project Cost \$300,000</u>	\$150,000	1:1		\$150,000	2020/2021
	Sports ground redevelopment BT Connor Reserve <u>Total Project Cost \$250,000</u>	\$125,000			\$125,000	
	<u>Total for both projects: \$550,000</u>					
<b>Total</b>	<b>\$8,608,620</b>	<b>\$5,172,758</b>			<b>\$1,935,862</b>	

\* Note: the project at Sir Douglas Nicholls Reserve is undergoing value management. SRV and the AAL have confirmed that an additional grant of \$1.5M has been received for this project, therefore, reducing the funding gap to \$1.55M. It is expected that value management will further reduce this gap. The Aboriginal Advancement League (AAL) is confirming their contribution.

### Environmental Sustainability Considerations

Environmental sustainability considerations have been included as part of the sport field lighting designs and sportsground redevelopment (e.g. LED for lighting projects).

### Equity, Inclusion and Wellbeing Considerations

Leisure Services have sought advice from the Equity and Diversity team and utilised the Equity Impact Assessment to ensure an equity lens has been applied to these projects. The SRV funding criteria is structured to support and prioritise projects located in areas experiencing social and economic disadvantage with the view to benefit those most in need.

The proposed project at Sir Douglas Nicholls Reserve is on Aboriginal Advancement League land (AAL) and has been initiated and developed by the Fitzroy Stars Football and Netball Club in partnership with the AAL to develop a facility that provides facilities to cater for the increasing number of Aboriginal and Torres Strait Islander women and girls participating in Australian Rules football and netball. The project will also provide health and wellbeing facilities such as treatment rooms and consultation rooms for players and the wider community.

The OSIF includes access and equity criteria in the framework that assess the relative need and benefit of projects. It is standard practice to include universal design principles into all facility designs.

## **Cultural Considerations**

Leisure Services have liaised with Creative Culture and Events extending the provision of adequate floodlit reserves for various community events and festivals outside traditional sport and recreation. This includes community events and festivals such as Twilight Movies in the Park, which have been successful at sportsgrounds Mayer Park, Northcote and Crispe Park, Reservoir.

The addition of three floodlit sports fields will support future planning of cultural events in the north of the municipality.

## **Economic Development Considerations**

Proceeding with the projects identified above will result in increased opportunities for the Darebin community to participate in physical activity, supporting healthier, happier and more productive and connected communities with direct and indirect economic benefits.

## **Financial and Resource Implications**

The Aboriginal Women's and Girls Health and Wellness project at the Sir Douglas Nicholls Reserve is undergoing value management, but at this stage has a funding gap of \$3.05M. SRV and the AAL have confirmed that an additional grant of \$1.5M has been received for this project, therefore, reducing the funding gap to \$1.55M. It is expected that value management will reduce this gap. No funding from Council has been currently committed to this project.

The remaining projects require a Council co-contribution of \$385,862 to deliver just over \$1.6M in sports infrastructure. The three lighting projects are listed in the 10-year capital plan and the OSIF. Renewal of the BT Connor Reserve ground works are part of the Open Space and Parks capital works program. There are no club contributions for these projects.

The timing of the required contributions to these projects would be:

- Funding for successful projects (Stimulus Round 2) is for the 2020/2021 financial year; projects to commence 6 months upon execution of funding agreement and completed within 2 years.
- Funding for successful projects in the World Games Facility Fund is for the 2020/2021 financial year and must be completed by December 2021.

## **Legal and Risk Implications**

Risks will be identified, monitored and managed for each respective project.

The Aboriginal Women's and Girls Health and Wellness project presents the higher risk as the total project cost is yet to be determined, the site is a former tip site, is not owned by Council and will not be delivered by Council. The required 10% contribution has not been confirmed.

## **Operational Impacts**

The identified sites for sport field lighting (JC Donath, IW Dole and JE Moore) will need to be added to the sport field lighting asset management portfolio. To ensure the provision for maintenance costs are included in the annual operating budget, calculations will be based on recent data captured during the 'Open Space Asset Management Plan' review.

Discussions with Open Space/Turf Maintenance teams have confirmed that if Council is successful in the SRV Stimulus Grants, all three project sites will be added to the sport field

lighting asset portfolio and, if successful for the WGFF, they have the capacity to deliver the project.

## **DISCUSSION**

The SRV Stimulus Program presents an opportunity to deliver sport and leisure infrastructure improvements at a reduced cost to Council.

Council was unsuccessful in the SRV Stimulus Program Round 1 in July 2020. Following overwhelming demand for Round 1, an additional \$110 million has been provided through the 2020-21 State Budget for Round 2.

Applications to Round 2 of the Program have been by invitation only and require a Council resolution to be eligible for funding.

As part of the SRV Stimulus Program, projects are required to be shovel ready. At the time of Round 1 in July 2019, one of the four sport field lighting projects was in the 20/21 capital works budget. This project is currently underway (John Hall Reserve), therefore, it is not eligible to be included in Round 2; the other three floodlighting projects can be submitted.

SRV has outlined projects must be for the same scope as the original application and the requested amount must not exceed the original request unless otherwise advised. Leisure Services have received confirmation that the three remaining sport field projects can be put forward for re-submission and that no further funds will be provided for the Aboriginal Women's and Girls Sport and Wellness project from this funding source but that the \$1.5M received from the Aboriginal Community Infrastructure grant round can be used for this project.

Additionally, SRV has confirmed that GH Mott Reserve sport field lighting and BT Connor Reserve pitch redevelopment are eligible for submission under the WGFF funding stream.

## **OPTIONS FOR CONSIDERATION**

Council approves the submission to the SRV Stimulus Program Round 2, for the three sport field lighting projects namely: JE Moore Reserve, JC Donath Reserve and IW Dole Reserve.

Council approves the submission to the SRV Stimulus Program Round 2 for the Aboriginal Women's and Girls Sport and Wellness Centre project based on Council auspicing the application and the Fitzroy Stars Football and Netball Club and the Aboriginal Advancement League sourcing the required 10% of the funding contribution amount requested as per the funding guidelines.

If Council chooses not to submit the above projects to the SRV Stimulus Program Round 2, they will not proceed in 2021/2022.

Council notes the submission to the World Game Facilities Fund of the two identified projects namely: sport field lighting at GH Mott Reserve and sports ground redevelopment at BT Connor Reserve in February 2021.

## IMPLEMENTATION STRATEGY

### Details

We will progress the SRV projects to full application and work with relevant clubs to ensure all applications are supported with relevant documentation.

### Communication

Council continues to build on a positive working relationship with SRV which has provided guidance and support to ensure our programs are based on merit and align with the program objectives.

### Timeline

<u>WGFF</u> application closes	19 February 2021
<u>SRV Stimulus funding</u>	
Council briefing	8 February 2021
Council meeting	22 February 2021
Closing date for application	2 March 2021

## RELATED DOCUMENTS

### Attachments

Nil

## 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 general or material interest in a matter to which the advice relates.

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

**7.10 PROPERTY ACQUISITION AND DISPOSAL REPORT****Author:** Acting Senior Property Services Officer**Reviewed By:** General Manager, Governance and Engagement

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**EXECUTIVE SUMMARY**

This report seeks Council approval for various property matters. Specifically;

1. Finalise the discontinuance of the right-of-way/road adjoining 203 and 205 Dundas Street, 5 and 9 Toolangi Grove and 2 and 4 Adams Street, Preston.
2. Complete the statutory procedures for the proposed sale of a parcel of land from the discontinued right-of-way/road adjoining 4 Ryde Street, Preston.
3. Complete the statutory procedures for the proposed sale of a parcel of land from the discontinued right-of-way/road adjoining 31 O'Connor Street, Reservoir.
4. Complete the statutory procedures for the proposed sale of a parcel of land from the discontinued right-of-way/road adjoining 72 Hughes Parade and 9 Ludeman Court, Reservoir.
5. Complete the statutory procedures for the proposed sale of a parcel of land from the discontinued right-of-way/road adjoining 17 Howard Street, Reservoir.
6. Complete the statutory procedures for the proposed sale of a parcel of land from the discontinued right-of-way/road adjoining 65 Southernhay Street, Reservoir

There are no acquisitions for consideration in this report.

<b>Recommendation</b>
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**Recommendation 1:****Road adjoining 203 and 205 Dundas Street, 5 and 9 Toolangi Grove and 2 and 4 Adams Street, Preston**

1. **That Council:**

Having given public notice of a proposal to discontinue the road adjoining 203 and 205 Dundas Street, 5 and 9 Toolangi Grove and 2 and 4 Adams Street, Preston, shown hatched on **Appendix A** to this report, and having received no submissions in respect of this proposal under section 223 of the *Local Government Act 1989*:

- (a) Has formed the opinion that the road shown in the statutory plan in **Appendix A** and coloured orange on the aerial view in **Appendix B** to this report, is no longer required for road purposes;
- (b) Discontinues the road in accordance with section 206 and schedule 10, Clause 3 to the *Local Government Act 1989*;
- (c) Directs that a notice be published in the Victoria Government Gazette;
- (d) Directs that the land from the road be sold by private treaty to the owners of the adjoining properties in accordance with Council policy and transfer to itself any land

from the road not sold to the adjoining property owners, in accordance with Council policy;

- (e) Authorises the Chief Executive Officer to sign all documents relating to the sale of any land from the discontinued road to the owners of the adjoining properties and to do all other acts to enable any land from the Road not sold to the adjoining property owners to be transferred to Council; and
- (f) Directs that the discontinuance and sale will not affect any right, power or interest held by Yarra Valley Water and Darebin City Council, in the road in connection with any sewers, drains or pipes under the control of Yarra Valley Water and Darebin City Council in or near the road.

### **Recommendation 2**

#### **Road adjoining the rear of 4 Ryde Street, Preston**

#### **2. That Council:**

Having given public notice of the proposal under section 189 of the Local Government Act 1989 ("the Act") to sell the land from the discontinued road at the rear of 4 Ryde Street, Preston, shown hatched on site plan in **Appendix C** to this report, contained within Certificate of Title Volume 11549 Folio 745 and known as Lot 5 on Title Plan TP23532Y, **Appendix D** and having received no submissions in respect of the proposal under section 223 of the Act:

- (a) Directs that the land be sold by private treaty to the owners of the adjoining property at 4 Ryde Street, Preston, in accordance with Council policy;
- (b) Authorises the Chief Executive Officer to sign all documents relating to the sale of the land;
- (c) Transfers to itself any land from the road not sold;
- (d) Authorises the Chief Executive Officer to undertake all actions required to transfer to Council any land not sold.

### **Recommendation 3**

#### **Road adjoining the rear of 31 O'Connor Street, Reservoir**

#### **3. That Council:**

Having given public notice of the proposal under section 189 of the Local Government Act 1989 ("the Act") to sell the land from the discontinued road at the rear of 31 O'Connor Street, Reservoir, shown hatched on site plan in **Appendix E** to this report, contained within Certificate of Title Volume 2176 Folio 018 and known as Lot 20 on Title Plan TP017781L, **Appendix F** and having received no submissions in respect of the proposal under section 223 of the Act:

- (a) Directs that the land be sold by private treaty to the owners of the adjoining property at 31 O'Connor Street, Reservoir, in accordance with Council policy;
- (b) Authorises the Chief Executive Officer to sign all documents relating to the sale of the land;
- (c) Transfers to itself any land from the road not sold;
- (d) Authorises the Chief Executive Officer to undertake all actions required to transfer to Council any land not sold.



**Recommendation 4****Road adjoining the rear of 72 Hughes Parade and 9 Ludeman Court, Reservoir****4. That Council:**

Having given public notice of the proposal under section 189 of the Local Government Act 1989 (“the Act”) to sell the land from the discontinued road at the rear of 72 Hughes Parade and 9 Ludeman Court, Reservoir, shown as parcels A and B on site plan in **Appendix G**, and shown as Lots 15 and 16 on Title Plan TP010422E in **Appendix H** to this report and having received no submissions in respect of the proposal under section 223 of the Act:

- (a) Directs that the land be sold by private treaty to the owners of the adjoining properties at of 72 Hughes Parade and 9 Ludeman Court Reservoir, respectively, in accordance with Council policy;
- (b) Authorises the Chief Executive Officer to sign all documents relating to the sale of the land;
- (c) Transfers to itself any land from the road not sold;
- (d) Authorises the Chief Executive Officer to undertake all actions required to transfer to Council any land not sold.

**Recommendation 5****Road adjoining the rear of 17 Howard Street, Reservoir****5. That Council:**

Having given public notice of the proposal under section 189 of the Local Government Act 1989 (“the Act”) to sell the land from the discontinued road at the rear of 17 Howard Street and 18 Delaware Street, Reservoir, shown hatched on site plan in **Appendix I** to this report, and known as Lot 32 on Title Plan TP 10924D, **Appendix J** and having received no submissions in respect of the proposal under section 223 of the Act:

- (a) Directs that the land be sold by private treaty to the owners of the adjoining property at 17 Howard Street, Reservoir, in accordance with Council policy;
- (b) Authorises the Chief Executive Officer to sign all documents relating to the sale of the land;
- (c) Transfers to itself any land from the road not sold;
- (d) Authorises the Chief Executive Officer to undertake all actions required to transfer to Council any land not sold.

**Recommendation 6****Road adjoining the rear of 65 Southernhay Street, Reservoir****6. That Council:**

Having given public notice of the proposal under section 189 of the Local Government Act 1989 (“the Act”) to sell the land from the discontinued road at the rear of 65 Southernhay Street and 60 King William Street, Reservoir shown hatched on the site plan in **Appendix K** and shown as Lot 6 on Title Plan TP896344C in **Appendix L** and having received no submissions in respect of the proposal under section 223 of the Act

- (a) Directs that the land be sold by private treaty to the owners of the adjoining property at 65 Southernhay Street, Reservoir, in accordance with Council policy;
- (b) Authorises the Chief Executive Officer to sign all documents relating to the sale of the land;

- (c) Transfers to itself any land from the road not sold;
  - (d) Authorises the Chief Executive Officer to undertake all actions required to transfer to Council any land not sold.
- 

## **BACKGROUND / KEY INFORMATION**

### **Road adjoining 203 and 205 Dundas Street, 5 and 9 Toolangi Grove and 2 and 4 Adams Street, Preston**

In 2019, Council commenced preliminary investigations into the discontinuance and sale of the section of road. The investigations identified that although the Road remains a road on title, it is not listed on Council's Register of Public Roads. The Road has bollards at either end to prevent vehicular access, only allowing pedestrian traffic. However, it appears to be rarely used for that purpose and is overgrown and unkempt.

Consultation with abutting property owners confirmed the feasibility of the proposed discontinuance with the owners of four of the adjoining properties confirming their interest by signing "in principle agreements" to purchase the land from the Road as well as meeting all reasonable costs associated with the discontinuance of the Road in accordance with current policy. Council will transfer to itself any land that remains unsold, protecting its interest in the land.

Once the initial investigations confirmed the feasibility of discontinuing and selling the Road, Macquarie Lawyers were commissioned to undertake further consultation with a view to commencing the statutory procedures to facilitate the possible discontinuance and sale of the Road.

### **Road adjoining the rear of 4 Ryde Street, Preston**

On 16 September 2002, Council resolved to discontinue the road bound by Ryde Street, Calbourne Street and Robeson Street, Preston, and to sell the land by private treaty in accordance with Council policy. However not all parcels of land were sold at the time, with the unsold parcels of land continuing to vest in Council. The discontinuance was gazetted in the Victoria Government Gazette on 3 October 2002, shown as **Appendix M**.

In 2019, Council received an enquiry from an adjoining property owner at 4 Ryde Street, Preston, looking to purchase the land at the rear of that property, being part of the unsold land from the discontinued road. The land is known as Lot 5 on Title Plan TP23532Y in **Appendix D**.

Investigations revealed that the Land appears to have been enclosed within the adjoining property at 4 Ryde Street, Preston, for many years, as shown in the aerial view in **Appendix N**. Consultation with the adjoining property owners has confirmed that the owners of 4 Ryde Street, Preston, have expressed an interest in buying the Land by signing an "in principle agreement" to purchase the Land at market value as well as meeting all reasonable costs associated with the statutory process

### **Road adjoining the rear of 31 O'Connor Street, Reservoir**

On 18 September 2000, Council resolved to discontinue the road bound by O'Connor Street, Whitby Street and Barton Street, Reservoir, and to sell the land by private treaty in accordance with Council policy. However not all parcels of land were sold at the time, with the unsold parcels of land continuing to vest in Council. The discontinuance was gazetted in the Victoria Government Gazette on 23 November 2000, shown as **Appendix O**.

In April 2020, Council received an enquiry from an adjoining property owner at 31 O'Connor Street, Reservoir, looking to purchase the land at the rear of that property, being part of the unsold land from the discontinued road. The land is known as Lot 20 on Title Plan TP017781L in **Appendix F**.

Investigations revealed that the parcel of land, shown hatched in the site plan (**Appendix E**) remains unsold. The land appears to have been landlocked for many years, with no adjoining property occupying the land, as shown in the aerial view in **Appendix P**.

Consultation with the adjoining property owners has elicited no objection to the proposed sale of the Land and confirmed that the owner of 31 O'Connor Street, Reservoir, has expressed an interest in buying the Land by signing an "in principle agreement" to purchase the Land from the discontinued road at market value, as well as meeting all reasonable costs.

#### **Road adjoining the rear 72 Hughes Parade and 9 Ludeman Court, Reservoir**

On 21 July 1997 Council resolved to discontinue and the sell the road bound by Hughes Parade, Ludeman Court, Henderson Street and Braithwaite Street, Reservoir, and to sell the land by private treaty in accordance with Council policy. However not all parcels of land were sold at the time, with the unsold parcels of land continuing to vest in Council. The discontinuance was gazetted in the Victorian Government Gazette on 3 February 1998, shown as **Appendix Q**.

In 2018 Council received an enquiry from the owner of 72 Hughes Parade, Reservoir, looking to purchase the Land at the rear of that property, being part of the unsold land from the discontinued road. At the time the Land was known as Lot 6 on Title Plan TP010422E (Version 1), shown in **Appendix H**. Council at its meeting held on 20 May 2019 had directed that the Land be sold to the owners of 72 Hughes Parade by private treaty.

However, the legal advisor for the owners of 72 Hughes Parade, Reservoir, subsequently informed Council that its clients did not actually occupy all of the land proposed to be sold. The legal advisor indicated that whilst the land contained in Parcel A on the site plan in **Appendix G** was enclosed within its client's property, the land contained in Parcel B was occupied by the owner of 9 Ludeman Court, Reservoir (see aerial view in **Appendix R**).

Consultation with both adjoining property owners has resulted in both owners expressing an interest in acquiring the parcels of land they currently occupy, together with meeting a share of the costs associated with the sale of the Land.

#### **Road adjoining the rear of 17 Howard Street, Reservoir**

On 4 August 1997, Council resolved to discontinue the road bound by Howard Street, Delaware Street, Mendip Road and Centre Street, Reservoir, and to sell the land by private treaty in accordance with Council policy. However not all parcels of land were sold at the time, with the unsold parcels of land continuing to vest in Council. The discontinuance was gazetted in the Victoria Government Gazette on 11 February 1999, shown in **Appendix S**.

In August 2019, Council received an enquiry from an adjoining property owner at 17 Howard Street, Reservoir, looking to purchase the land at the rear of that property, being part of the unsold land from the discontinued road. The land is known as Lot 32 on Title Plan TP010924D shown as **Appendix J**.

Investigations revealed that the land, shown hatched on the site plan in **Appendix I** remain unsold and appears to have been enclosed within the adjoining property at 18 Delaware Street for many years, as shown in the aerial view in **Appendix T**. Consultation with the adjoining property owners at 18 Delaware Street has confirmed they have no objection to the land being

sold to the adjoining property owners at 17 Howard Street, who have indicated an interest in purchasing the land shown hatched on site plan in **Appendix I** by signing an “in principle agreement” to purchase the land from the discontinued road at market value, as well as meeting all reasonable costs.

### **Road adjoining the rear of 62 King William Street and 67 Southernhay Street, Reservoir**

On 1 October 2007, Council resolved to discontinue the road bound by Southernhay Street, King William Street, Alexandra Street and High Street, Reservoir, and to sell the land by private treaty in accordance with Council policy. However not all parcels of land were sold at the time, with the unsold parcels of land continuing to vest in Council. The discontinuance was gazetted in the Victoria Government Gazette on 18 October 2007, shown as **Appendix U**.

In 2019 Council received an enquiry was from the adjoining property owners at 65 Southernhay Street, Reservoir, looking to purchase the Land from the discontinued road adjoining the rear of the property.

Investigations revealed that the Land appears to have been incorporated within the property for many years, as shown in the aerial view in **Appendix V**. Negotiations commenced with the owners of 65 Southernhay Street, Reservoir, with a view to selling the Land. The owners of 65 Southernhay Street, Reservoir, have expressed interest in acquiring the land, shown as Lot 6 on Title Plan TP896344C, in **Appendix L**, consistent with its current occupation and use.

### **Previous Council Resolution**

1. At its ordinary meeting held on 19 October 2020, Council resolved:

“That Council:

- (1) Commences the statutory procedures under section 206 and clause 3 of Schedule 10 to the *Local Government Act 1989* (“the Act”) to discontinue the road adjoining 203 and 205 Dundas Street, 5 and 9 Toolangi Grove and 2 and 4 Adams Street, Preston, shown hatched on the statutory plan as **Appendix A**
  - (2) Gives public notice under sections 207A and 82A and 223 of the Act of the proposed discontinuance in the appropriate newspapers and on Council’s website and in such notice states that if discontinued, Council proposes to sell the land from the road to the adjoining property owners by private treaty and transfer to itself any land from the Road not sold.”
2. At its ordinary meeting held on 19 October 2020, Council resolved:

“That Council:

- (a) Commences the statutory procedures under section 189 of the *Local Government Act 1989* (“the Act”) to:
- (b) Sell the land from the discontinued road adjoining the rear of 4 Ryde Street, Preston, shown as Lot 5 on Title Plan TP23532Y in **Appendix D**, to the owners of 4 Ryde Street, Preston, in accordance with Council Policy.
- (c) Gives public notice under Sections 189, 82A and 223 of the Act of the proposed sale in the appropriate newspapers and on Council’s website, and in such notice, state that Council proposes to:
- (d) Sell the Land from the former road to the owners of 4 Ryde Street, Preston, by private treaty.

(e) Transfer to itself any land that remains unsold.”

3. At its ordinary meeting held on 19 October 2020, Council resolved:

“That Council:

(a) Commences the statutory procedures under section 189 of the *Local Government Act 1989* (“the Act”) to:

(b) Sell the land from the discontinued road adjoining the rear of 31 O’Connor Street, Reservoir, shown as Lot 20 on Title Plan TP017781L in **Appendix F**, to the owners of 31 O’Connor Street, Reservoir, in accordance with Council Policy.

(c) Gives public notice under Sections 189, 82A and 223 of the Act of the proposed sale in the appropriate newspapers and on Council’s website, and in such notice, state that Council proposes to:

(d) Sell the Land from the former road to the owners of 31 O’Connor Street, Reservoir, by private treaty.

(e) Transfer to itself any land that remains unsold.”

4. At its ordinary meeting held on 19 October 2020, Council resolved:

“That Council:

(a) Commences the statutory procedures under section 189 of the *Local Government Act 1989* (“the Act”) to:

(b) Sell the land from the discontinued road adjoining the rear of 72 Hughes Parade and 9 Ludeman Court, Reservoir, shown as Lots 15 and 16 on Title Plan TP01042 in **Appendix H**, to the owners of 72 Hughes Parade and 9 Ludeman Court, Reservoir, in accordance with Council Policy.

(c) Gives public notice under Sections 189, 82A and 223 of the Act of the proposed sale in the appropriate newspapers and on Council’s website, and in such notice, state that Council proposes to:

(d) Sell the Land from the former road to the owners of 72 Hughes Parade and 9 Ludeman Court, Reservoir, by private treaty.

(e) Transfer to itself any land that remains unsold.”

5. At its ordinary meeting held on 17 August 2020 Council resolved:

“That Council:

(a) Commences the statutory procedures under section 189 of the *Local Government Act 1989* (“the Act”) to:

(b) Sell the land from the discontinued road adjoining the rear of 17 Howard Street, Reservoir, shown as Lot 32 on Title Plan TP10924D in **Appendix J**, to the owners of 17 Howard Street, Reservoir, in accordance with Council Policy.

(c) Gives public notice under Sections 189, 82A and 223 of the Act of the proposed sale in the appropriate newspapers and on Council’s website, and in such notice, state that Council proposes to:

(d) Sell the Land from the former road to the owners of 17 Howard Street, Reservoir, by private treaty.

(e) Transfer to itself any land that remains unsold.”

6. At its ordinary meeting held on 29 June 2020, Council resolved:

“**That** Council:

(a) Commences the statutory procedures under Section 189 of the *Local Government Act 1989* (“the Act”) to:

(b) Sell the Land from the discontinued road adjoining the rear of 65 Southernhay Street, Reservoir, shown as Lot 6 on Title Plan TP896344C in **Appendix L**, to the owners of 65 Southernhay Street, Reservoir, in accordance with Council policy.

(c) Gives public notice under sections 189, 82A and 223 of the Act of the proposed sale in the appropriate newspapers and on Council’s website, and in such notice state Council proposes to:

(d) Sell the land from the former road to the owners of 65 Southernhay Street, Reservoir, by private treaty.

(e) Transfer to itself any land that remains unsold.

## COMMUNICATIONS AND ENGAGEMENT

### Road adjoining 203 and 205 Dundas Street, 5 and 9 Toolangi Grove and 2 and 4 Adams Street, Preston

All immediate adjoining property owners have been informed of the proposal and no objections or issues have been raised. The dimensions and proposed allocation of the land are shown in the Title Plan provided as **Appendix W**.

The owners of the adjoining properties at 205 Dundas Street, 5 and 9 Toolangi Grove and 4 Adams Street, Preston, have confirmed an interest in acquiring the land shown as Lots 1 to 4 in the Title Plan in **Appendix W** at current market value, as well as agreeing to meet a share of the reasonable costs associated with Council discontinuing and selling the Road, in accordance with policy.

### Road adjoining the rear of 4 Ryde Street, Preston

All immediate adjoining property owners were consulted regarding the proposal and no objections were received.

The owners of 4 Ryde Street, Preston, have confirmed an interest in acquiring the land shown as Lot 5 in the Title Plan TP23532Y as **Appendix D**, at current market value, as well as agreeing to meet all reasonable costs associated with the purchase of the Land.

Internal departments and the Service Authorities were consulted when the road was discontinued in 2002 and an easement in favour of Yarra Valley Water and Darebin City Council was saved over the land at the time.

**Road adjoining the rear of 31 O'Connor Street, Reservoir**

All immediate adjoining property owners were consulted regarding the proposal and no objections were received.

The owners at 31 O'Connor Street, Reservoir, have confirmed an interest in acquiring the land shown as Lot 20 on Title Plan TP017781L in **Appendix F** at current market value, as well as agreeing to meet all reasonable costs associated with the purchase of the Land.

Internal departments and the Service Authorities were consulted when the road was discontinued in 2000 and an easement in favour of Yarra Valley Water and Darebin City Council was saved over the land at the time.

**Road adjoining the rear 72 Hughes Parade and 9 Ludeman Court, Reservoir**

All immediate adjoining property owners were consulted regarding the proposal and no objections were received.

The owners of 72 Hughes Parade and 9 Ludeman Court, Reservoir, have confirmed an interest in acquiring the Land from the discontinued road shown as Lots 15 and 16, respectively, on Title Plan TP010422E (Version 2) in **Appendix H**, as well as meeting a respective share of Council's costs associated with selling the Land.

Internal departments and the Service Authorities were consulted when the road was discontinued in 1997 and an easement in favour of the Board of Works (now Yarra Valley Water) and Darebin City Council was saved over the land at the time.

**Road adjoining the rear of 17 Howard Street, Reservoir**

All immediate adjoining property owners were consulted regarding the proposal and no objections were received. The occupying property owners at 18 Delaware Street has confirmed they have no objection to the land being sold to the adjoining property owners at 17 Howard Street, Reservoir.

The owners of 17 Howard Street, Reservoir, have confirmed an interest in acquiring the land, shown as Lot 32 in the Title Plan TP10924D in **Appendix J**, at current market value, as well as agreeing to meet all reasonable costs associated with the purchase of the Land.

Internal departments and the Service Authorities were consulted when the road was discontinued in 2007 and an easement in favour of Yarra Valley Water and Darebin City Council was saved over the road at the time.

**Road adjoining the rear of 65 Southernhay Street, Reservoir**

All immediate adjoining property owners, both occupiers and non-occupiers were consulted and no objections were received. Whilst the adjoining owners at 60 King William Street initially expressed interest in purchasing the land, they subsequently withdrew their interest and have not objected to the sale of the land to the adjoining owner, this was confirmed by them in writing on 2 April 2020.

The owners of 65 Southernhay Street, Reservoir have confirmed an interest in acquiring the land, known as Lot 6 in the Title Plan TP896344C in **Appendix L** at current market value, as well as agreeing to meet all reasonable costs associated with the purchase of the land.

Internal departments and the Service Authorities were consulted when the road was discontinued in 2002 and an easement in favour of Yarra Valley Water and Darebin City Council was saved over the land at the time.

### **Consultation with the community**

Consultation was undertaken in accordance with Council's Community Engagement Strategy and Governance Rules, in addition to the requirements of the Local Government Act 1989.

The statutory procedures require Council to give public notice of its intentions to discontinue and sell the Road adjoining 203 and 205 Dundas Street, 5 and 9 Toolangi Grove and 2 and 4 Adams Street, Preston as well as the land from the previously discontinued roads adjoining – rear of 4 Ryde Street and 15 Robeson Street, Preston, 31 O'Connor Street and 44 Barton Street, Reservoir, 72 Hughes Parade and 9 Ludeman Court, Reservoir, 17 Howard Street and 18 Delaware Street as well as 65 Southernhay Street and 60 King William Street, Reservoir.

Submitters were offered the opportunity to request to be heard by Council prior to a decision being made. In addition, all abutting owners were advised of the proposal in writing and informed of their right to make a submission. Notification was also given on Council's website

Public notice of the proposals was given in the Herald Sun newspaper on Wednesday 28 October 2020, Monday 23 November 2020, Tuesday 17 November 2020, Monday 9 November 2020, Monday 7 September 2020 and Monday 13 July 2020 respectively.

No submissions were received.

#### *Amendments to the Local Government Act 1989*

Section 189 (Restriction on power to sell land) of the *Local Government Act 1989* (Act) will be revoked on 1 July 2021 and will be replaced by Section 114 of the *Local Government Act 2020*.

Section 114 of the *Local Government Act 2020* is similar to section 189, however the exemption from compliance with section 223 (the right to make a submission) has been removed.

Because section 223 does not apply under the 2020 Act, from 1 July 2021, any sale of land from a discontinued road must first comply with the community engagement provisions of Council's Community Engagement Policy.

Accordingly, from 1 July 2021 Council will be required to undertake a 2 staged process of first resolving to discontinue a road and sell the land under clause 3 of Schedule 10 of the Act and then propose the sale of the land under section 114 of the 2020 Act

## **ANALYSIS**

### **Alignment to Council Plan / Council policy**

Goal 6 - A well governed Council

Property Assets Management Strategy 2014

Sale of Minor Council Property Assets Policy 2015



## **Environmental Sustainability Considerations**

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

### **Climate Emergency**

There are no factors in this report which impact upon climate change.

## **Equity, Inclusion and Wellbeing Considerations**

There are no factors in this report which impact upon equity, inclusion and wellbeing considerations.

## **Cultural Considerations**

There are no factors in this report which impact upon cultural considerations.

## **Economic Development Considerations**

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

## **Financial and Resource Implications**

### **Road adjoining 203 and 205 Dundas Street, 5 and 9 Toolangi Grove and 2 and 4 Adams Street, Preston**

Council's Valuer placed various rates per square metre on the land. The sale of Lots 1 to 4 on Title Plan TP967916N with a combined area of 243m<sup>2</sup> is intended to be sold to the owners of 9 Toolangi Grove, 4 Adams Street, 5 Toolangi Grove and 205 Dundas Street, Preston, respectively, for the total amount of \$271,890.00 (including GST). The Land will also attract Council rates once sold.

Costs associated with the statutory procedures and the sale of the Road would also be recovered from the purchasers, should Council decide to discontinue the Road and sell the Land. Should Council decide not to proceed with either the discontinuance or the sale then the costs associated with conducting the process would be funded from existing budget allocations.

### **4 Ryde Street and 15 Robeson Street, Preston**

Council's Valuer has placed a market value of \$770.00 per square metre (inc GST) on the Land. Lot 5 on Title Plan TP23532Y, with an area of 21 m<sup>2</sup>, is intended to be sold to the owners of 4 Ryde Street, Preston, for the amount of \$16,170.00 (inc. GST). The owners will also be meeting Council's legal and administrative costs of \$3,000.00 associated with undertaking the project. The Land will also attract Council rates once transferred.

### **31 O'Connor Street and 44 Barton Street, Reservoir**

Council's Valuer has placed a market value of \$440.00 per square metre (inc GST) on the Land. Lot 20 on Title Plan TP017781L, with an area of 37 m<sup>2</sup>, is intended to be sold to the owners of 31 O'Connor Street, Reservoir, for the amount of \$16,280.00 (inc. GST). The owners will also be meeting Council's legal and administrative costs of \$3,000.00 associated with undertaking the project. The Land will also attract Council rates once transferred.

**72 Hughes Parade and 9 Ludeman Court, Reservoir**

Council's Valuer has valued the 51m<sup>2</sup> of land proposed to be sold to the owner of 72 Hughes Parade, Reservoir, at \$16,830.00 (inc GST) and the 9 m<sup>2</sup> of land proposed to be sold to the owner of 9 Ludeman Court, Reservoir, at \$4,455.00 (inc GST).

The owners will also be meeting Council's legal and administrative costs associated with undertaking the project. The Land will also attract Council rates once transferred.

**17 Howard Street and 18 Delaware Street, Reservoir**

Council's Valuer has placed a market value of \$440.00 per square metre (inc GST) on the Land. Lot 32 on Title Plan TP10924D, with an area of 46 m<sup>2</sup>, is intended to be sold to the owners of 17 Howard Street, Reservoir, for the amount of \$20,240.00 (inc. GST). The owners will also be meeting Council's legal and administrative costs of \$3,000.00 associated with undertaking the project. The Land will also attract Council rates once transferred.

**65 Southernhay Street and 60 King William Street, Reservoir**

Council's City Valuer has placed a market value of \$550.00 per square metre (including GST) on the Land. Lot 6, with an area of 62m<sup>2</sup>, is intended to be sold to the owners of 65 Southernhay Street, Reservoir, for the amount of \$34,100 (inc GST). The Land will also attract Council rates once transferred.

Costs associated with undertaking the statutory process will be recoverable from the purchasers, should Council be able to sell the Land. Should Council decide not to sell the Land, then the costs associated with conducting the statutory process will be funded from existing budget allocations.

**Legal and Risk Implications**

Legal and risk implications associated with each option are covered under the analysis of each option.

**Operational Impacts**

There are no factors in this report which impact upon operations.

**DISCUSSION**

Council's property portfolio must meet current service needs while providing the flexibility to meet future requirements. Roads, reserves, revenge strips and other pieces of land of unusual shape and limited usefulness that are less than 200m<sup>2</sup> in area (collectively referred to as minor Council property assets) were originally set aside in early plans of subdivision for a particular purpose, such as access or drainage. In many cases these parcels of land are still required for and need to remain open and available to the public. In situations where a minor Council property asset is no longer reasonably required for that purpose or any other strategic purposes it may be considered surplus and suitable for sale.

**OPTIONS FOR CONSIDERATION*****Option 1 – Abandon the Proposal or Do Nothing*****Road adjoining 203 and 205 Dundas Street, 5 and 9 Toolangi Grove and 2 and 4 Adams Street, Preston**

Council could resolve to abandon the proposal, take no action or may make no resolution on the matter. This option would mean that the Road would continue to vest in Council and the status quo would remain with some of the adjoining property owners continuing to occupy the

Road. Council may be perceived as knowingly encouraging and enabling property owners to continue to occupy other roads or rights of way within Darebin to the detriment of the community (whether financially or as a benefiting right). Additionally, Council may lose future rights to the Road if adjoining property owners are able to accrue possessory rights. Council may, at some time in the future, resolve to commence the discontinuance process.

**4 Ryde Street and 15 Robeson Street, Preston**

Council could resolve to abandon the proposal, take no action or may make no resolution on the matter. This option would mean that the land would continue to remain vested in Council and with the adjoining property owners continuing to occupy the land. Council may be perceived as knowingly encouraging and enabling property owners to continue to occupy other parcels of land within Darebin to the detriment of the community (whether financially or as a benefiting right). Council may, at some time in the future, resolve to recommence the statutory process for the sale of the land.

**31 O'Connor Street and 44 Barton Street, Reservoir**

Council could resolve to abandon the proposal, take no action or may make no resolution on the matter. This option would mean that the land would continue to remain vested in Council and with the adjoining property owners continuing to occupy the land. Council may be perceived as knowingly encouraging and enabling property owners to continue to occupy other parcels of land within Darebin to the detriment of the community (whether financially or as a benefiting right). Council may, at some time in the future, resolve to recommence the statutory process for the sale of the land.

**72 Hughes Parade and 9 Ludeman Court, Reservoir**

Council could resolve to abandon the proposal, take no action or may make no resolution on the matter. This option would mean that the land would continue to remain vested in Council and with the adjoining property owners continuing to occupy the land. Council may be perceived as knowingly encouraging and enabling property owners to continue to occupy other parcels of land within Darebin to the detriment of the community (whether financially or as a benefiting right). Council may, at some time in the future, resolve to recommence the statutory process for the sale of the land.

**17 Howard Street and 18 Delaware Street, Reservoir**

Council could resolve to abandon the proposal, take no action or may make no resolution on the matter. This option would mean that the land would continue to remain vested in Council and with the adjoining property owners continuing to occupy the land. Council may be perceived as knowingly encouraging and enabling property owners to continue to occupy other parcels of land within Darebin to the detriment of the community (whether financially or as a benefiting right). Council may, at some time in the future, resolve to recommence the statutory process for the sale of the land.

**65 Southernhay Street and 60 King William Street, Reservoir**

Council could resolve to abandon the proposal, take no action or may make no resolution on the matter. This option would mean that the land would continue to remain vested in Council and with the adjoining property owners continuing to occupy the land. Council may be perceived as knowingly encouraging and enabling property owners to continue to occupy other parcels of land within Darebin to the detriment of the community (whether financially or as a benefiting right). Council may, at some time in the future, resolve to recommence the statutory process for the sale of the land.

***Option 2 – Proceed with the Statutory Procedures (Recommended)*****Road adjoining 203 and 205 Dundas Street, 5 and 9 Toolangi Grove and 2 and 4 Adams Street, Preston**

Council could resolve to proceed with the statutory procedures to potentially discontinue the Road. This would be consistent with the statutory procedures which have been completed with no submissions having been received.

Further benefits of finalising the statutory procedures depend on Council's decision on the future of the Road. These include the asset remaining open to the public and used for its prescribed purpose, potential revenue from the sale of part or all of the Road(if discontinued), and/or the ongoing protection of a public asset (if the Road is discontinued and Council takes title to any unsold land).

Council could resolve to proceed with the statutory procedures to potentially sell the Land. This would be consistent with the statutory procedures which have been completed with no submissions having been received.

Benefits of finalising the statutory process, depending upon Council's decision on the proposed sale, could result in the receipt of revenue from the sale of the Land which is no longer required for its original purpose.

**4 Ryde Street and 15 Robeson Street, Preston**

Council could resolve to proceed with the statutory procedures to potentially sell the Land. This would be consistent with the statutory procedures which have been completed with no submissions having been received.

Benefits of finalising the statutory process, depending upon Council's decision on the proposed sale, could result in the receipt of revenue from the sale of the Land which is no longer required for its original purpose.

**31 O'Connor Street and 44 Barton Street, Reservoir**

Council could resolve to proceed with the statutory procedures to potentially sell the Land. This would be consistent with the statutory procedures which have been completed with no submissions having been received.

Benefits of finalising the statutory process, depending upon Council's decision on the proposed sale, could result in the receipt of revenue from the sale of the Land which is no longer required for its original purpose.

**72 Hughes Parade and 9 Ludeman Court, Reservoir**

Council could resolve to proceed with the statutory procedures to potentially sell the Land. This would be consistent with the statutory procedures which have been completed with no submissions having been received.

Benefits of finalising the statutory process, depending upon Council's decision on the proposed sale, could result in the receipt of revenue from the sale of the Land which is no longer required for its original purpose.

**17 Howard Street and 18 Delaware Street, Reservoir**

Council could resolve to proceed with the statutory procedures to potentially sell the Land. This would be consistent with the statutory procedures which have been completed with no submissions having been received.

Benefits of finalising the statutory process, depending upon Council's decision on the proposed sale, could result in the receipt of revenue from the sale of the Land which is no longer required for its original purpose.

**65 Southernhay Street and 60 King William Street, Reservoir**

Council could resolve to proceed with the statutory procedures to potentially sell the Land. This would be consistent with the statutory procedures which have been completed with no submissions having been received.

Benefits of finalising the statutory process, depending upon Council's decision on the proposed sale, could result in the receipt of revenue from the sale of the Land which is no longer required for its original purpose.

**IMPLEMENTATION STRATEGY**

1.
  - Arrange for a notice to be published in the Victoria Government Gazette.
  - Arrange for the land to be sold and transferred to the owners of the adjoining properties by private treaty in accordance with Council Policy.
  - Arrange for any land not sold to be transferred into Council's ownership.
2.
  - Arrange for the Land to be sold and transferred to the owners of 4 Ryde Street, Preston, by private treaty in accordance with Council Policy.
  - Arrange for the Land to be transferred to Council's ownership if not sold.
3.
  - Arrange for the Land to be sold and transferred to the owners of 31 O'Connor Street, Reservoir, by private treaty in accordance with Council Policy.
  - Arrange for the Land to be transferred to Council's ownership if not sold.
4.
  - Arrange for the Land to be sold and transferred to the owners of 72 Hughes Parade and 9 Ludeman Court, Reservoir, by private treaty in accordance with Council Policy.
  - Arrange for the Land to be transferred to Council's ownership if not sold.
5.
  - Arrange for the Land to be sold and transferred to the owners of 17 Howard Street, Reservoir, by private treaty in accordance with Council Policy.
  - Arrange for the Land to be transferred to Council's ownership if not sold.

## 6.

- Arrange for the Land to be sold and transferred to the owners of the adjoining property at 65 Southernhay Street, Reservoir, by private treaty in accordance with Council Policy.
- Arrange for any land not sold to be transferred to Council, if required.

**Communication**

- Council Departments
- Macquarie Local Government Lawyers
- Owners of the adjoining properties
- Statutory Authorities

**Timeline**

It is expected that all relevant actions will be affected within three months of this report

**RELATED DOCUMENTS**

- *Local Government Act 1989*
- *Local Government Act 2020*
- *Road Management Act 2004*
- Sale of Minor Council Property Assets Policy

**Attachments**

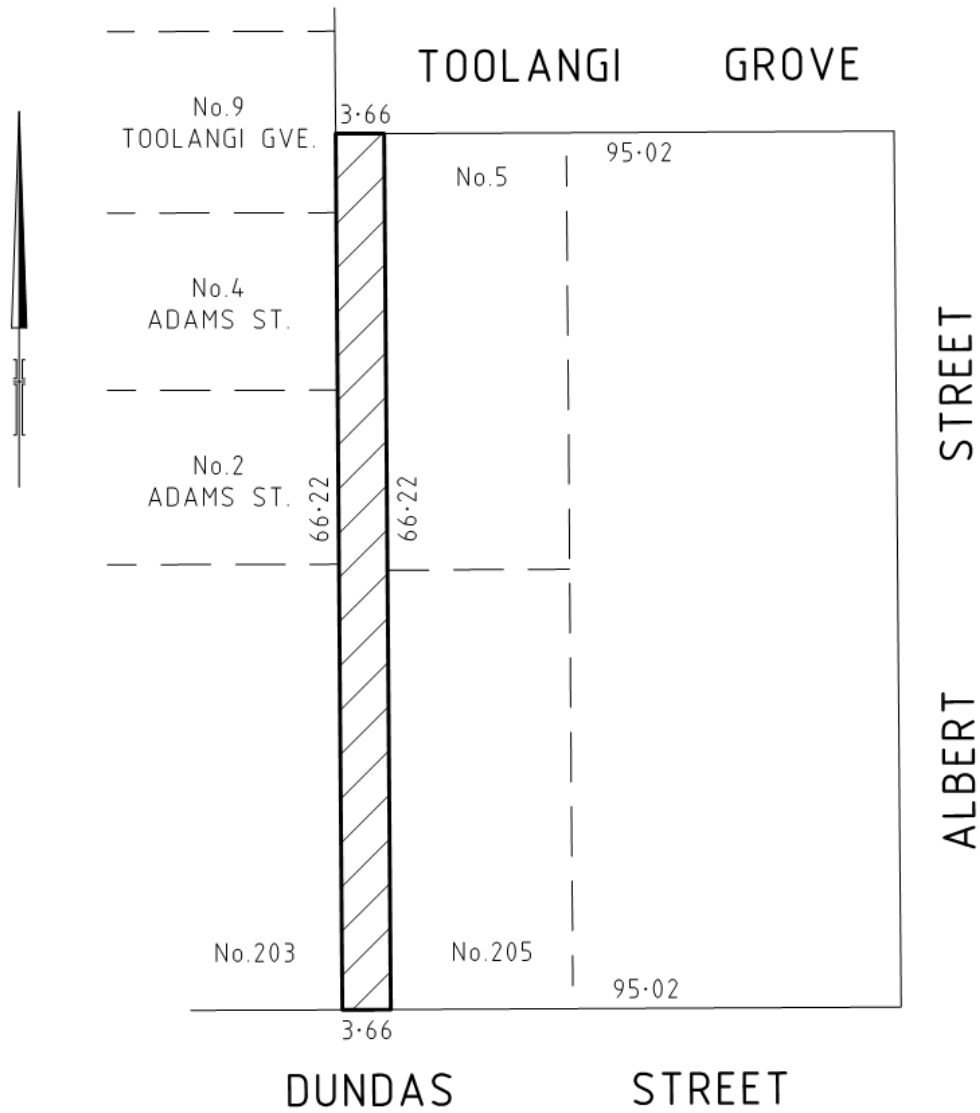
- Statutory Plan - Dundas Street, Toolangi Grove and Adams Street, Preston (**Appendix A**) [↓](#)
- Aerial View ROW Dundas Street, Adams Street and Toolangi Grove, Preston (**Appendix B**) [↓](#)
- Site Plan 4 Ryde Street and 15 Robeson Street, Preston (**Appendix C**) [↓](#)
- Title Plan ROW 4 Ryde Street and 15 Robeson Street, Reservoir (**Appendix D**) [↓](#)
- Site Plan 31 O'Connor Street and 44 Barton Street, Reservoir (**Appendix E**) [↓](#)
- Title Plan ROW 31 O'Connor Street and 44 Barton Street, Reservoir (**Appendix F**) [↓](#)
- Site Plan 72 Hughes Parade and 9 Ludeman Court, Reservoir (**Appendix G**) [↓](#)
- Title Plan ROW 72 Hughes Parade and 9 Ludeman Court, Reservoir (**Appendix H**) [↓](#)
- Site Plan - 17 Howard Street and 18 Delaware Street, Reservoir (**Appendix I**) [↓](#)
- Title Plan ROW 17 Howard Street and 18 Delaware Street, Reservoir (**Appendix J**) [↓](#)
- Site Plan rear 65 Southernhay Street and 60 King William Street, Reservoir (**Appendix K**) [↓](#)
- Title Plan ROW 65 Southernhay Street and 60 King William Street, Reservoir (**Appendix L**) [↓](#)
- Victorian Government Gazette ROW Ryde Street and Robeson Street, Preston (**Appendix M**) [↓](#)

- Aerial View 4 Ryde Street and 15 Robeson Street, Preston (**Appendix N**) [↓](#)
- Victorian Government Gazette ROW O'Connor Street and Barton Street, Reservoir (**Appendix O**) [↓](#)
- Aerial View 31 O'Connor Street and 44 Barton Street, Reservoir (**Appendix P**) [↓](#)
- Victorian Government Gazette - ROW Hughes Pde and Ludeman Court, Reservoir (**Appendix Q**) [↓](#)
- Aerial View 72 Hughes Parade and 9 Ludeman Court, Reservoir (**Appendix R**) [↓](#)
- Victorian Government Gazette - 17 Howard Street and 18 Delaware Street, Reservoir (**Appendix S**) [↓](#)
- Aerial View - 17 Howard Street and 18 Delaware Street, Reservoir (**Appendix T**) [↓](#)
- Victorian Government Gazette - 63-69 Southernhay Street and 58-64 King William Street, Reservoir (**Appendix U**) [↓](#)
- Aerial View 63-69 Southernhay Street and 58-64 King William Street, Reservoir (**Appendix V**) [↓](#)
- Title Plan ROW Dundas Street, Toolangi Grove and Adams Street, Preston (**Appendix W**) [↓](#)

## 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 general or material interest in a matter to which the advice relates.

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





Darebin City Council  
31/08/2020

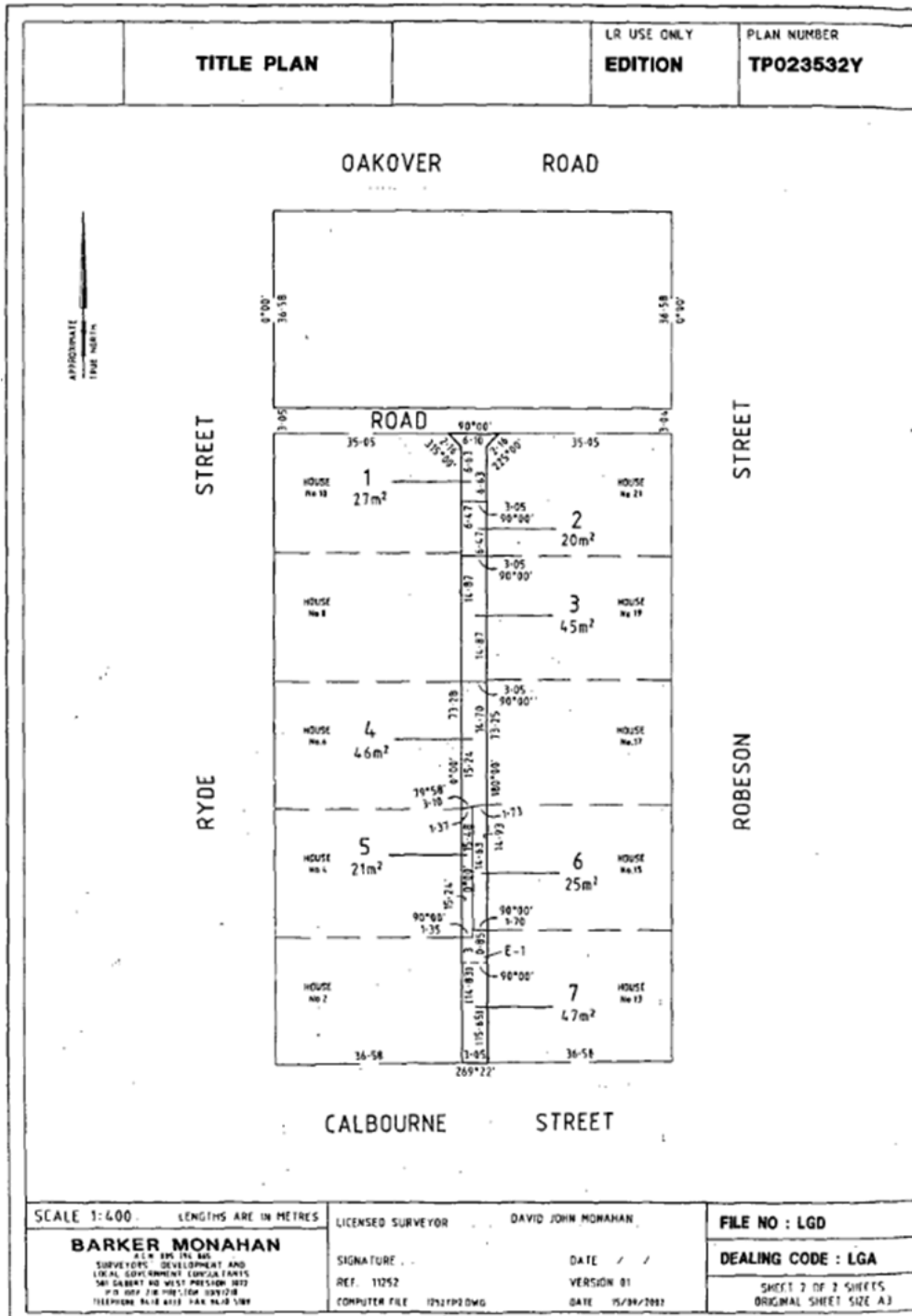


Adams Street

Dundas Street

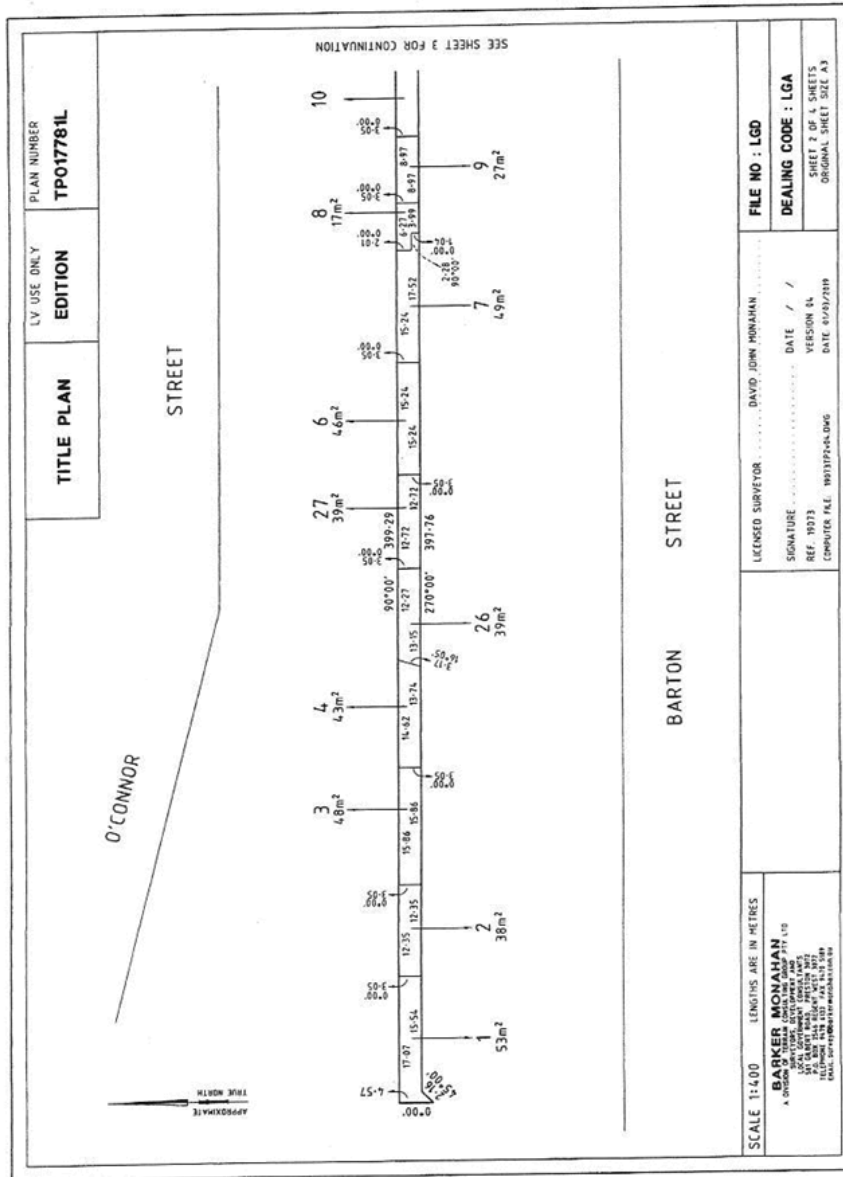
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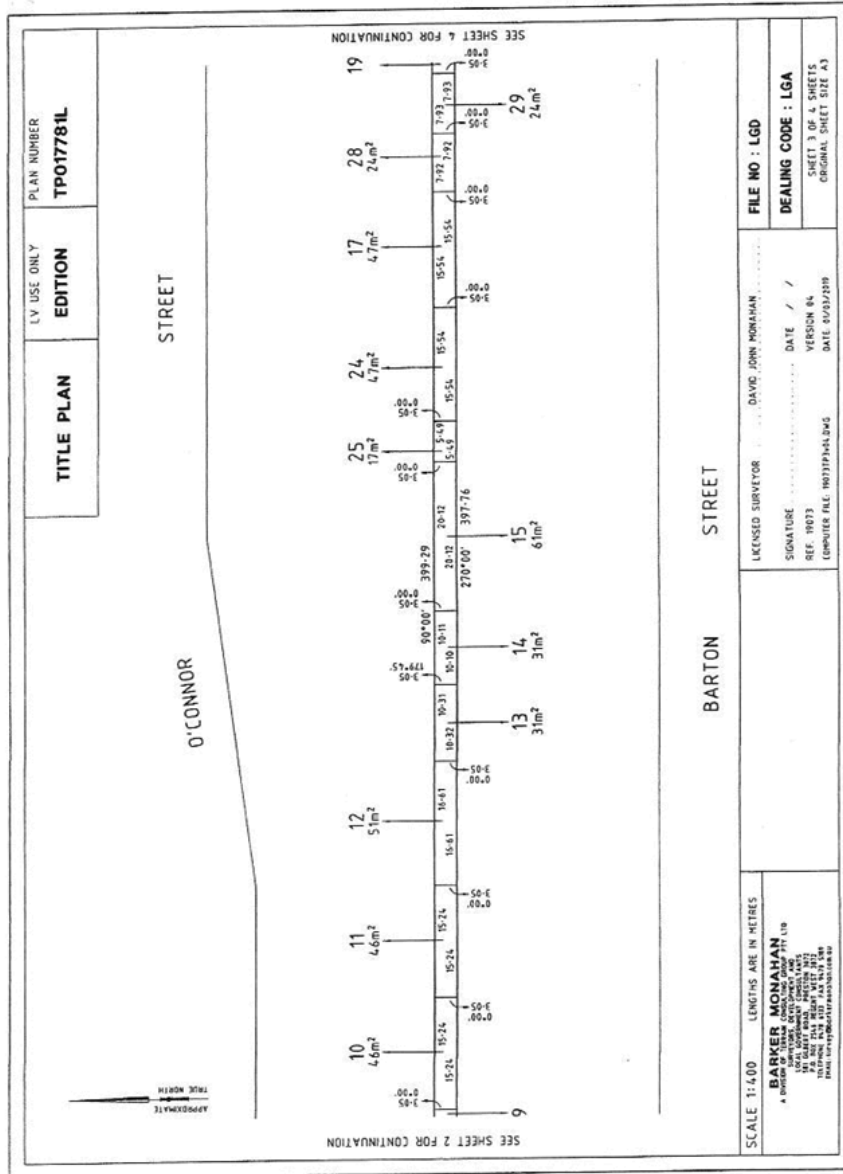


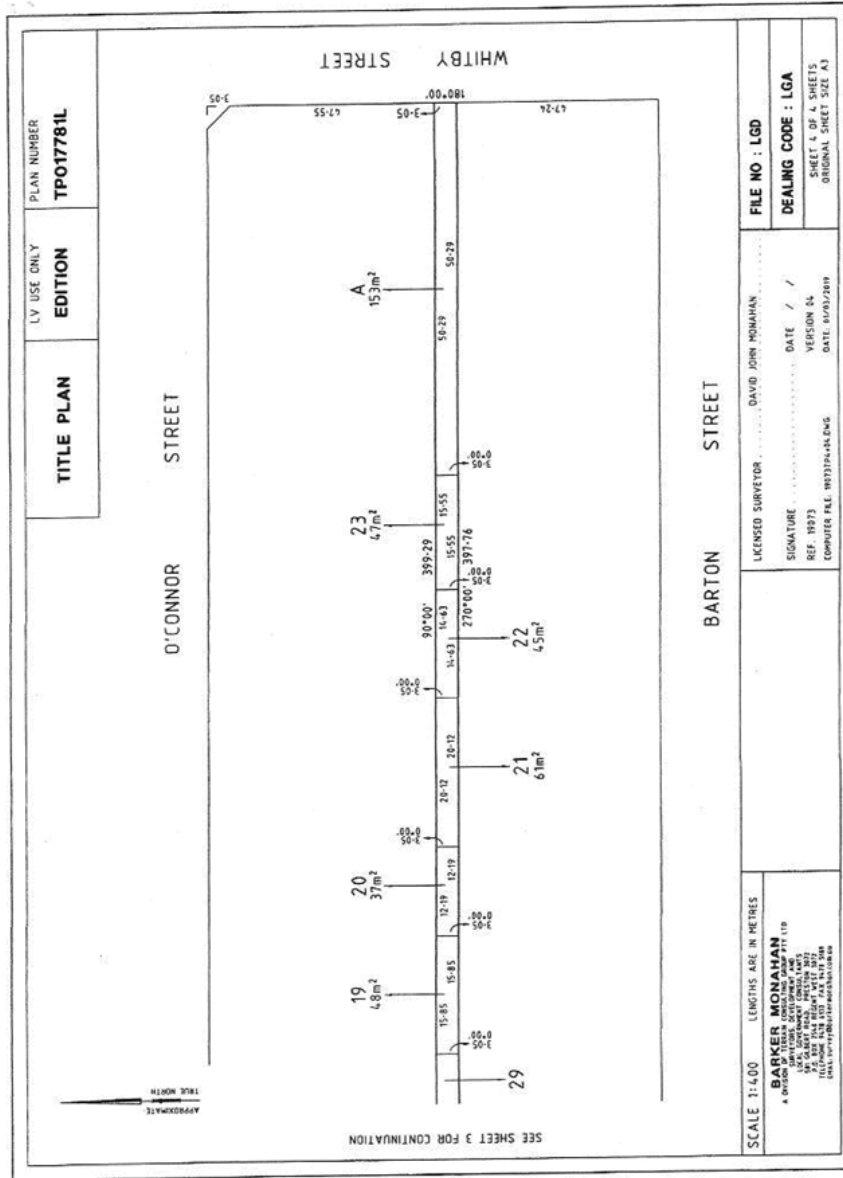




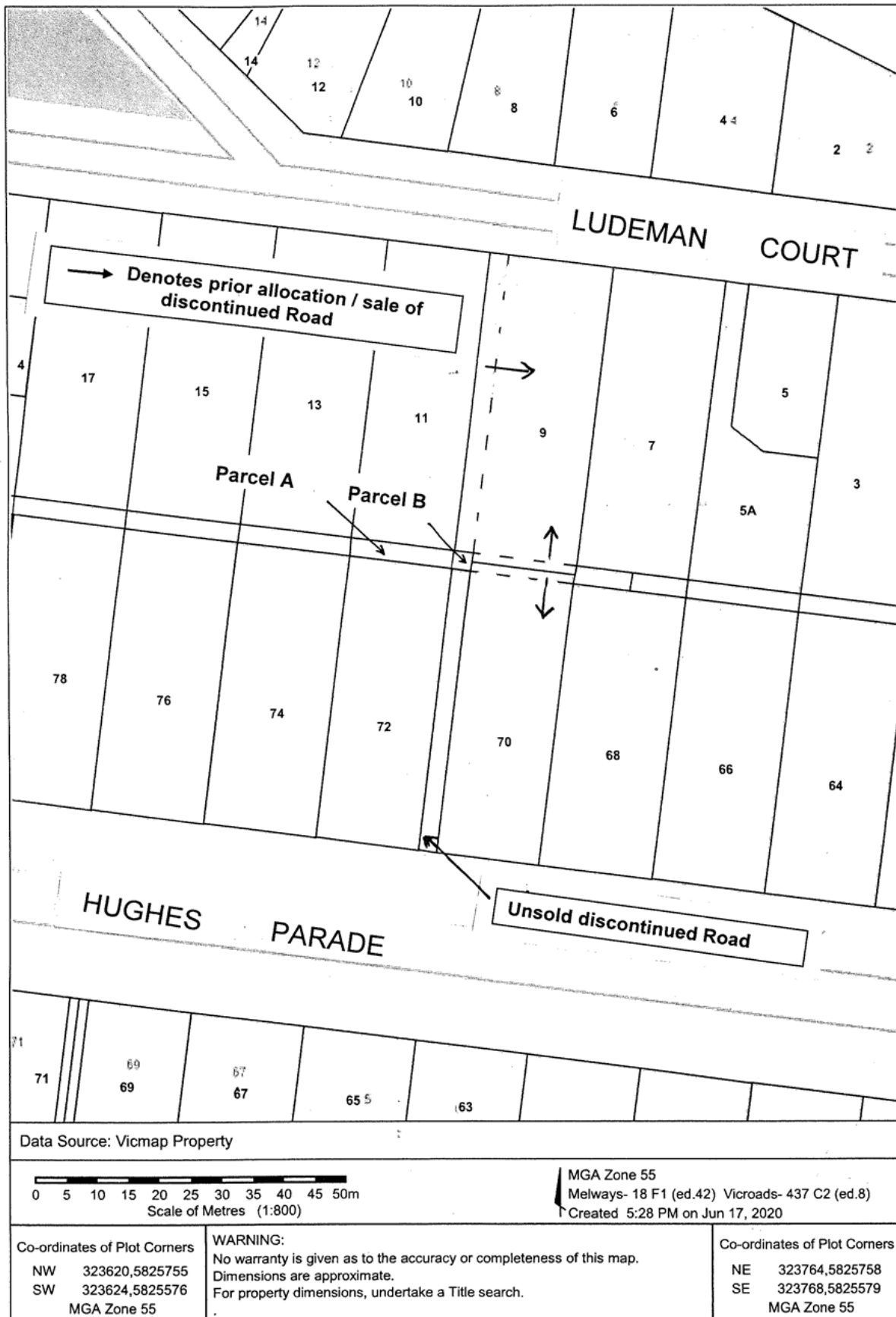










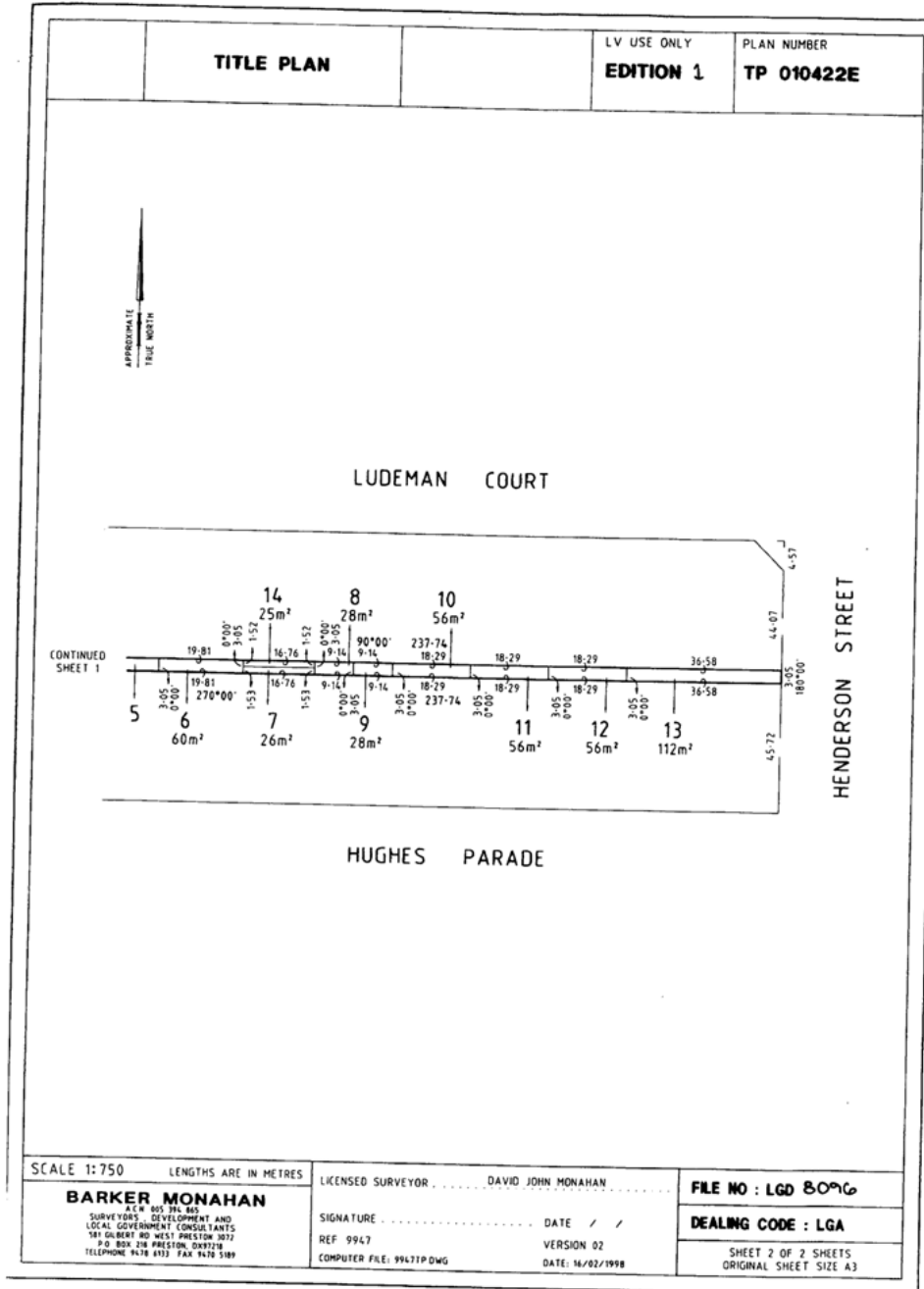


Version 1 (original title plan)

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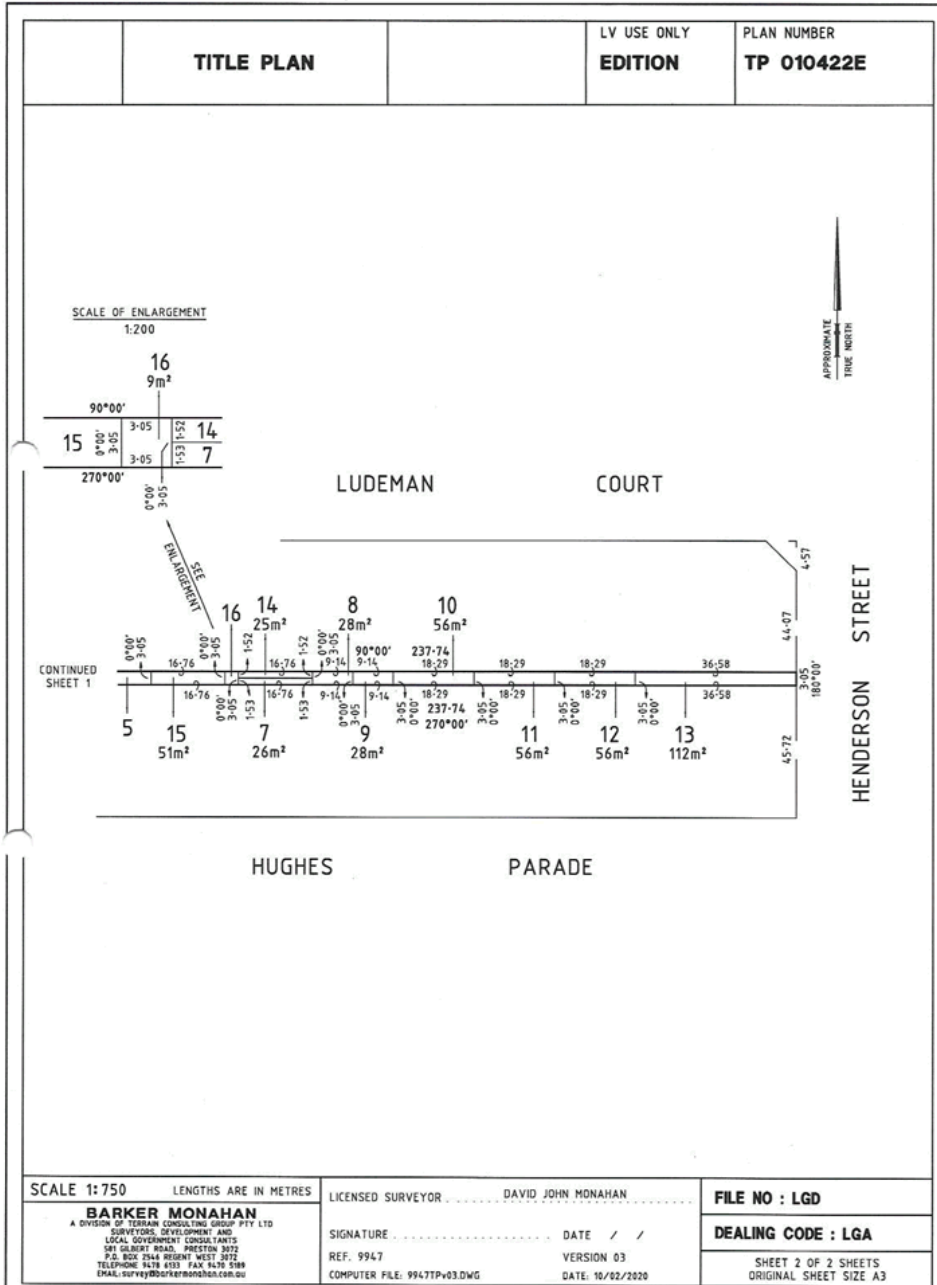
<b>TITLE PLAN</b>		<b>LV USE ONLY</b> <b>EDITION 1</b>	<b>PLAN NUMBER</b> <b>TP 010422E</b>
<b>LOCATION OF LAND</b> PARISH : KEELBUNDORA TOWNSHIP : - SECTION : - CROWN ALLOTMENT : - CROWN PORTION : 13 (PART) LV BASE RECORD : CHART 67 (2856) LAST PLAN REFERENCE : LP8482 DEPTH LIMITATION : DOES NOT APPLY PARENT TITLE REFERENCE : VOL 4984 FOL 729 POSTAL ADDRESS : LUDEMAN COURT, RESERVIOR 3073 AMG CO-ORDINATES : E : 323 630 (APPROX. CENTRE OF LAND IN PLAN) N : 5 825 500 ZONE : 55		<b>WARNING :</b> THIS PLAN REPRESENTS AN EXPECTED DIVISION OF LAND ANY ONE LOT MAY NOT HAVE BEEN CREATED CHECK THE LOT/PLAN INDEX FOR CURRENT INFORMATION  <b>NOTATIONS :</b>  THIS PLAN IS NOT BASED ON SURVEY	
<b>EASEMENT INFORMATION</b>			
<b>LEGEND:</b> A - APPURTENANT EASEMENT E - ENCUMBERING EASEMENT R - ENCUMBERING EASEMENT (ROAD)		THIS PLAN HAS BEEN PREPARED FOR THE VICTORIAN LAND TITLES OFFICE FOR TITLE DIAGRAM PURPOSES	
EASEMENT REFERENCE	PURPOSE	WIDTH (METRES)	ORIGIN
ALL THE LAND IN THIS PLAN	AS PROVIDED FOR IN SEC 207C LGA 1989	SEE DIAGRAM	SEC 207C LGA 1989
		LAND BENEFITED/IN FAVOUR OF CITY OF DAREBIN AND MELBOURNE WATER CORP.	
		CHECKED BY: [Signature] DATE: 17/8/98 ASSISTANT REGISTRAR OF TITLES	
BRAITHWAITE STREET LUDEMAN COURT HUGHES PARADE			
CONTINUED SHEET 2			
SCALE 1:750 LENGTHS ARE IN METRES <b>BARKER MONAHAN</b> A.C.N. 805 391 845 SURVEYORS, DEVELOPMENT AND LOCAL GOVERNMENT CONSULTANTS 591 GILBERT RD WEST PRESTON 3072 P.O. BOX 118 PRESTON, Q48218 TELEPHONE 9478 4333 FAX 9478 5189		LICENSED SURVEYOR DAVID JOHN MONAHAN SIGNATURE: [Signature] DATE: / / REF 9947 VERSION 02 COMPUTER FILE: 9947TP.DWG DATE: 16/02/1998	
		FILE NO : LGD 8096 DEALING CODE : LGA SHEET 1 OF 2 SHEETS ORIGINAL SHEET SIZE A3	

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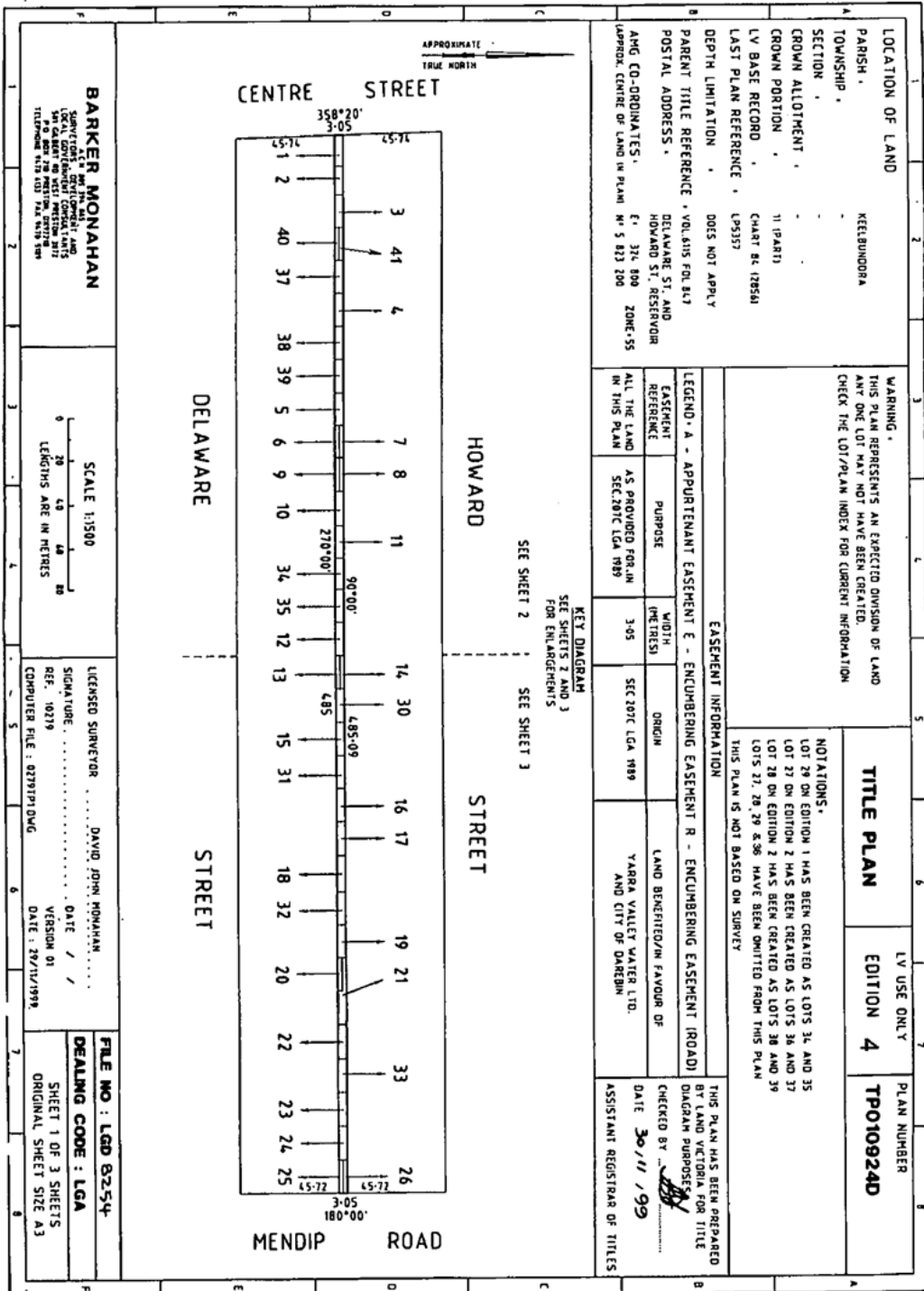


Version 2 (proposed new title plan)

<b>TITLE PLAN</b>		<b>LV USE ONLY</b>		<b>PLAN NUMBER</b>
		<b>EDITION</b>		<b>TP 010422E</b>
<b>LOCATION OF LAND</b> PARISH KEELBUNDORA TOWNSHIP - SECTION - CROWN ALLOTMENT - CROWN PORTION 13 (PART) LV BASE RECORD CHART 67 (2856) LAST PLAN REFERENCE LP8482 DEPTH LIMITATION DOES NOT APPLY PARENT TITLE REFERENCE VOL.12085 FOL.364 POSTAL ADDRESS LUDEMAN COURT, RESERVIOR 3073 MGA CO-ORDINATES E: 323 700 (APPROX. CENTRE OF LAND IN PLAN) N: 5 825 670 ZONE 55			<b>WARNING</b> THIS PLAN REPRESENTS AN EXPECTED DIVISION OF LAND. ANY ONE LOT MAY NOT HAVE BEEN CREATED. CHECK THE LOT/PLAN INDEX FOR CURRENT INFORMATION.	
			<b>NOTATIONS</b>	
			THIS PLAN IS NOT BASED ON SURVEY	
<b>EASEMENT INFORMATION</b>				
<b>LEGEND</b> A - APPURTENANT EASEMENT E - ENCUMBERING EASEMENT R - ENCUMBERING EASEMENT (ROAD)			THIS PLAN HAS BEEN PREPARED FOR THE VICTORIAN LAND TITLES OFFICE FOR TITLE DIAGRAM PURPOSES.	
<b>EASEMENT REFERENCE</b>	<b>PURPOSE</b>	<b>WIDTH (METRES)</b>	<b>ORIGIN</b>	<b>LAND BENEFITED/IN FAVOUR OF</b>
ALL THE LAND IN THIS PLAN	AS PROVIDED FOR IN SEC.207C LGA 1989	SEE DIAGRAM	SEC.207C LGA 1989	CITY OF DAREBIN AND MELBOURNE WATER CORPORATION
				CHECKED BY _____ DATE / / ASSISTANT REGISTRAR OF TITLES
<p style="text-align: center;">LUDEMAN COURT</p> <p style="text-align: center;">BRAITHWAITE STREET</p> <p style="text-align: center;">HUGHES PARADE</p>				
SCALE 1:750 LENGTHS ARE IN METRES		LICENSED SURVEYOR DAVID JOHN MONAHAN		<b>FILE NO : LGD</b>
<b>BARKER MONAHAN</b> A DIVISION OF TERRAIN CONSULTING GROUP PTY LTD SURVEYS, DEVELOPMENT AND LOCAL GOVERNMENT CONSULTANTS 581 GILBERT ROAD, PRESTON 3072 P.O. BOX 2544 RESIDENT WEST 2072 TELEPHONE 1678 6153 FAX 1678 5989 EMAIL: survey@barkermonahan.com.au		SIGNATURE _____ DATE / /		<b>DEALING CODE : LGA</b>
REF. 9947		VERSION 03		SHEET 1 OF 2 SHEETS
COMPUTER FILE: 9947TPv03.DWG		DATE: 10/02/2020		ORIGINAL SHEET SIZE A3



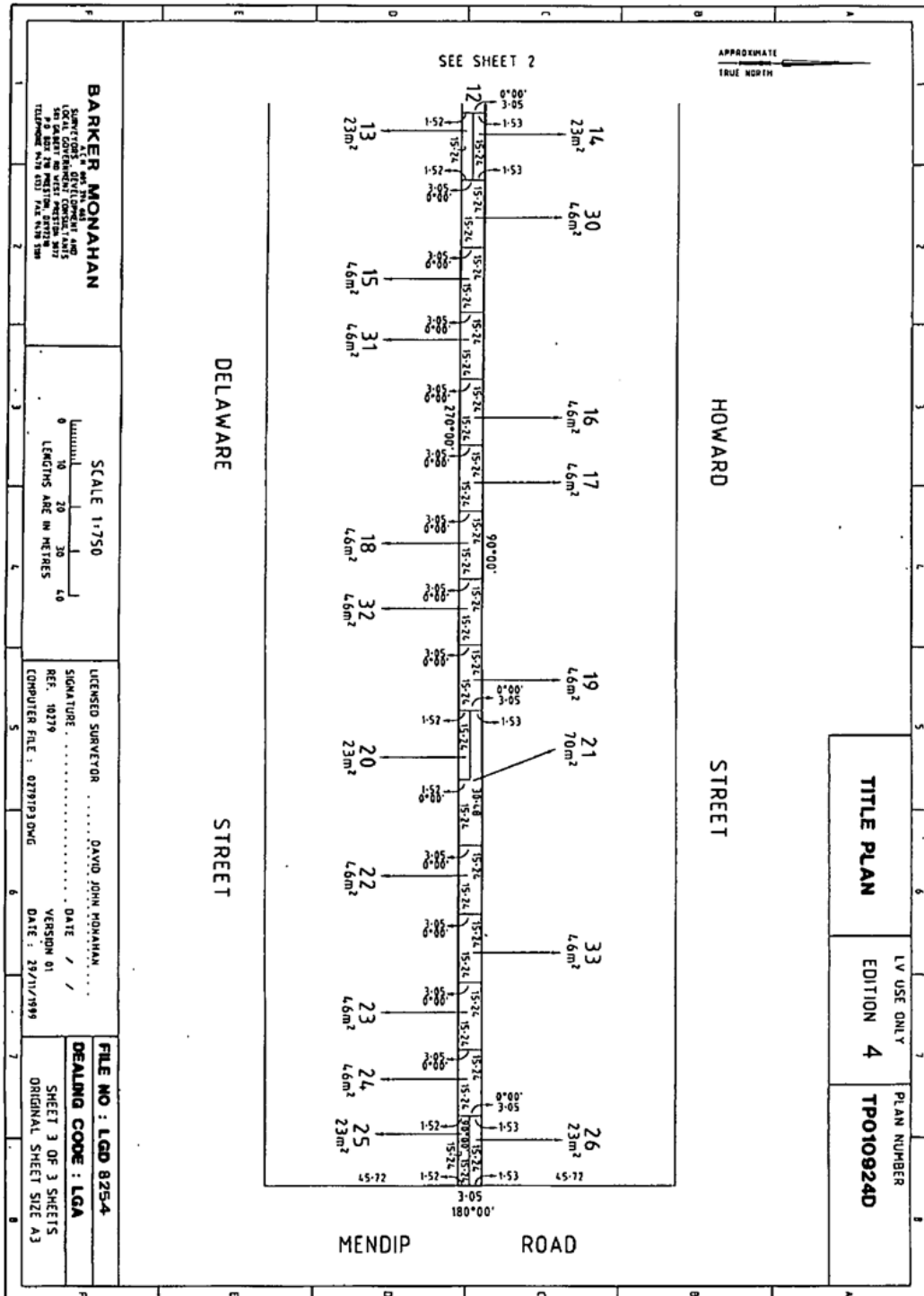




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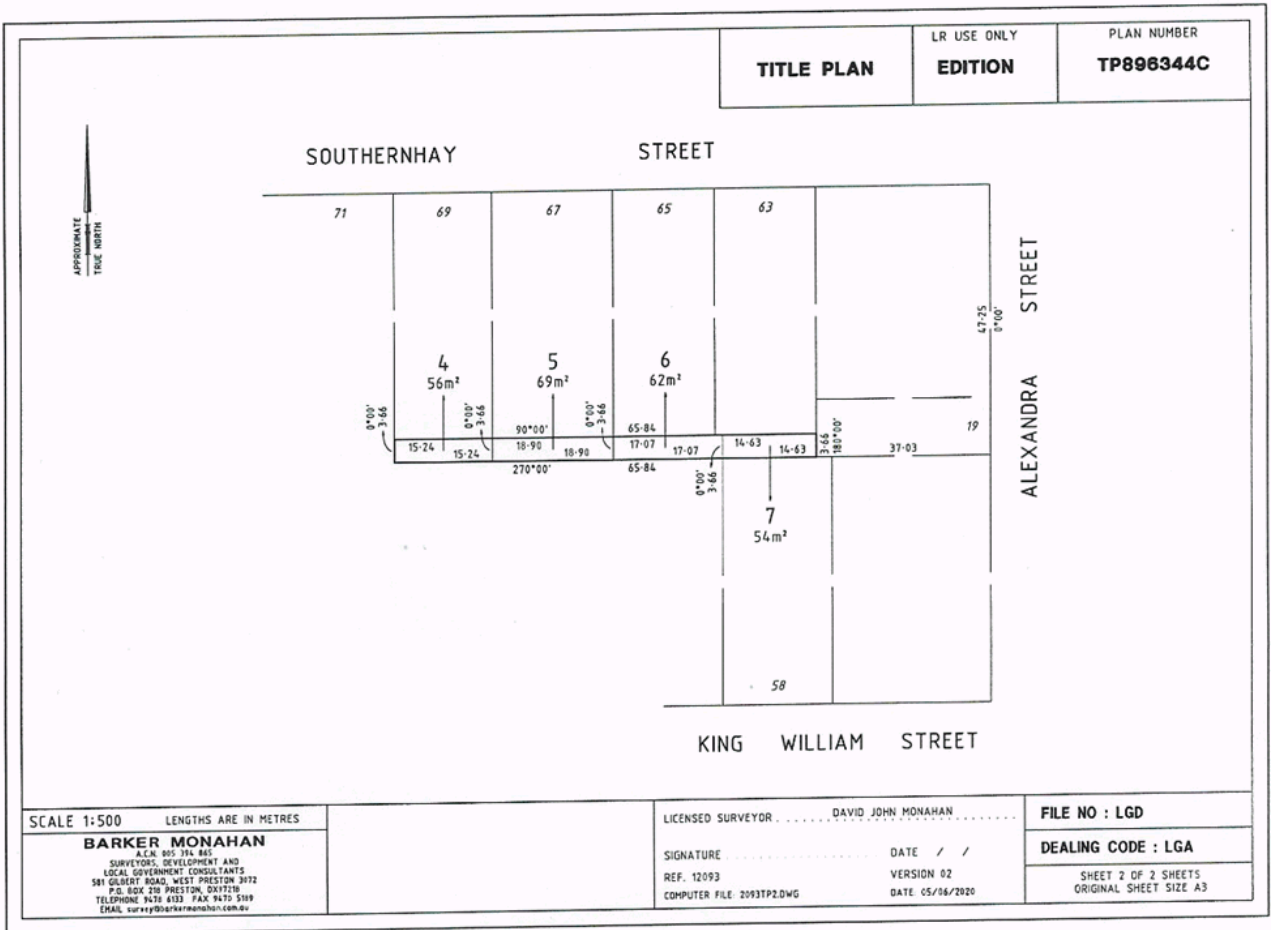


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Southernhay Street



King William Street



Victoria Government Gazette

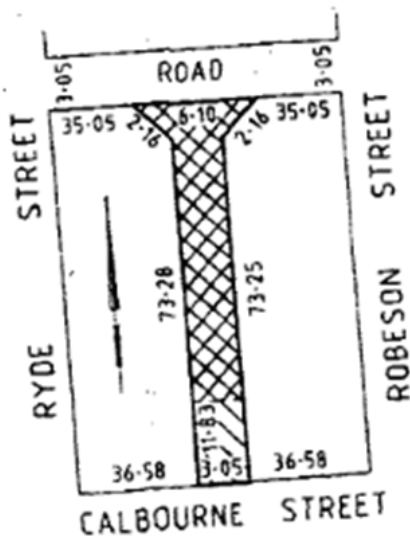
G 40 3 October 2002 2685

**DAREBIN CITY COUNCIL**

**Road Discontinuance**

Pursuant to section 206 and schedule 10, clause 3 of the **Local Government Act 1989**, the Darebin City Council at its ordinary meeting held on 16 September 2002, formed the opinion that the road at the rear of 13 to 21 Robeson Street and 2 to 10 Ryde Street, Preston, and shown hatched and cross-hatched on the plan below, is not reasonably required as a road for public use; and resolved to discontinue the road and to sell the land from the road by private treaty to the abutting property owners.

The section of road shown cross-hatched is to be sold subject to the right, power or interest held by Yarra Valley Water Limited, in the road in connection with any sewers, drains or pipes, under the control of that authority in or near the road.



PHILLIP SHANAHAN  
Chief Executive Officer

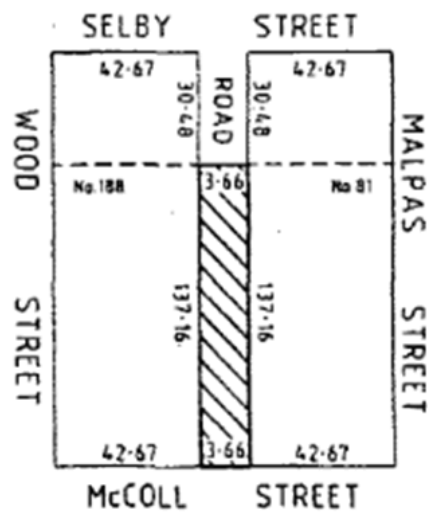
**DAREBIN CITY COUNCIL**

**Road Discontinuance**

Pursuant to section 206 and schedule 10, clause 3 of the **Local Government Act 1989**, the Darebin City Council at its ordinary meeting held on 16 September 2002, formed the opinion that the road at the rear of 65 to 81 Malpas

Street and 172 to 188 Wood Street, Preston, and shown by hatching on the plan below, is not reasonably required as a road for public use and resolved to discontinue the road and to sell the land from the road by private treaty to the abutting property owners.

The road is to be sold subject to the right, power or interest held by Yarra Valley Water Limited, in the road in connection with any sewers, drains or pipes, under the control of that authority in or near the road.



PHILLIP SHANAHAN  
Chief Executive Officer



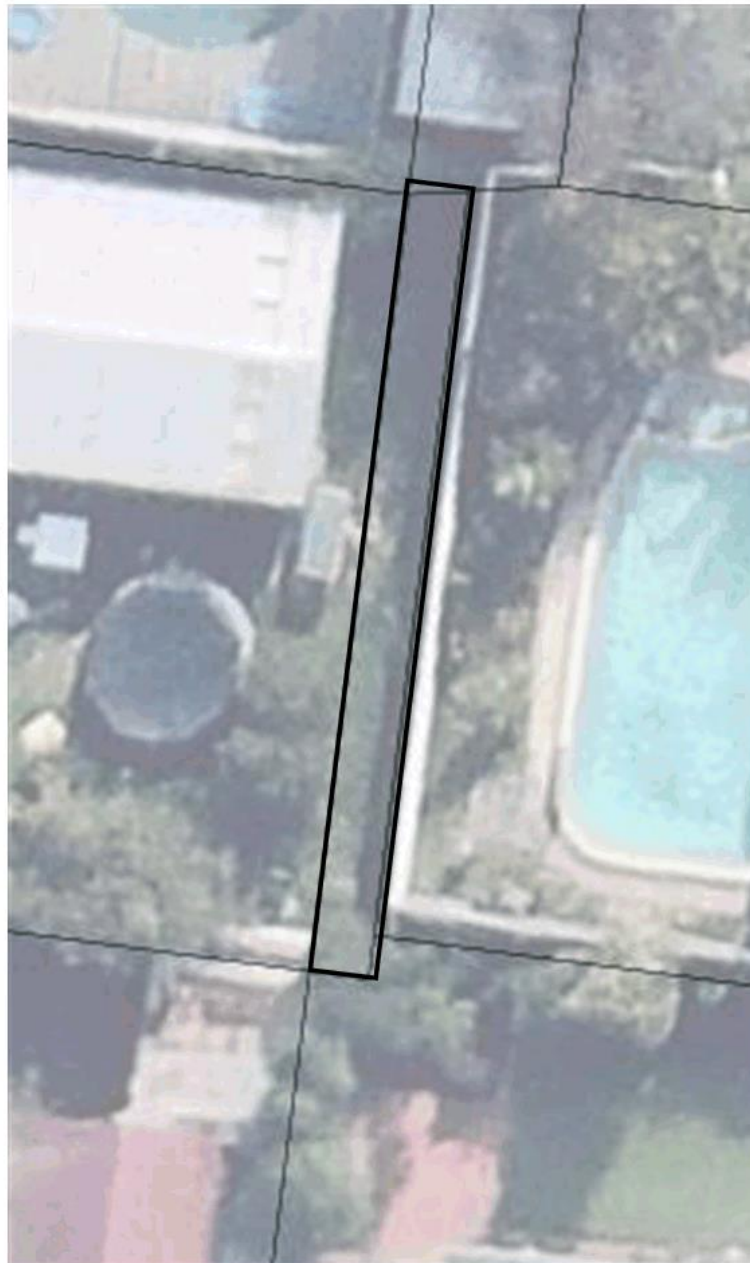
**ALPINE SHIRE**

**LOCAL LAW No. 2  
MUNICIPAL PLACES  
AMENDMENT**

Notice is hereby given that at a meeting of the Alpine Shire Council on 1 October 2002, Council proposed to amend Local Law No. 2 - Municipal Places.

The purpose of the amendment is to extend the time when alcohol consumption is restricted

Darebin City Council  
31/08/2020



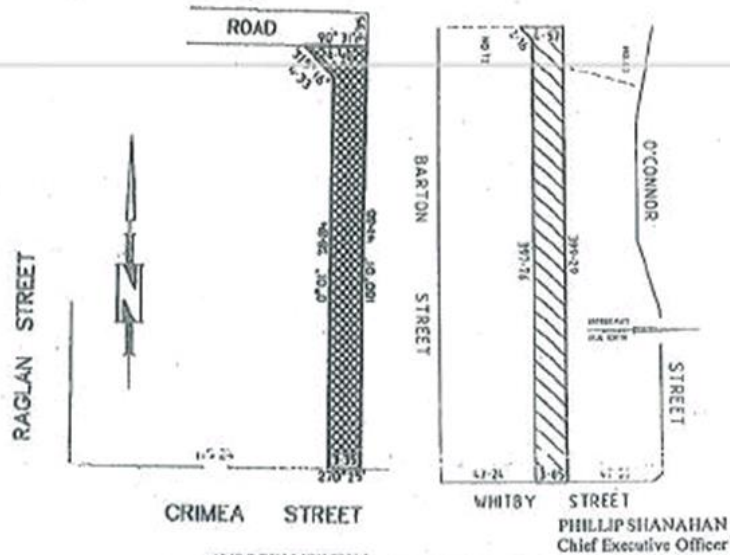
Ryde Street

Robeson Street

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2750 G 47 23 November 2000

Victoria Government Gazette



ANDREW NEWTON  
Chief Executive Officer

PHILLIP SHANAHAN  
Chief Executive Officer

**DAREBIN CITY COUNCIL**  
Road Discontinuance

Pursuant to Section 206 and Schedule 10, Clause 3 of the Local Government Act 1989, the Darebin City Council at its ordinary meeting held on 18 September 2000, formed the opinion that the road at the rear of 23 to 63 O'Connor Street, 38 to 72 Barton Street and adjacent to 1 Whitby Street, Reservoir, and shown by hatching on the plan below, is not reasonably required as a road for public use and resolved to discontinue the road and to sell the land from the road by private treaty to the abutting property owners.

The road is to be sold subject to the right, power or interest held by Yarra Valley Water Limited in the road in connection with any sewers, drains or pipes under the control of that authority in or near the road.



**Library Local Law**

Notice is hereby given that on 12 September 2000 Campaspe Shire Council resolved its intention to make local law number 6 entitled Library Services Local Law.

The purpose of the proposed local law is as follows:-

- To provide for the administration of Councils powers and functions.
- To ensure the delivery of high quality library services to the community.
- To assist in the management of library services to the community.

The general purport of the local law is:-

- Regulation of Library Services;
- Fees and charges;
- Enforcement and penalties.

Darebin City Council  
31/08/2020



O'Connor Street



Barton Street

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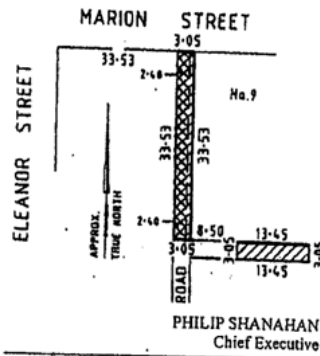
Victoria Government Gazette

G 5 5 February 1998 285

**ERRATUM  
MARIBYRNONG CITY COUNCIL  
Road Discontinuance**

To amend the Maribyrnong City Council Road Discontinuance Notice appearing in the Victoria Government Gazette dated 8 May 1997, G.18, Pages 1014-1015.

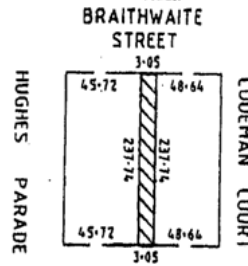
Under Section 206 and Schedule 10 Clause 3 of the Local Government Act 1989 the Maribyrnong City Council at its Ordinary Meeting held on 28 April 1997, formed the opinion that the road shown on the plan below is not reasonably required as a road for public use and resolved to discontinue the road and to sell the land from the road to abutting owners subject to any right, power or interest held by City West Water Limited in respect to the section of road shown cross-hatched and measuring 33.53 metres x 2.40 metres in connection with any sewers, drains, pipes, wires or cables under the control of that authority in or near the road.



**DAREBIN CITY COUNCIL  
Roads Discontinuance**

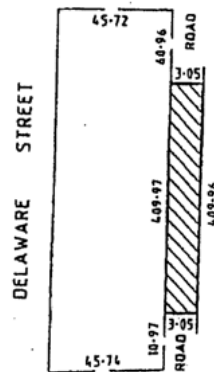
Under Section 206 and Schedule 10 Clause 3 of the Local Government Act 1989 the Darebin City Council at its Ordinary Meeting held on 21 July 1997, formed the opinion that the roads shown on the plans below are not reasonably required as roads for public use and resolved to discontinue the roads and to sell the land from the roads to abutting owners subject to any right, power or interest held by Darebin

City Council and the Melbourne Water Corporation (Yarra Valley Water Ltd.) in the roads in connection with any sewers, drains, pipes, wires or cables under the control of those authorities in or near the roads.



**HENDERSON STREET**

APPROX. TRUE NORTH



KELVIN SPILLER  
Chief Executive





Darebin City Council  
31/08/2020



Ludeman Court



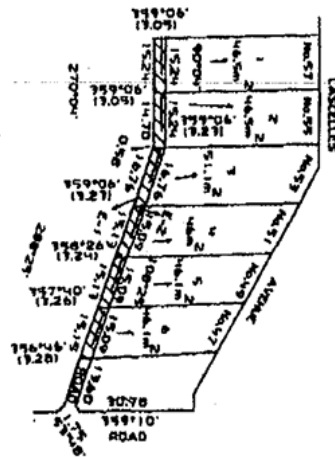
Hughes Parade

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GOVERNMENT AND OUTER BUDGET SECTOR AGENCIES NOTICES

GREATER GEELONG CITY COUNCIL  
Road Discontinuance

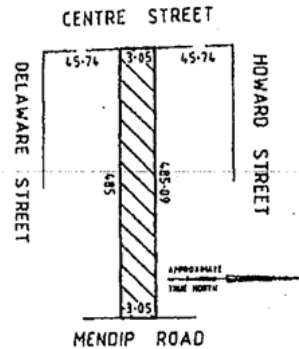
Under Section 206 and Schedule 10 Clause 3 of the Local Government Act 1989 the Greater Geelong City Council at its Ordinary meeting held on 27 January, 1999, formed the opinion that the road shown hatched on the plan below is not reasonably required as a road for public use and has resolved to discontinue the road and to sell the land from the road by private treaty subject to any right, power or interest held by the Barwon Region Water Authority over the sections of land in the road marked E-1 on the plan and the City of Greater Geelong in respect to the sections of land in the road marked E-1 and E-2 on the plan in connection with any sewers, drains or pipes under the control of those authorities in or near the road.



GEOFF WHITBREAD  
Chief Executive Officer

DAREBIN CITY COUNCIL  
Road Discontinuance

Under Section 206 and Schedule 10 Clause 3 Local Government Act 1989 the Darebin City Council at its Ordinary meeting held on 4 August, 1997, formed the opinion that the road shown hatched on the plan below is not reasonably required as a road for public use and has resolved to discontinue the road and to sell the land from the road by private treaty subject to any right, power or interest held by the Darebin City Council and the Melbourne Water Corporation (Yarra Valley Water Ltd.) in the road in connection with any sewers, drains or pipes under the control of those authorities in or near the road.



DAVID GRAHAM  
Chief Executive Officer

WHITEHORSE CITY COUNCIL  
Local Law No. 5 - Amending Local Law No. 4  
(Meeting Procedures)

Notice is given pursuant to Section 119(3) of the Local Government Act 1989 that at a meeting of the Council of the City of Whitehorse held on 27 January 1999, the Council resolved to make Local Law No. 5 - Amending Local Law No. 4 (Meeting Procedures).

Howard Street



Delaware Street

Victoria Government Gazette

G 42 18 October 2007 2361

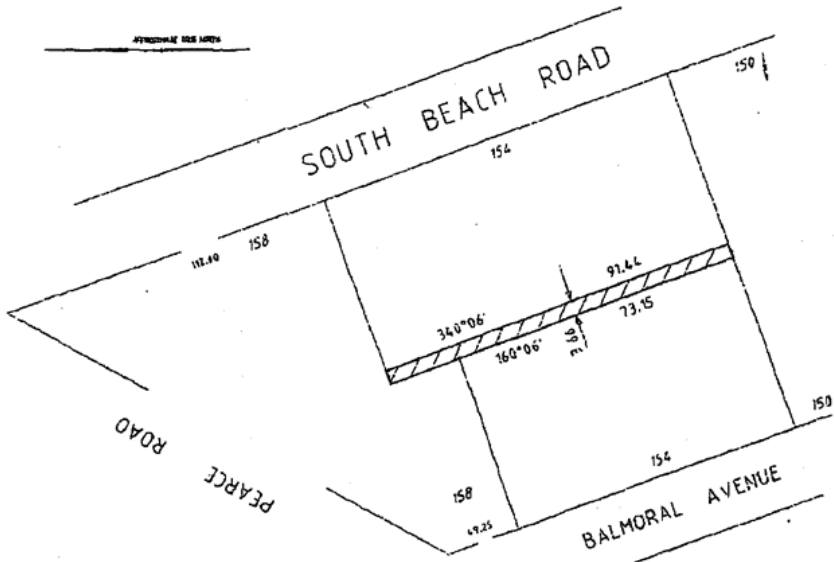
**GOVERNMENT AND OUTER BUDGET  
SECTOR AGENCIES NOTICES**



**MORNINGTON  
PENINSULA**  
Shire Council

**Discontinuance and Sale of Lane Adjacent to 154 South Beach Road, Bittern**

Pursuant to section 206 and schedule 10, clause 3 of the **Local Government Act 1989**, the Mornington Peninsula Shire Council has formed the opinion that the lane adjacent to 154 South Beach Road, Bittern, as shown hatched on the plan below, is not reasonably required as a road for public use. The Shire has resolved to discontinue the lane and sell it by private treaty to the adjacent land-owner.



MICHAEL KENNEDY  
Chief Executive Officer

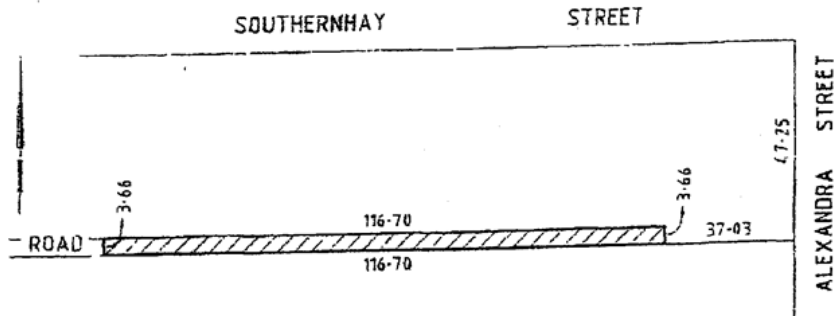
**DAREBIN CITY COUNCIL**  
Road Discontinuance

Pursuant to section 206 and schedule 10, clause 3 of the **Local Government Act 1989**, the Darebin City Council, at its ordinary meeting held on 1 October 2007, formed the opinion that the road at the rear of 63 to 75 Southernhay Street and 58 to 70 King William Street, Reservoir, and shown by hatching on the plan below, is not reasonably required as a road for public use and resolved to discontinue the road and to sell the land from the road by private treaty to the owners of the adjoining properties.

2362 G 42 18 October 2007

Victoria Government Gazette

The road is to be sold subject to the right, power or interest held by Yarra Valley Water Limited, in the road in connection with any sewers, drains or pipes under the control of that authority in or near the road.

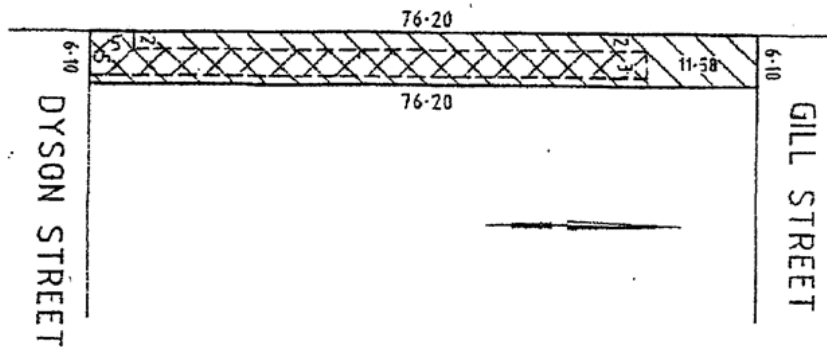


MICHAEL ULBRICK  
Chief Executive Officer

DAREBIN CITY COUNCIL  
Road Discontinuance

Pursuant to section 206 and schedule 10, clause 3 of the Local Government Act 1989, the Darebin City Council, at its ordinary meeting held on 1 October 2007, formed the opinion that the road at the rear of 6 to 12 Plateau Road and adjoining 23 Gill Street and 24 Dyson Street, Reservoir, and shown by hatching and cross-hatching on the plan below, is not reasonably required as a road for public use and resolved to discontinue the road and to sell the land from the road by private treaty to the owners of the adjoining properties.

The section of the road shown cross-hatched is to be sold subject to the right, power or interest held by the City of Darebin, in the road in connection with any drains or pipes under the control of that authority in or near the road.



MICHAEL ULBRICK  
Chief Executive Officer

SOUTHERNHAY STREET



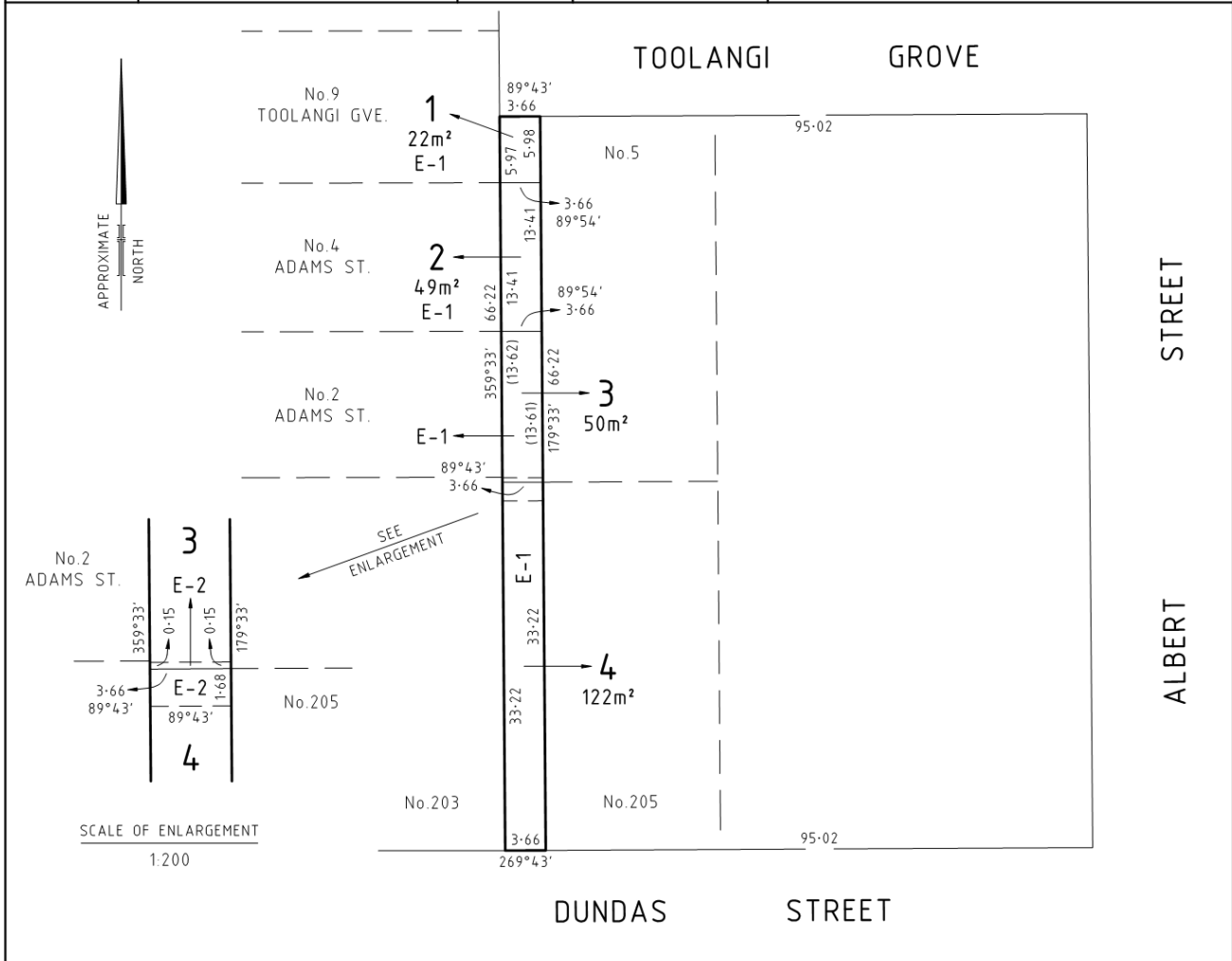
KING WILLIAM STREET

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<b>TITLE PLAN</b>	<b>EDITION 1</b>	<b>TP967926K</b>
<b>LOCATION OF LAND</b> PARISH JIKA JIKA TOWNSHIP - SECTION - CROWN PORTION 138 (PART) LAST PLAN REFERENCE LP10855 DEPTH LIMITATION DOES NOT APPLY TITLE REFERENCE VOL.4992 FOL.259 MGA CO-ORDINATES E 325 530 (APPROX. CENTRE OF LAND IN PLAN) N 5 819 640 <b>ZONE 55</b>		<b>WARNING</b> THIS PLAN REPRESENTS AN EXPECTED DIVISION OF LAND. ANY ONE LOT MAY NOT HAVE BEEN CREATED. CHECK THE LOT/PLAN INDEX FOR CURRENT INFORMATION.  <b>NOTATIONS</b> THIS PLAN IS NOT BASED ON SURVEY.

EASEMENT INFORMATION				
<b>LEGEND</b> E- ENCUMBERING EASEMENT OR CONDITION IN CROWN GRANT IN THE NATURE OF AN EASEMENT OR OTHER ENCUMBRANCE A- APPURTENANT EASEMENT R- ENCUMBERING EASEMENT (ROAD)				

EASEMENT REFERENCE	PURPOSE	WIDTH (METRES)	ORIGIN	LAND BENEFITED/IN FAVOUR OF
E-1 & E-2	AS PROVIDED FOR IN SEC.207C LGA 1989	3-66	SEC.207C LGA 1989	DAREBIN CITY COUNCIL
E-2	AS PROVIDED FOR IN SEC.207C LGA 1989	SEE DIAGRAM	SEC.207C LGA 1989	YARRA VALLEY WATER



SCALE 1:400 LENGTHS ARE IN METRES	LICENSED SURVEYOR ANDREW CLINTON SMITH SIGNATURE _____ DATE / / REF. 20204 COMPUTER FILE: 20204.TP.DWG	FILE NO : LGD DEALING CODE : LGA VERSION 01 DATE: 07/05/2020
SHEET 1 OF 1 SHEET ORIGINAL SHEET SIZE: A3 <b>BARKER MONAHAN</b> A DIVISION OF TERRAIN CONSULTING GROUP PTY LTD SURVEYORS, DEVELOPMENT AND LOCAL GOVERNMENT CONSULTANTS 581 GILBERT ROAD, PRESTON 3072 P.O. BOX 2546 REGENT WEST 3072 TELEPHONE 9478 6133 FAX 9470 5189 EMAIL: survey@barkermonahan.com.au		

**7.11                    SETTING ORDINARY COUNCIL MEETING AND  
HEARING OF SUBMISSIONS COMMITTEE FOR  
MONDAY 29 MARCH 2021****Author:**                    Coordinator Council Business**Reviewed By:**            General Manager, Governance and Engagement

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**EXECUTIVE SUMMARY**

This report is presented to seek a Council resolution to hold an additional Ordinary Council Meeting at 6.00 pm on Monday 29<sup>th</sup> March 2021 and to also hold a Hearing of Submissions Committee Meeting on Monday 29<sup>th</sup> March 202 at 4.00 pm

<b>Recommendation</b>
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That Council resolve to;

1. Hold an Ordinary Council Meeting on Monday 29<sup>th</sup> March 2021 at 6.00 pm at the Preston Town Hall 284 Gower Street, Preston, and
  2. Hold an Hearing of Submissions Committee on Monday 29<sup>th</sup> March 2021 at 4.00 pm at the Preston Town Hall 284 Gower Street, Preston
- 

**BACKGROUND / KEY INFORMATION****Additional Ordinary Council Meeting – Monday 29 March 2021, 6.00 pm**

The process to commence the consultation and engagement on the draft Budget 2021/22 and priorities to inform the development of the Council Plan 2021 – 2025 (including Municipal Health and Wellbeing Plan) requires a formal resolution of Council. Additionally, the deliberative engagement process for the development of the Darebin 2041 (20 Year Community Vision) is currently underway and will be presented back to Council in late March.



Adoption of the Community Vision following this intensive consultation and engagement process will also require a formal resolution of Council.

These will be the only two items listed for consideration on the agenda.

### **Hearing of Submissions Committee – Monday 29th March 2021, 4.00 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 Councillor 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 two matters are

*Proposed Road Declaration (S.204(2) of the Local Government Act 1989) rear 137-143 Station Street, 100-104 Arthur Street and adjoining 2 Duncan Street, Fairfield*

Council resolved to give public notice of its intention to declare the right of way road located at the rear 137-143 Station Street, 100-104 Arthur Street and adjoining 2 Duncan Street, Fairfield under section 204(2) of the Local Government Act 1989 at its Ordinary Meeting on 19 October 2020. Public notice was given in the Herald Sun on 28 October 2020, with 2 submissions received. One submission was made by the owners of 104 Arthur Street who are in support of the proposal and one submission was received by the owners of 143 Station Street who object to the proposal. Both parties wish to be heard by Council.

*Proposed Discontinuance and sale of right of way/road at the rear of 1-11 Merrilands Road, 4-10 Hughes Parade and 12 Asquith Street, Reservoir*

Council resolved to give public notice of its intention to discontinue the road at the rear of 1-11 Merrilands Road, 4-10 Hughes Parade and 12 Asquith Street, Reservoir, and sell the land by private treaty at its Ordinary Meeting on 17 August 2020. Public notice was given in the Herald Sun on 31 August 2020, with 4 submissions received. Only one submitter (the owner of 1 Merrilands Road) has requested to be heard by Council.

A formal agenda with a detailed report on both 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

**COMMUNICATIONS AND ENGAGEMENT****Communications****ANALYSIS****Alignment to Council Plan / Council policy**

Goal 6 - A well governed Council

**Environmental Sustainability Considerations**

No issues identified

**Equity, Inclusion and Wellbeing Considerations**

No issues identified

**Cultural Considerations**

No issues identified

**Economic Development Considerations**

No issues identified

**Financial and Resource Implications**

No issues identified

**Legal and Risk Implications**

No issues identified

**Operational Impacts**

No issues identified

**Communication**

Appropriate communications of this these meeting will be undertaken in accordance with Councils Governance Rules

**RELATED DOCUMENTS**

- No related documents

**Attachments**

Nil

## 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 general or material interest in a matter to which the advice relates.

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

**7.12 EDWARDES LAKE WATER QUALITY****Author:** Manager Parks and Open Space**Reviewed By:** General Manager Operations and Capital

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**EXECUTIVE SUMMARY**

This report responds to a resolution of Council in January 2021 seeking information in relation to the current maintenance and management regime for Edwardes Lake.

The report notes that:

- Water quality in Edwardes Lake is poor, which is negatively impacting on its overall ecological health and amenity;
- The poor water quality is mostly attributable to urban run-off, sewage and industrial pollution from upstream;
- Current interventions include gross pollutant traps, the planting of aquatic vegetation and the use of a pump as the primary methods for managing water quality

This report also notes additional activities planned which aim to improve water quality at the lake.

<b>Recommendation</b>
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**That** Council notes this report

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**BACKGROUND / KEY INFORMATION**

Edwardes Lake is the second largest lake in metropolitan Melbourne. The lake and surrounding parklands are popular as a regional open space, with over 135,000 users each year. The lake has a large catchment of more than 100 square kilometres and is part of the urban stormwater system, with only 20% of the catchment within Darebin.

Edgars Creek upstream and downstream of the lake is managed by Melbourne Water, however the human made lake is managed by Darebin City Council.

Historically, Edwardes Lake was used for recreational swimming and boating activities, however this stopped in the 1970s with the maturing of public risk management.

A recent council report (6 April 2020) advised that *water quality in the lake is poor, which is impacting on the ecological health and makes it unsuitable for swimming and boating activities.*

Continued inputs, both residential and industrial and frequent flooding events within the catchment have seen the water quality within Edwardes Lake continue to deteriorate with algal blooms and low oxygen events occurring more frequently. Urban aquatic ecosystems like Edwardes Lake are continually under pressure from urbanisation, resulting in changed hydrology, increased erosion and sedimentation, poor water quality and increased pollution. Active management is required to help mitigate against these and other pressures at Edwardes Lake.

The current water quality management practices undertaken at Edwardes Lake include:

- Regular water quality monitoring (Council & Melbourne Water);
- Engaging specialised contractors to test sediment levels and remove excess sediment as required. Sediment removal is currently occurring every three to four years depending on the volumes present.
- Utilisation of a submerged pump to help circulate water throughout the lake which helps to improve water flow and increase oxygenation
- Aquatic plantings along riparian edge to assist in nutrient uptake;
- Tree planting along riparian edge to assist in shading and contribute to a reduction in water temperatures;
- Gross pollutant traps to prevent litter and debris from entering the water body;
- Regular stakeholder engagement with Melbourne Water and the Environmental Protection Authority (EPA) on inputs, pollution events and weed management and
- Proactive and reactive open space management and maintenance of Edwardes Lake Park.

### **Previous Council Resolution**

At its meeting held on 27 January 2021, Council resolved:

- (1) Urgently request a meeting between appropriate Melbourne Water and EPA staff and Council officers to ensure that those agencies fully understand the issues that Darebin is faced with managing at Edwardes Lake and the risk of a possible more serious blue-green algal bloom should slightly different conditions favourable to an outbreak occur*
- (2) Urgently request that Melbourne Water and the EPA investigate the upstream source of nutrients (especially phosphorus) that has likely caused the recent green algal bloom at Edwardes lake and provide advice about how this particular risk, and that of a more damaging blue-green algal bloom, can be mitigated in Darebin's future management of Edwardes Lake;*
- (3) Seeks, at the next Council meeting, a report from officers on the current maintenance and management regime for Edwardes Lake and especially the extent to which water is re-circulated to mitigate algal blooms and the extent and frequency of sediment clean-outs at the lake and its upstream wetlands;*
- (4) Subsequent to the above report and taking into account these current management practices, seeks a further report with expert advice on how Edwardes Lake and its immediate upstream wetlands can be better managed via modification works or other approaches, in order to make the system more sustainable with a lower risk profile including current and future climate change-related risks, and reduction of Council's exposure to recurring management issues such as algal bloom."*

## COMMUNICATIONS AND ENGAGEMENT

### Consultation

The following officers were consulted as part of this report:

- Coordinator Climate Emergency and Environment Strategy
- Coordinator City Works (Drainage)
- Coordinator Bushland Management
- Team Leader of Bushland Management Merri/Edgars Creek
- Environment Officer (Waste & Water)
- Advice was also sought from La Trobe University, specialised wetland restoration contractors and Melbourne Water

In addition, Councillors recently met with senior staff from Melbourne Water to specifically discuss water quality at the Lake.

### Communications

A communications plan is not required.

## ANALYSIS

### Alignment to Council Plan / Council policy

Goal 1 - A sustainable city

Goal 3 – A liveable City of Darebin

Watershed: Towards a Water Sensitive Darebin

### Environmental Sustainability Considerations

Poor water quality within Edwardes Lake has impacts on environmental sustainability within the catchment. Current and future water management activities need to consider impacts on the local environment and the sustainability of the existing aquatic ecosystem.

#### Climate Emergency

Improving the health of our waterways and waterbodies supports flora and fauna resilience in the face of climate change. Any future work to improve water quality would contribute to growing resilience in a changing climate. Climate change will also affect the magnitude and frequency of water quality issues and will be considered as part of a future briefing to Council.

### Equity, Inclusion and Wellbeing Considerations

Access to high quality open spaces and amenity have positive impacts on wellbeing.

### Cultural Considerations

Edwardes Lake holds important cultural value, and the lake and surrounding parklands are recognised as having local heritage significance. Any future works informed by this report will

continue to consider the European history and lesser known Indigenous history of the lake and surrounds.

### **Economic Development Considerations**

There were no economic development considerations for this project. Any future work to identify upstream pollution sources that may impact industry and local businesses would require collaboration with the economic development team.

### **Financial and Resource Implications**

Council currently resources the management and maintenance practices outlined in this report. Continuing these practices are planned in 2021/2022 along with some additional measures recommended.

### **Legal and Risk Implications**

While Edgar's Creek upstream and downstream of Edwardes Lake is managed by Melbourne Water, Council is responsible for the management of the lake because it is a human made lake on Council land.

### **Operational Impacts**

The current activities outlined in this report have been adequately resourced by Council and will continue into the future.

Officers continue to liaise with Friends of Edwardes Lake to determine how locals can complement Council's efforts in improving the water quality, biodiversity values and amenity of the lake.

## **DISCUSSION**

additional activities are planned:

- Increased indigenous aquatic planting along riparian edge to assist in managing nutrient loads within the waterbody.
- Exploration of proactive algaecide use to help prevent algae outbreaks
- Feasibility of increasing volume and frequency of water circulation via additional underwater pump operations.
- Increased monitoring and cleaning frequency of existing gross pollutant traps and the feasibility of additional gross pollutant traps to assist to improve the lake's health.
- Increased aquatic planting upstream of lake and wetland to help filter water prior to entering lake catchment
- The exploration of additional filtration processes upstream of the wetland (small wetland system, water sensitive urban design treatments, rock riffles for increased aeration etc).
- Negotiate with Melbourne Water for an increased sediment control effort.
- Partner with Melbourne Water to undertake re-naturalisation of Edgars Creek
- Begin discussions with additional key catchment stakeholders (Melbourne Water, City of Whittlesea, EPA, resident groups etc) to understand how a partnership might improve water quality coming down the catchment prior to entering Darebin.

The above activities can be undertaken using existing resources. Council will be advised should additional capital works investment be recommended that would improve the quality of the lake.

## **IMPLEMENTATION STRATEGY**

### **Details**

Council officers will immediately begin implementing practical solutions including:

- Increased aquatic planting to be programmed as part of the 2021 planting season. Works to be undertaken with the assistance of Working for Victoria staff commencing May 2021;
- Establish a protocol for Algaecide use and discuss options with Melbourne Water to circulate water more frequently.
- Increased monitoring, cleaning frequency and the study of additional gross pollutant traps to catch litter before it enters the lake.
- Feasibility of additional treatments (wetlands, water sensitive urban design etc) north of the lake.

### **Communication**

Key stakeholders including Melbourne Water, Environmental Protection Authority, City of Whittlesea, Friends of Edwardes Lake, Friends of Edgars Creek and specialist wetland and aquatic ecosystem consultants will be consulted in regard to implementing the outlined recommendations.

## **RELATED DOCUMENTS**

**Nil**

### **Attachments**

**Nil**

## **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 general or material interest in a matter to which the advice relates.

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



**7.13 SUBMISSION TO THE STATE GOVERNMENT – ENVIRONMENTALLY SUSTAINABLE DESIGN IN PLANNING CONSULTATION****Author:** Principal Strategic Planner**Reviewed By:** General Manager City Sustainability and Strategy

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**EXECUTIVE SUMMARY**

The State Government has released a roadmap to improve the environmentally sustainable design of buildings through the planning system (**Appendix A**).

**Stage one (current stage) - update the Planning Policy Framework**

Stage one proposes to update the Planning Policy Framework (PPF) to integrate new and improved ESD policy in all Victorian planning schemes. Stage one is now out for comment, with further public and stakeholder consultation on the stage two detailed provisions expected in mid-2021.

Stage 1 will not impact Council local policies. Stage 2 will examine whether ESD requirements should be adopted at state level.

The proposed changes to the PPF seek to embed a comprehensive policy basis in planning scheme by:

- Making ESD a core purpose of planning in Victoria
- Introducing a range of specific ESD policy objectives for the built environment
- Adding a new policy section recognising urban heat as a hazard that needs addressing
- Adding new policy on minimising exposure of sensitive uses to air and noise pollution
- Proving clearer objectives on waste segregation and recyclables
- Reflects commitments under the Climate Change Act (2017) to transition to a low-carbon economy

The PPF is not able to set specific mandatory requirements or controls, however it does carry significant weight in decision making at the state level. Planning authorities must take account of and give effect to the general principles and the specific policies contained in the PPF by deciding whether a proposal will produce acceptable outcomes.

**Stage two (later stage) – detailed ESD requirements**

Stage two (expected mid 2021) will introduce new and expanded ESD objectives and standards to give effect to the policies set out in the PPF.

It won't be until Stage 2 that the State Government will develop more detailed and prescriptive requirements set out under zones, overlays and particular provisions to support decision making and design responses to implement the intent of the ESD objectives in the PPF.

### Proposed Submission

Overall, the State Government's proposed Stage 1 changes to the PPF should be commended and supported by Council. This reform represents a significant step by State Government to improve the sustainability of buildings in Melbourne.

We do not yet know how far the State Government is willing to go to ensure these policies are able to be implemented effectively. The Stage 2 reforms will consider specific planning requirements later in the year, and Council can make another submission then.

This report presents a submission (**Appendix B**) with input from relevant areas of Council, that provides an overall response to the state government's ESD Roadmap, suggested improvements and comments on stage one PPF reforms to strengthen the policy basis; and additional feedback to inform the preparation of more detailed ESD standards of stage two reforms.

<b>Recommendation</b>
-----------------------

**That Council:**

- (1) Adopts the submission (**Appendix B** to this report) to the Victorian Government's agenda for environmentally sustainable development (ESD) through the Victorian Planning System titled '*Environmentally sustainable development of buildings and subdivisions: a roadmap for Victoria's planning system*' on their proposed stage one policy reforms.
- (2) Authorises the CEO or delegate to forward the adopted submission to the Director Planning and Heritage, Victorian government (Department of Environment Land Water and Planning).

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### BACKGROUND / KEY INFORMATION

The Victorian Government '*Environmentally sustainable development of buildings and subdivisions: a roadmap for Victoria's planning system*' (ESD Roadmap) describes the two stages of reform, and releases stage one of the proposed reforms (updates to the PPF).

The reforms apply to ESD considerations in relation to waste, energy use, renewables, pollution (air, noise), sustainable transport, building design assessment, environment and biodiversity protection, and climate risk and adaptation. In broad terms, the Roadmap (p.4) seeks to:

- make it easier to recycle;
- cool new developments and our urban environment;
- facilitate active and sustainable transport choices;
- reduce exposure to air and noise pollution;
- improve building energy efficiency and support the transition to a low emission future;
- enhance the role of planning in stormwater management and efficient water usage; and,
- strengthen and extend ESD considerations for commercial and industrial developments.

## Previous Council Resolution

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

## COMMUNICATIONS AND ENGAGEMENT

### Consultation

On 11 January 2021, the Executive Director, Planning and Heritage (Victorian Government) invited input from Darebin Council on stage one reforms, and advised that broad public and stakeholder consultation on the stage two detailed provisions will commence by mid-2021. While the Roadmap document is publicly available online, the state government website does not currently invite public submissions.

### Communications

The state government will be undertaking its own communications to engage the public and stakeholders on stage two reforms.

## ANALYSIS

### Alignment to Council Plan / Council policy

Goal 1 - A sustainable city

This submission supports the following Council Plan goals by advocating for improvements to ESD requirements in planning policy:

- 1.1 We will become an **energy** and **water** efficient city and reduce **waste**.
- 1.2 We will increase **sustainable transport** through safer streets for walking and cycling, and advocacy for public transport.

### Environmental Sustainability Considerations

The submission encourages improved ESD planning policy and requirements to allow better enforcement of ESD in private multi-unit developments in Darebin.

#### Climate Emergency

The submission seeks to support reduction of GHG emissions. It includes proposed policy changes to ensure that climate change, risk and impacts are addressed in the planning system.

### Equity, Inclusion and Wellbeing Considerations

There have been no equity, inclusion and wellbeing considerations identified.

### Cultural Considerations

The state government has advised there will be broad stakeholder and public consultation on the stage two reforms. Council assistance may be required to help CALD communities to understand the reforms, engage and provide feedback.

## **Economic Development Considerations**

The submission raises ESD issues for the attention of state government which, if addressed, will lend to greater development and investment certainty in Darebin.

## **Financial and Resource Implications**

Officer time spent on this submission and future submissions in response to upcoming stage two reforms are not included in the budget, as they form part of Strategic Planning usual business.

## **Legal and Risk Implications**

There have been no legal implications identified.

## **Operational Impacts**

Stage 1 is not considered to have any operational impacts, as Council already has a local ESD policy. The release of stage two reforms mid-2021 may have operational impacts in potentially requiring additional resources and training to implement and enforcing potential new ESD requirements, however this will be considered at a later date.

## **DISCUSSION**

A submission has been prepared by officers (Appendix B) in response to the Victorian Government's agenda for environmentally sustainable development (ESD) through the Victorian Planning System. The proposed PPF updates to improve ESD are considered comprehensive and relatively minor improvements are recommended.

The proposed submission objects to one element, which is requiring cost-effective compliance with the ESD requirements of the National Construction Code. This is because the National Construction Code is considered a low ESD standard, and we should encourage much higher standards – e.g. 7 star NatHERS or higher.

### Stage one reforms

In response to the stage one PPF reforms, the submission includes comments and suggested changes so that the policy foundation underpinning the new standards (upcoming stage two) is comprehensive. Key messages from Council's submission include:

- Commends the state government on this vital initiative to strengthen ESD requirements in planning schemes and overall support for new ESD policy additions (with suggested improvements)
- ESD standards should be considered cost-saving rather than cost-prohibitive, particularly over the life of the development.
- Must not rely on the minimum National Construction Code for compliance as this does not go far enough to achieve best practice ESD development

### Stage two preliminary feedback

Ahead of the release of stage two reforms, the submission (Appendix B) provides preliminary feedback to help inform the state government's drafting of new standards and provisions. Key messages include:

- There must be no deletion of or reduction to the strength of local ESD policies

- Strengthen the recently introduced ESD requirements for Victoria's Big Housing Build provisions.
- Specifies issues to consider when developing the state-wide detailed standards.

## OPTIONS FOR CONSIDERATION

1. **Option 1** - Adopt submission (**Appendix B**) and authorise the CEO to forward to the Director, Planning and Heritage (Department of Environment Land Water and Planning)
2. **Option 2** - Adopt submission in (**Appendix B**) with changes and authorise the CEO to forward to the Director, Planning and Heritage (Department of Environment Land Water and Planning)
3. **Option 3** - Council notes the Victorian Government's ESD Roadmap and does not make a submission (not recommended)

Options 1 (officer recommended) and Option 2 will ensure that Council provides timely feedback on important ESD reforms. This feedback will help to inform subsequent Council submissions on stage two reforms.

Option 3 is not recommended as Council will miss the opportunity to advocate for improved ESD reforms. However, there will still be the opportunity to provide a response to the stage two reforms to be released for consultation in mid-2021.

## IMPLEMENTATION STRATEGY

### Details

If adopted, the submission (with or without changes) will be forwarded to the Department of Environment Land Water and Planning (DELWP).

### Communication

DELWP will communicate when the stage two reforms are being engaged on.

### Timeline

State government engagement on stage two reforms is planned in mid-2021.

### Attachments

- Victorian Government ESD Roadmap for Buildings and Subdivisions in the Planning System (**Appendix A**) [↓](#)
- Draft City of Darebin Submission to DELWP ESD Roadmap & Stage 1 (2021) (**Appendix B**) [↓](#)

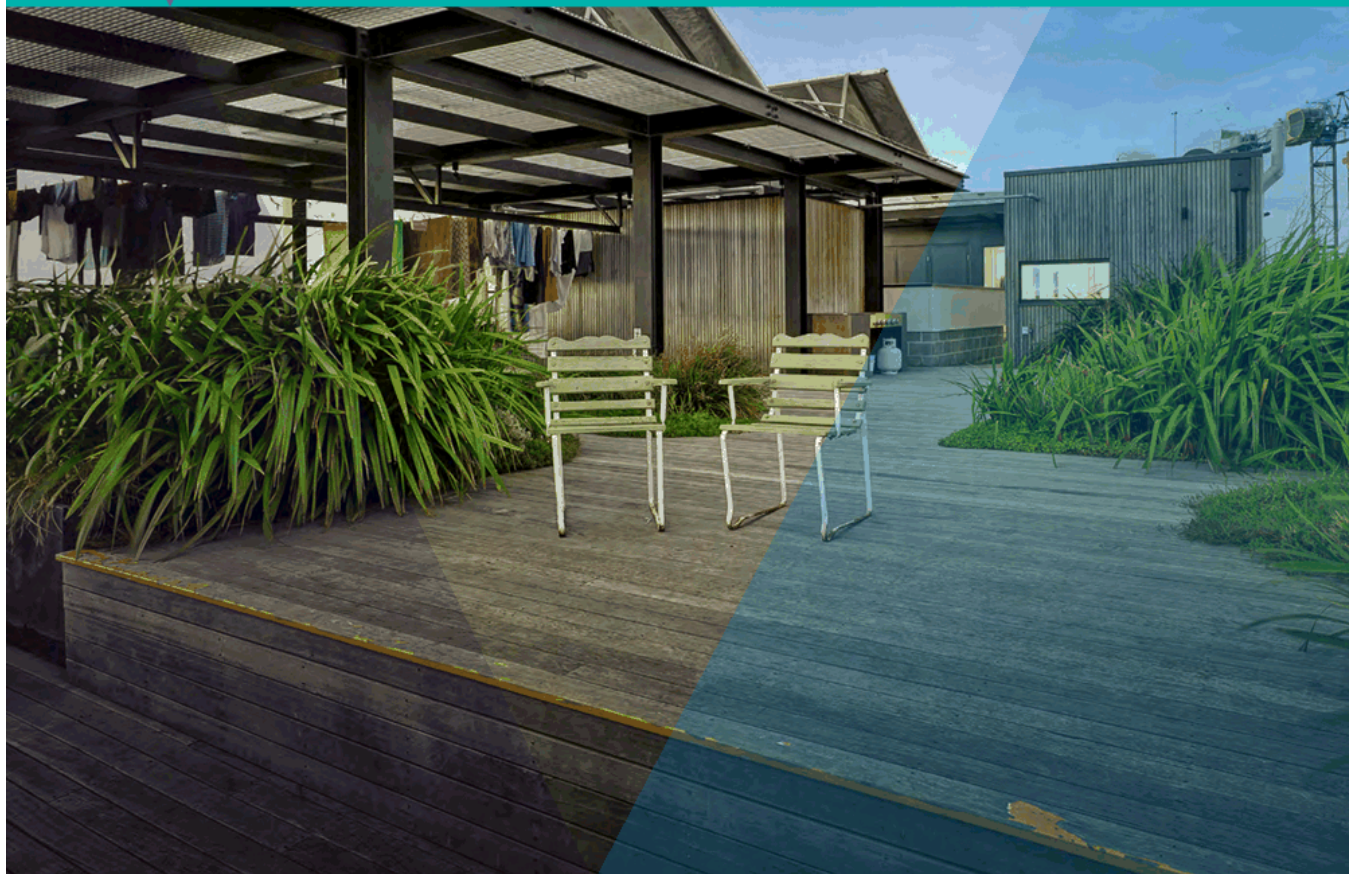
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The Officer reviewing this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

# Environmentally sustainable development of buildings and subdivisions

A roadmap for Victoria's planning system



**Photo credit**

Jells Craig

**Acknowledgment**

We acknowledge and respect Victorian Traditional Owners as the original custodians of Victoria's land and waters, their unique ability to care for Country and deep spiritual connection to it. We honour Elders past and present whose knowledge and wisdom has ensured the continuation of culture and traditional practices.

We are committed to genuinely partner, and meaningfully engage, with Victoria's Traditional Owners and Aboriginal communities to support the protection of Country, the maintenance of spiritual and cultural practices and their broader aspirations in the 21st century and beyond.



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## Contents

<b>Executive summary</b> .....	<b>4</b>
<b>Sustainability in the built environment</b> .....	<b>5</b>
Sustainable development and Victoria's planning system.....	7
<b>Environmentally sustainable development roadmap</b> .....	<b>12</b>
A new approach for sustainable buildings and subdivisions.....	13
Stage one: Update the planning policy framework (PPF).....	14
Stage two: Update particular provisions.....	15
Further assessment, guidance and tools to support delivery of ESD.....	16
Concurrent building reform processes.....	16
<b>ESD planning reforms: key areas</b> .....	<b>18</b>
Energy.....	19
Water.....	20
Waste and recycling.....	22
Transport.....	23
Landscaping and biodiversity.....	25
Urban heat.....	26
Air and noise pollution.....	27
<b>Next steps</b> .....	<b>28</b>
<b>Appendices</b> .....	<b>30</b>
Appendix A Proposed VPP stage one reforms.....	30



Department of Environment, Land, Water and Planning

## Executive summary

The Victorian Government is committed to improving the environmental performance and resilience of buildings in response to urban growth and a changing climate.

[Plan Melbourne \(2017\)](#) recognises that well designed and resource efficient buildings provide essential building blocks for creating more sustainable, liveable cities and towns.

Improving the energy and water efficiency of new buildings supports affordable living, contributes to reduced greenhouse gas emissions and reduces stormwater pollution of our rivers and bays. Our quality of life is enhanced by building design features that make it easier to recycle, support more sustainable transport options and minimise the intrusion of air pollution and noise.

This roadmap outlines a program to introduce new environmentally sustainable development (ESD) planning policies and standards that will help:

- **Make it easier to recycle:** To support the government's recycling and waste minimisation goals, planning standards for new buildings will be updated to make it easier and more convenient for building occupants to divert materials for reuse or recycling.
- **Cool new developments and our urban environment:** With a changing climate bringing more frequent hot days, practical landscape and design measures to reduce urban heat impacts will be developed.
- **Facilitate active and sustainable transport choices:** To match changing community needs new standards will provide for adequate bicycle parking and facilities and prepare for increased use in low emissions vehicles.
- **Reduce exposure to air and noise pollution:** Siting and design guidance will help minimise exposure to noise and air pollutants for new residences and other sensitive uses located near busy transport routes.
- **Improve building energy efficiency and support the transition to a low emission future:** Ensure buildings are sited and orientated to optimise energy efficiency and encourage use of renewable energy.
- **Enhance the role of planning in stormwater management and efficient water usage:** Planning measures to support sustainable water management were introduced in 2018. Additional measures will focus on supporting ongoing implementation and support for these changes.
- **Strengthen and extend ESD considerations for commercial and industrial developments:** Planning for these land uses does not incorporate many environmental factors, apart from stormwater management. New provisions will be

developed to expand the number of relevant ESD considerations for these forms of development.

Development of an integrated planning system approach to ESD will follow a two-stage process.

Reforms as part of stage one will ensure that ESD is more comprehensively addressed throughout the Planning Policy Framework and provide a clearer policy basis for development of new standards.

Stage two will introduce new and expanded particular provisions across a range of key ESD elements to help achievement of wider urban sustainability goals. These actions will be supported by further guidance materials and tools.

These planning reforms will occur concurrently with a longer-term program to improve the environmental performance of developments through the building system. A staged process of changes and improvements to the energy efficiency standards of the National Construction Code (NCC) commenced in 2019, with further improvements underway.

Consultation with stakeholders on the planning reforms will take place over the coming months and will be finalised over 2021.

# Sustainability in the built environment

For over thirty years planning schemes in Victoria have provided for the protection of natural and human-made resources, the maintenance of ecological processes and genetic diversity, and to secure a pleasant, efficient and safe working, living and recreational environment.

To better manage increasing pressures on our natural resources, higher levels of population growth, and the effects of climate change, we need to improve how environmental sustainability is incorporated into how we plan and design our built environment.

The decisions we make today have a lasting effect. To support Victoria’s future growth and development it is estimated that an additional 2.3 million dwellings will be required by 2056<sup>1</sup>.

These new communities will also need to be supported by commercial, industrial and institutional buildings, and estimates suggest that two thirds of the non-residential buildings standing by 2050 will have been developed or refurbished after 2019<sup>2</sup>.

This directions paper provides a roadmap for how the planning system will help ensure that new residential, commercial and industrial developments incorporate environmentally sustainable development (ESD) features to support our current and future needs.

The *Climate Change Act 2017* is driving timely and critical responses across government, with significant implications for future development across Victoria. This Act establishes a long-term target of net zero greenhouse gas emissions by 2050 and requires development of five yearly sector pledges which describe the actions government will take to reduce Victoria’s emissions. Planning measures can help support achievement of these targets.

In addition, climate change Adaptation Action Plans must be published every five years for each system of activity across the state, including the built environment, transport and water. Land use planning plays an important role in helping Victoria adapt to climate change and improve our resilience to physical hazards. The first set of these plans will be prepared by 31 October 2021.

## Environmentally sustainable development (ESD)

There are many different existing definitions of ESD, such as the United Nations Brundland Commission report of 1987 definition:

*‘Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.’*

Australia’s National Strategy for Ecologically Sustainable Development 1992 definition:

*‘Using, conserving and enhancing the community’s resources so that ecological processes, on which life depends, are maintained, and the total quality of life, now and in the future, can be increased.’*

Or the 2003 Victorian Commissioner for Environmental Sustainability Act 2003 (CES Act) definition:

*‘Ecologically sustainable development is development that improves the total quality of life, both now and in the future, in a way that maintains the ecological processes on which life depends.’*

These definitions broadly match the approach adopted by the objectives of the Planning and Environment Act and inform the approach taken to addressing ESD in this roadmap.

The Minister for Planning will be overseeing preparation of the Built Environment Adaptation Action Plan.

The planning system does not operate in isolation. Concurrent reforms underway in the building system will be integral to ensuring that all new developments include energy efficiency standards and other features fundamental to the sustainable use of buildings. These regulatory systems need to work together and complement each other to ensure effective ESD outcomes for Victoria’s built environment. In addition, industry leadership through leading practice and innovation helps establish new approaches suitable for wider adoption over time. This includes certification and rating systems such as [GreenStar](#) (Green Building Council of Australia) and [EnviroDevelopment](#) (Urban Development Institute of Australia).

<sup>1</sup> Based on a projected Victorian population of 11.2 million by 2056. [Victoria in Future 2019 Population Projections 2016 to 2056, July 2019](#)  
<sup>2</sup> Commonwealth of Australia 2018, [Trajectory for Low Energy Buildings](#)

Department of Environment, Land, Water and Planning

Category	Key clauses
ESD	<ul style="list-style-type: none"> <li>15.01 Built environment, 15.02 Energy and resource efficiency, 12 Environmental and landscape values</li> </ul>
Energy	<ul style="list-style-type: none"> <li>15.01-3 Subdivision design, 16.01-2 Location of residential development</li> <li>54.03-5 Energy efficiency protection, 56.04-3 Solar orientation of lots, 58.03-1 Energy efficiency</li> </ul>
Transport	<ul style="list-style-type: none"> <li>18.01-1 Land use and transport planning, 18.02-2 Public Transport, 18.02-1 Sustainable personal transport</li> <li>52.34 Bicycle facilities, 56.06-1 Integrated mobility, 56.06-2 Walking and cycling network</li> </ul>
Water	<ul style="list-style-type: none"> <li>19.03-3 Integrated water management, 53.18 Stormwater Management in Urban Development</li> <li>54.03-4 Permeability objectives, 55.03-4 Permeability and stormwater management objectives, 55.07-5 Integrated water and stormwater management objectives, 56.07 Integrated Water Management, 58.03-8 Integrated water and stormwater management objectives</li> </ul>
Waste	<ul style="list-style-type: none"> <li>19.03-5 Waste and resource recovery, 15.01-3 Subdivision design</li> <li>55.07-11 Waste and recycling, 58.06-3 Waste and recycling, 56.08-1 Site management</li> </ul>
Air and noise	<ul style="list-style-type: none"> <li>13.05-1 Noise abatement, 13.06-1 Air quality management, 15.01-3 Subdivision design</li> <li>55.07-6/58.04-3 Noise impacts objectives</li> </ul>
Climate adaptation	<ul style="list-style-type: none"> <li>13.01-1 Natural hazards and climate change, 19.03-3 Integrated water management, 53.18 Stormwater Management in Urban Development</li> <li>55.03-4 Permeability and stormwater management objectives, 58.03-8 Integrated water and stormwater management objectives, 56.07 Integrated Water Management</li> </ul>
Landscape	<ul style="list-style-type: none"> <li>12.01-1 Protection of biodiversity, 12.01-2 Native vegetation management, 15.01-2 Building design</li> <li>54.03-6 Significant trees, 55.03-8 Landscaping, 55.07-4/58.03-5 Deep soil areas and canopy trees, 56.05-1 Integrated urban landscape</li> </ul>

Table 1 Summary of key ESD related clauses and standards in VPP

## Sustainable development and Victoria's planning system

The [Planning and Environment Act 1987](#) (the Act) incorporates sustainable land use and development, the protection of natural resources and the maintenance of ecological processes as key legislated objectives of planning in Victoria<sup>3</sup>.

The Act also specifies that the planning framework includes objectives to:

- Enable land use and development planning and policy to be easily integrated with environmental, social, economic, conservation and resource management policies at State, regional and municipal levels, and
- Ensure that the effects on the environment are considered and provide for explicit consideration of social and economic effects when decisions are made about the use and development of land.

Plan Melbourne and the state's Regional Growth Plans provide the strategy and policy direction for land use development at a regional and local level, and all highlight environmental sustainability and climate change resilience as core considerations.

The Victoria Planning Provisions (VPP) and Local Planning Schemes provide the key instruments for implementing these policies and the Act. Sustainable development considerations weave throughout the planning system, through the application of the Planning Policy Framework, and various particular provisions which include objectives and standards applicable to buildings and subdivisions (see Table 1 and Figure 1).

These policies and standards are applied to growth areas and key redevelopment sites across Victoria through precinct structure plans led by the Victorian Planning Authority (VPA), and development planning processes and strategic planning projects led by local councils.

In addition, many local councils have applied local planning policies that encourage performance beyond state planning standards and policies. Since 2014, 20 local councils (25% of all Victorian councils) who form part of the Council Alliance for a Sustainable Built Environment (CASBE) have introduced a largely standardised Environmentally Sustainable Development policy into their planning schemes (see page 9 for further detail).

Other councils have introduced policies that include ESD objectives or address a particular element of ESD that is of importance to their municipality (such as Water Sensitive Urban Design). Sixteen regional and metropolitan councils are also currently undertaking work towards the development of an ESD framework for greenfield residential subdivisions<sup>4</sup>.

### Plan Melbourne

Plan Melbourne 2017-2050 outlines the Government's strategy to guide the growth of Melbourne over the next 35 years. The plan outlines key actions related long-term land use, infrastructure and transport planning.

Plan Melbourne Action 80: 'Review of planning and building systems to support environmentally sustainable development outcomes' is the key driver for the proposed planning system ESD reforms.

In addition, other government priorities under Outcome 6: Melbourne is a sustainable and resilient city address particular ESD themes that are implemented in part through this work, in addition to other activities across government:

- **Air and noise:** Direction 6.6 specifies "air quality and noise impacts should be a fundamental consideration in the design and assessment of all new developments". Action 96 - Improve air quality and Action 97 - Guidelines for noise impact in new developments.
- **Recycling and resource recovery:** Action 101 - Waste collection and resource recovery for medium- and high-density development
- **Water:** Action 89 - Integrated water management planning and Action 94 - Protecting the health of waterways from stormwater run off
- **Urban heat:** Action 91 Whole-of-government approach to cooling and greening Melbourne<sup>5</sup>.
- At a metropolitan scale, Land-use Framework Plans (Action 1) will provide further details on how sustainability considerations will be applied across Melbourne's six regions.

A range of other government policies and strategies complement Plan Melbourne to support sustainable development. Key documents are highlighted in Table 2 on the following page.

<sup>3</sup> Section 4 objectives

<sup>4</sup> Led by City of Woodonga, this project aims to develop a Sustainable Design Assessment in the Planning Process (SDAPP) framework specific for subdivisions. Partner councils include Ballarat City Council, Baw Baw Shire Council, East Gippsland Shire Council, Greater Bendigo City Council, Greater Geelong City Council, Greater Shepparton City Council, Hume City Council, Latrobe City Council, Macedon Ranges Shire Council, Melton City Council, Mitchell Shire Council, Moorabool Shire Council, Wangaratta Rural City Council, Warnambool City Council and Whittlesea City Council. A total of 29 councils are participating in an 18 month trial of the [Sustainable Subdivisions Framework](#).

<sup>5</sup> [Details of the wider Action 91 Cooling and Greening Melbourne program](#).

Department of Environment, Land, Water and Planning

Energy	Transport
<ul style="list-style-type: none"> <li>Victorian Renewable Energy Roadmap - 2015</li> </ul>	<ul style="list-style-type: none"> <li>Victorian Cycling Strategy – 2018</li> </ul>
<ul style="list-style-type: none"> <li>Renewable Energy Action Plan (REAP) - 2017</li> </ul>	<ul style="list-style-type: none"> <li>Growing our Rail Network 2018 - 2025</li> </ul>
<ul style="list-style-type: none"> <li>Victorian Renewable Energy Targets</li> </ul>	<ul style="list-style-type: none"> <li>Victorian Infrastructure Plan – 2017</li> </ul>
<ul style="list-style-type: none"> <li>Victoria's Climate Change Framework – 2016</li> </ul>	<ul style="list-style-type: none"> <li>Regional Network Development Plan – 2016</li> </ul>
<ul style="list-style-type: none"> <li>Climate Change Adaptation Plan – 2016</li> </ul>	<b>Waste and recycling</b>
<ul style="list-style-type: none"> <li>Victorian Energy Efficiency and Productivity Strategy - 2017</li> </ul>	<ul style="list-style-type: none"> <li>State-wide Waste and Resource Recovery Infrastructure Plan (SWRRIP) – 2018</li> </ul>
<b>Natural environment</b>	<ul style="list-style-type: none"> <li>Recycling Victoria: A new economy - 2020</li> </ul>
<ul style="list-style-type: none"> <li>Protecting Victoria's Environment – Biodiversity 2037 – 2017</li> </ul>	<b>Water</b>
<ul style="list-style-type: none"> <li>Victorian Memorandum for Health and Nature</li> </ul>	
<b>Air &amp; Noise</b>	<ul style="list-style-type: none"> <li>Yarra River Action Plan – 2017</li> </ul>
<ul style="list-style-type: none"> <li>Victorian Air Quality Statement</li> </ul>	<ul style="list-style-type: none"> <li>Water for Victoria - 2016</li> </ul>
<ul style="list-style-type: none"> <li>State Environment Protection Policy (Air Quality Management)</li> </ul>	<ul style="list-style-type: none"> <li>Port Phillip Bay Environmental Management Plan – 2017</li> </ul>
<ul style="list-style-type: none"> <li>State Environment Protection Policy (Control of Noise from Commerce, Industry and Trade)</li> </ul>	

**Table 2 Government policies that influence planning objectives to improve ESD performance**

### Council Alliance for a Sustainable Built Environment (CASBE) and Local Planning Policy

In 2007, several councils who had previously developed and applied sustainable design assessment tools, commissioned the development of the [Sustainability Assessment in the Planning Process report](#), which examined opportunities for inclusion of ESD requirements into Victoria’s regulatory and legislative frameworks. This report would inform the evolution of the Sustainable Design Assessment in the Planning Process (SDAPP) framework and fact sheets, and the formalisation of the [Council Alliance for a Sustainable Built Environment](#) (CASBE) operating under the auspices of the Municipal Association of Victoria (MAV).

In 2014 a [Planning Panels Victoria Advisory Committee on Environmentally Efficient Design Local Policies](#) was developed. CASBE advocated for a formal local planning policy on ESD, providing a cost-benefit analysis<sup>6</sup> in support of their approach. The committee recommended adoption of local policies into six planning schemes. Since these initial six local planning schemes were amended to include an ESD local planning policy, thirteen more have since followed suit. In addition, the City of Melbourne adopted a comprehensive ESD policy into their planning scheme in 2013.\*

Currently ESD local planning policies are largely standardised (see Table 3). The key differences are the size of development that triggers provision of a Sustainable Design Assessment (SDA) or a Sustainability Management Plan (SMP) to support assessment of a permit application.

ESD local policies are supported by the online [Built Environment Sustainability Scorecard](#) (BESS), which was launched by CASBE councils in 2015 to replace earlier ESD assessment tools such as the Sustainable Design Scorecard Non-residential (SDS) and the Sustainable Tools for Environmental Performance Strategy (STEPS).

BESS incorporates a set of measures that allow applicants and councils to assess the performance of a proposal against the objectives of their ESD local planning policy.

Further information on these local policies, and the councils that have adopted them can be found on the CASBE website.

ESD Local Policy (standardised)*	Tools that support implementation of local policy	
	SDAPP Framework and information sheets	BESS tool elements
Energy performance	Energy efficiency	Energy
Water resources	Water efficiency	Water
Indoor environment quality	Indoor environment quality	Indoor environment quality
Stormwater management	Stormwater management	Stormwater
Transport	Transport	Transport
Waste management	Waste management	Waste
Urban Ecology	Urban Ecology	Urban Ecology
	Construction and building management	Management
	Innovation	Innovation
	Building materials	

**Table 3 ESD local policy elements**

\*The ESD policy adopted by the City of Melbourne takes a different approach. This policy is currently being updated.

6 Pitt & Sherry (2013), Environmentally Efficient Design Planning Policies – Cities of Banyule, Moreland, Port Phillip, Stonnington, Whitehorse and Yarra: Expert Evidence – Benefit Cost Analysis – Phil Harrington

Department of Environment, Land, Water and Planning

**Working alongside the building system**

The building regulatory system plays an integral role in establishing the energy performance standards of new buildings. The National Construction Code (NCC) is the key instrument that sets standards for new buildings and major renovations, including energy use in relation to thermal performance of the building ‘envelope’ and efficiency of fixed equipment, including heating and cooling equipment, lighting and hot water. The NCC includes both volumes of the Building Code of Australia (BCA) and the Plumbing Code of Australia (PCA). The NCC is adopted by

Victoria through incorporation by reference in the Building Regulations 2018 and Plumbing Regulations 2018.

To support clear and efficient decision making it is important that the planning and building systems work together, and that the right regulatory tool is used.

Figure one provides an overview of the way both the planning and building systems currently address ESD of new buildings, from legislation, through to policy and design standards.

**Figure 1. Sustainable development in the planning system, and the interaction with the building system**

<p><b>Planning and Environment Act 1987</b></p> <p>Sets the legal framework for the Victorian planning system.</p> <p>Objectives include:</p> <ul style="list-style-type: none"> <li>(a) provide for the fair, orderly, economic and sustainable use, and development of land;</li> <li>(b) provide for the protection of natural and man-made resources and the maintenance of ecological processes and genetic diversity;</li> <li>(e) balance the present and future interests of all Victorians</li> </ul>		<p><b>Building Act 1993</b></p> <p>Sets the legal framework for the regulation of building construction, building standards, maintenance of specific safety features and for registration of building and plumbing practitioners in Victoria.</p> <p>Objectives include:</p> <ul style="list-style-type: none"> <li>(b) to enhance the amenity of buildings;</li> <li>(c) to promote plumbing practices which protect the safety and health of people and the integrity of water supply and waste water systems;</li> <li>(f) to facilitate the construction of environmentally and energy efficient buildings</li> </ul>
<p><b>Planning Policy Framework</b></p> <p>Sets the policies to guide land use and development in Victoria.</p> <p>Ecologically sustainable development is established as a key consideration of Clause 12 Environmental and landscape values, which states that planning must implement principles from national and international agreements including the National Strategy for Ecologically Sustainable Development. Clause 15.02-1S Energy and resource efficiency makes a more explicit connection to the ESD of buildings with the objective “To encourage land use and development that is energy and resource efficient, supports a cooler environment and minimises greenhouse gas emissions.”.</p>	<p>State level</p>	<p><b>Building Regulations 2018</b></p> <p>Contains requirements relating to building permits, building inspections, occupancy permits, enforcement, maintenance of buildings.</p> <p><b>Plumbing Regulations 2018</b></p> <p>Contains information on the technical requirements for installing plumbing and drainage systems as well as the relevant performance requirements.</p>

Department of Environment, Land, Water and Planning

<p><b>Regional Growth Plans</b></p> <p>Provides broad direction for land use and development across regional Victoria.</p> <p><b>Plan Melbourne</b></p> <p>Sets vision and outlines strategy for Melbourne’s growth over next 35 years. Principle 4: Environmental resilience and sustainability Outcome 6: Melbourne is a sustainable and resilient city.</p>	<p>Regional level</p>	
<p><b>Planning Policy Framework (PPF) Local Policy</b></p> <p>20 Local councils have introduced Environmentally Sustainable Development (ESD) policies in to their local planning schemes. These local policies are largely standardised, and cover matters related to Energy performance, Water resources, Indoor environment quality, Stormwater management, Transport, Waste management and Urban Ecology.</p>	<p>Municipal level</p>	
<p><b>Precinct Structure Plans</b></p> <p>ESD requirements are further considered in the development of strategic plans for new precincts, such as within the Fishermans Bend urban redevelopment. The Fishermans Bend Framework plan is structured around eight sustainability goals that will guide the strategic development of the Fishermans Bend precinct. Buildings in Fishermans Bend will also be required to meet a minimum 4 Star Green Star rating, and buildings over 5,000 sqm must be built to a 5 Star Green Star standard.</p>	<p>Neighbourhood level</p>	
<p><b>VPP Particular Provisions</b></p> <p>Particular provisions relating to residential land uses such as subdivision, apartment developments, or single dwellings also incorporate elements of ESD within standards regarding site layout and detailed design.</p> <p>The Better Apartments Design Standards, 2017 introduced various requirements related to energy efficiency, waste and recycling, noise impact objectives, and integrated water and stormwater management. In addition, a range of other particular provisions include environmentally focused standards and measures that inform permit responses beyond just residential developments, such as Clause 53.18 Stormwater management in urban development and Clause 52.34 Bicycle facilities.</p>	<p>Site and building level</p>	<p><b>National Construction Code (Commonwealth)</b></p> <p>All new homes and some renovations, alterations and additions must comply with the energy efficiency requirements of the NCC. Requirements are tailored to building type (eg. different requirements exist for single storey and multi-storey dwellings) and can be met by achieving a Six Star performance rating using a wide range of factors, such as insulation, external glazing, sealing, services and ventilation control. The aim of this standard includes reducing the environmental impacts of energy consumption. In Victoria all new Class 1 dwellings (stand alone or semi-detached houses) are also obliged to install either a rainwater tank for toilet flushing or a solar hot water system. This is set through a Victorian variation to requirements in the NCC, with supporting provisions in the Plumbing Regulations.</p>



Department of Environment, Land, Water and Planning

## Environmentally sustainable development roadmap

Following the introduction of new environmental performance standards for apartments in 2017, a further update of the planning system is needed to comprehensively embed ESD into planning and decision making for new buildings across residential, commercial and industrial land uses.

Gaps in the response to ESD within the Victoria Planning Provisions were recognised by the Advisory Committee appointed in 2013 to review the proposal to adopt local ESD policies into six local planning schemes. Noting the absence of a comprehensive state-wide approach to ESD at the lot scale, the [Advisory Committee and Panel Report on Environmentally Efficient Design Local Policies](#) (2014) supported adoption of local policies into specific planning schemes until such time as a state-wide approach is developed in the VPP.

Although some of the planning system limitations identified by these processes have been addressed in relation to stormwater management and for apartments, significant additional changes are needed to provide a more comprehensive response to ESD at the state level. Existing state ESD policies and standards do not apply to all land uses, and in some cases are insufficient to address existing and future planning and environmental challenges such as waste management and climate change.

To address these challenges key areas of reform are outlined below. It is intended they will apply to residential, commercial and industrial developments across all planning schemes in Victoria:

- **Make it easier to recycle:** To support the government's recycling and waste minimisation goals, planning standards for new buildings will be updated to make it easier and more convenient for building occupants to divert materials for reuse or recycling. Resolving current challenges over recycling and resource recovery can be assisted with additional planning measures to support the Victorian government's significant cross-sector recycling reforms<sup>7</sup>.
- **Cool and green new developments and our urban environment:** With a changing climate bringing more frequent hot days, practical landscape and design measures to reduce urban heat impacts will be developed. Reducing urban heat is an objective for apartment development landscaping

and is considered as part of responses to integrated water management, but there is no specific urban heat policy and standards for other land uses.

- **Facilitate active and sustainable transport choices:** To match changing community needs new standards will provide for adequate bicycle parking and facilities and prepare for the growth in electric vehicle use.
- **Reduce exposure to air and noise pollution:** Siting and design guidance will help minimise exposure to noise and air pollutants for new residences and other sensitive uses located near busy transport routes.
- **Improve building energy efficiency and support the transition to a low emission future:** Ensure buildings are sited and orientated to optimise energy efficiency and encourage use of renewable energy. These responses will help achievement of greenhouse gas emission abatement objectives set out in the *Climate Change Act 2017*.
- **Enhance the role of planning in stormwater management and efficient water usage:** Planning measures to support sustainable water management were introduced in 2018. Additional measures will focus on ongoing implementation to support these changes.
- **Strengthen and extend ESD considerations for commercial and industrial developments:** Planning for these land uses does not address many environmental factors. Commercial sites account for nearly half of the greenhouse gas emissions from all buildings<sup>8</sup> in Australia, and the commercial and industrial sector produce more than double the amount of waste of Victorian households. New ESD provisions will be developed for these forms of development.

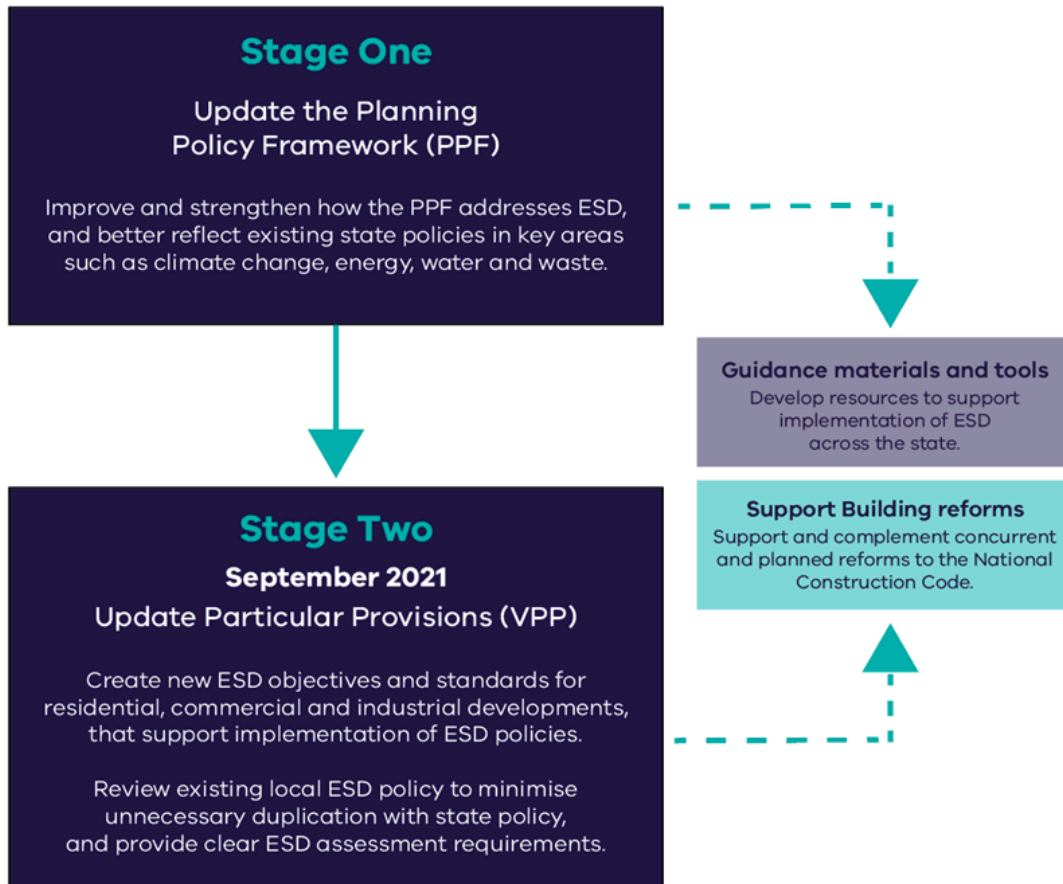
These areas of reform are outlined in more detail in the [ESD planning reform key areas](#) section of this roadmap.

<sup>7</sup> Department of Environment, Land, Water and Planning 2020, [Recycling Victoria: A new economy](#)

<sup>8</sup> Australian Sustainable Built Environment Council (ASBEC), 2016, [Low Carbon, High Performance](#)

**A new approach for sustainable buildings and subdivisions**

Development of an integrated planning system approach to ESD will follow a two-stage process. Reforms as part of stage one will ensure that ESD is more comprehensively addressed throughout the Planning Policy Framework (PPF) and provide a clearer policy basis for development of new standards. Stage two will introduce new and expanded particular provisions across a range of key ESD elements to help achievement of wider urban sustainability goals. These reforms will be supported by further guidance materials and tools, and occur alongside concurrent building reforms.



The relationship between state and local planning measures will also be reviewed. Differences between requirements and enforcement of sustainability measures across municipalities can create an uncertain environment for industry. A 2010 Victorian Competition and Efficiency Commission<sup>9</sup> report cautioned that inconsistency between councils over building ESD expectations can place a financial burden on businesses that are required to understand and comply with different standards across the state.

While the state ESD reforms are being finalised, DELWP will work with the local government sector to review how local ESD policies are amended to complement the new state provisions and avoid any repetition or duplication with state objectives.

Local policies on ESD will remain important as they help councils to implement state policy in a way that is relevant to that council area. Local policies can express the local objectives of a municipality and help provide direction where locally specific policy guidance on a particular matter is needed.

<sup>9</sup> Victorian Competition and Efficiency Commission 2010, [Local Government for a Better Victoria: An Inquiry into Streamlining Local Government Regulation](#).

Department of Environment, Land, Water and Planning

### Stage one: Update the Planning Policy Framework (PPF)

This stage will embed ESD more comprehensively in the PPF adding consideration of ESD at the development scale under each relevant planning policy theme, and inserting consideration of ESD into the purpose of all planning schemes.

Although existing clause 15.02-1S Energy and resource efficiency includes many elements of ESD, it is important to further mainstream sustainability as part of the decision making across the entire PPF, rather than leaving it as a standalone consideration. For this reason, strategies in 15.02-1S Energy and resource efficiency will be relocated under the relevant policy themes.

The focus and content of ESD local planning policies will need to change with the introduction of new state ESD policy (stage one) and standards (stage two).

As part of stage one reforms, there will be no implications for councils with existing ESD local policies, except for those where the planning scheme is being translated to the new PPF format as part of the Smart Planning reforms. In this case the standardised DELWP format for ESD local policies will be applied, and these policies nested under PPF clause 15.01-2S Building Design.

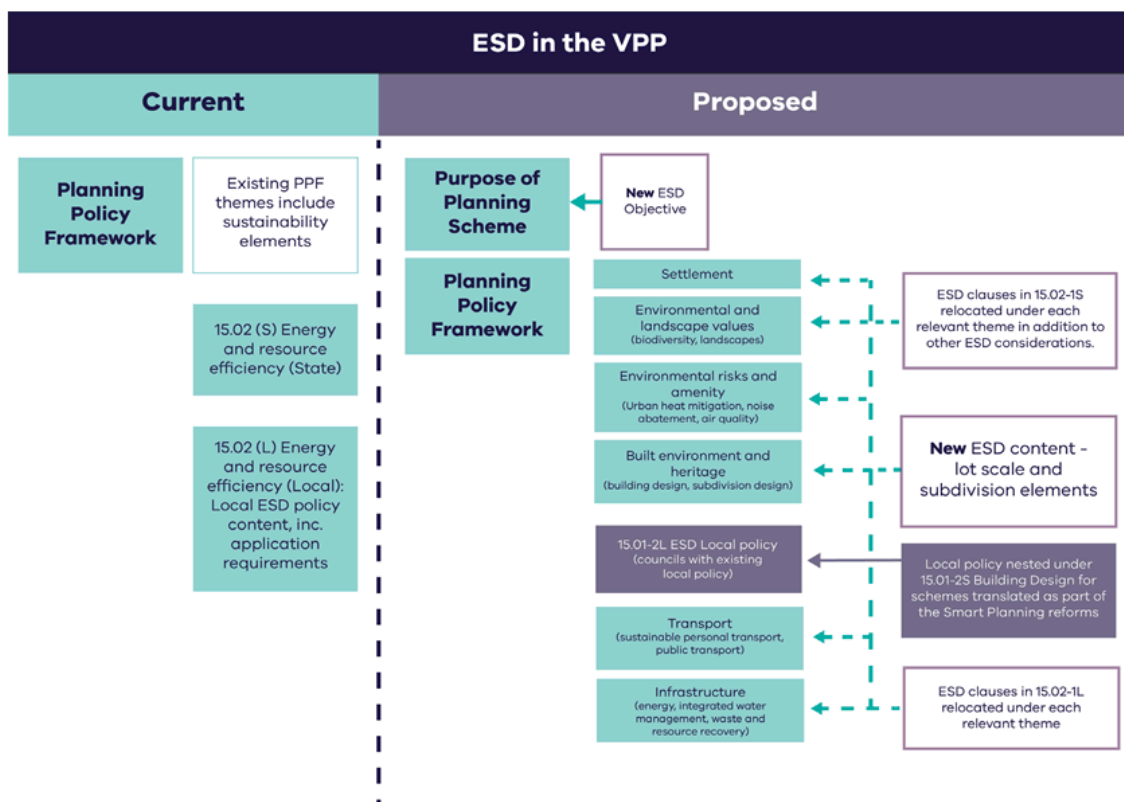


Figure 2 Proposed update of the Planning Policy Framework

### Stage two: Update particular provisions

This stage will include development of specific planning objectives and standards that help achieve ESD policy goals.

Expanded and new particular provisions will be incorporated into planning schemes to help ensure ESD design and development responses with clear performance standards are consistently applied across the state.

ESD objectives and standards will continue to be applied throughout residential particular provisions under clauses 54, 55, 55.07, 56 and 58, which already include many existing ESD considerations. For commercial and industrial developments, a new particular provision will be developed that provides ESD objectives and standards appropriate for these development types, building on existing clause 53.18 *Stormwater management in urban development*.

Providing new provisions relevant to new commercial and industrial developments is pivotal and part of improving ESD performance across all the built environment. Every development type has an important role to play in supporting sustainability. There is no fundamental reason ESD considerations should apply to a development in a residential zone, but not to a building in a commercial zone.

Existing particular provisions that address a specific ESD theme, such as 52.34 *Bicycle Facilities*, will also be reviewed as part of this process.

Further review of ESD local policy will be undertaken as part of the Stage Two reforms, in order to minimise any duplication with state policy and explore how state provisions and local ESD policies can best operate to support policy implementation and the permit assessment process.

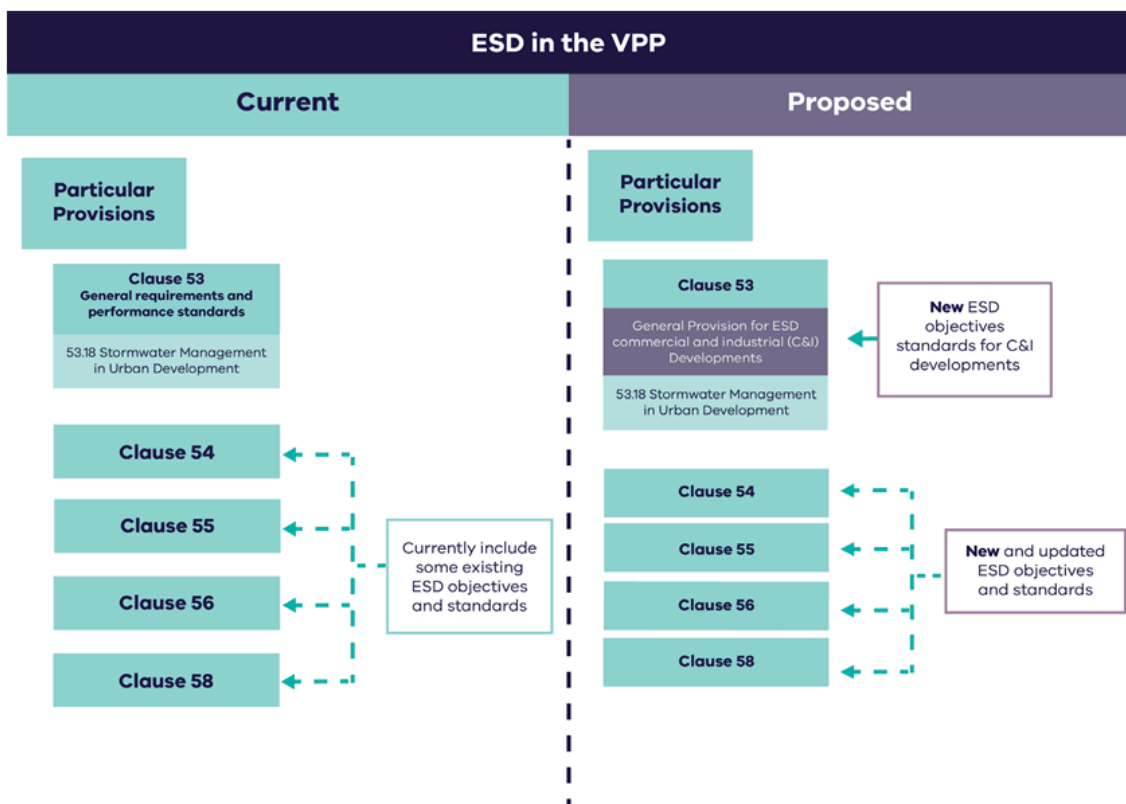


Figure 3 Proposed update of particular provisions

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### Further assessment, guidance and tools to support delivery of ESD

Implementing ESD across all local government areas will require approaches that recognise the different circumstances between a small rural town and a metropolitan centre. It is also important to make clear the performance outcomes that should be delivered from new developments, wherever someone lives. To assist with these challenges, additional resources such as practice notes and guidelines will be prepared.

Economic factors must also be assessed – improved sustainability standards can reduce the operational costs of a building and improve whole of community outcomes, but care is needed to ensure new performance standards are cost effective and do not impose unreasonable costs. All new ESD standards will be subject to economic assessment and stakeholder feedback.

To support an efficient and thorough assessment process for applicants and planning authorities, ESD assessment tools can play a valuable role. These can consist of checklists and practice notes, through to more sophisticated online rating systems. The latter organise all the standards into one place and provide users with a scoring system to assess the overall design of the development in regard to ESD.

Examples of this include [Green Star](#) developed by the Green Building Council of Australia (GBCA), [EnviroDevelopment](#) developed by the Urban Development Institute of Australia (UDIA), and [BESS](#) developed by CASBE.

The Victorian government ESD project will review opportunities to incorporate use of an ESD assessment tool at a state level to support the assessment of planning applications in reference to policies, objectives and standards set out in the VPP.

### Concurrent building reform processes

The new state-wide approach to ESD in planning must also include consideration of the concurrent reforms underway in the building system. Developing an environmentally sustainable building requires action from the pre-development stage through to measures to support sustainability during the operational stage of a development.

Addressing elements of ESD in planning that would be more effective if addressed through another regulatory system can risk unwarranted duplication of processes and add to costs. There are clear building system functions where there is limited value in applying planning measures in addition to what is already required under the building code (e.g. insulation standards). There are however, certain design elements where early consideration at the planning stage will provide more optimal sustainable design outcomes (e.g. orientation of the building on the lot to improve energy efficiency)<sup>10</sup>.

The 2014 Advisory Committee and Panel Report on Environmentally Efficient Design Local Policies suggested that *“Planning is best suited to dealing with the ‘big picture’ upfront issues, whereas building is best suited to managing the detailed impacts.”*

Victoria's building standards are primarily set by reference to national standards in the National Construction Code (NCC). Although there is opportunity for Victorian variations to these standards, the scope of what the NCC covers is largely decided at a national level.

The NCC is currently undergoing reforms intended to progressively increase standards as part of improving energy performance, reducing greenhouse gas emissions and responding to climate change hazards. This will be informed by the [Trajectory for Low Energy Buildings](#) (the Trajectory), released by the then [COAG Energy Council](#) in 2019, which outlines a pathway towards zero energy (and carbon) ready buildings.

<sup>10</sup> In 2009, VCAT case Polizzi v Darebin CC (VCAT 1573) determined that there was an argument for pursuing sustainable design through planning permits, as there were certain design elements that it is too late to address in the building stage. The tribunal recognised *“...that there can be limits to the sustainability gains at the subsequent building permit stage if the planning approval constitutes a poor sustainability outcome i.e. the horse may have already half bolted. For example, the sustainability requirements at the building permit stage will always be very compromised if a new dwelling is sited on its lot so as to have very poor solar orientation.”*

That pathway included commercial and residential buildings and was focused on new buildings, with a recent addendum to the trajectory that focuses on existing buildings (noting the increase to commercial energy performance standards applied through the 2019 update to the NCC).

Research undertaken by the federal Department of the Environment and Energy at the time determined that changes to the NCC for commercial buildings could achieve energy savings of up to 53 per cent, and 18 per cent for residential buildings.

Energy efficiency changes planned for the 2022 NCC update will relate to residential buildings. This may include enhanced energy efficiency provisions for residential buildings, including a possible increase in the level of thermal comfort and a whole-of-house-energy use budget.

Some of the changes under consideration for the NCC 2022 update include:

- Expand the energy efficiency objective.
- Introduction of an energy (and carbon) usage budget for residential buildings that includes appliances already covered by the NCC (hot water, pool pumps and lighting); adds a new requirement for space conditioning; increases thermal energy efficiency requirements and allows for additional energy performance through on-site renewable energy.
- Introduction of "whole-of-home tools" (considering fixed appliances), and an alternative elemental pathway, to verify compliance with the energy usage budget.
- Ensuring residential buildings are 'ready' to accommodate on-site renewable energy generation, storage and electric vehicles, by considering infrastructure (such as electrical conduit) and ensuring adequate roof space, pitch and orientation is available for future placement of infrastructure (such as solar PV).
- Ensure commercial buildings are 'ready' to accommodate on-site renewable energy generation, storage and electric vehicles, by considering infrastructure (such as electrical conduit) and ensuring adequate roof space, pitch and orientation is available for future placement of infrastructure (such as solar PV).

### *National Energy Productivity Plan*

The [National Energy Productivity Plan \(NEPP\)](#) was released in 2015 by the former 'Council of Australian Governments (COAG) Energy Council' of energy ministers. Key objectives included helping Australian consumers and business manage their energy costs, supporting innovation and competition, and better integrating energy and climate policy.

The NEPP outlined measures to improve Australia's energy productivity by 40% between 2015 and 2030. Measure 31 of the NEPP states that "Energy efficiency requirements in building codes for both residential and commercial buildings are out of date with recent technologies".

In 2018 Energy Ministers released the [Trajectory for Low Energy Buildings](#) which proposed substantial, staged improvements to the energy provisions in the National Construction Code (NCC). To support this process Energy Ministers requested that the Building Ministers' Forum (BMF) update the NCC energy efficiency provisions in light of the Trajectory.

As the update to the NCC in 2019 focussed on improving the energy efficiency provisions for commercial buildings, the BMF directed the [Australian Building Codes Board](#) to investigate possible NCC changes for residential buildings for [2022](#). For commercial buildings, initial investigations will be carried out to support additional future changes in NCC 2025, that may involve the same approach used for residential buildings.

Department of Environment, Land, Water and Planning

## ESD planning reforms: key areas

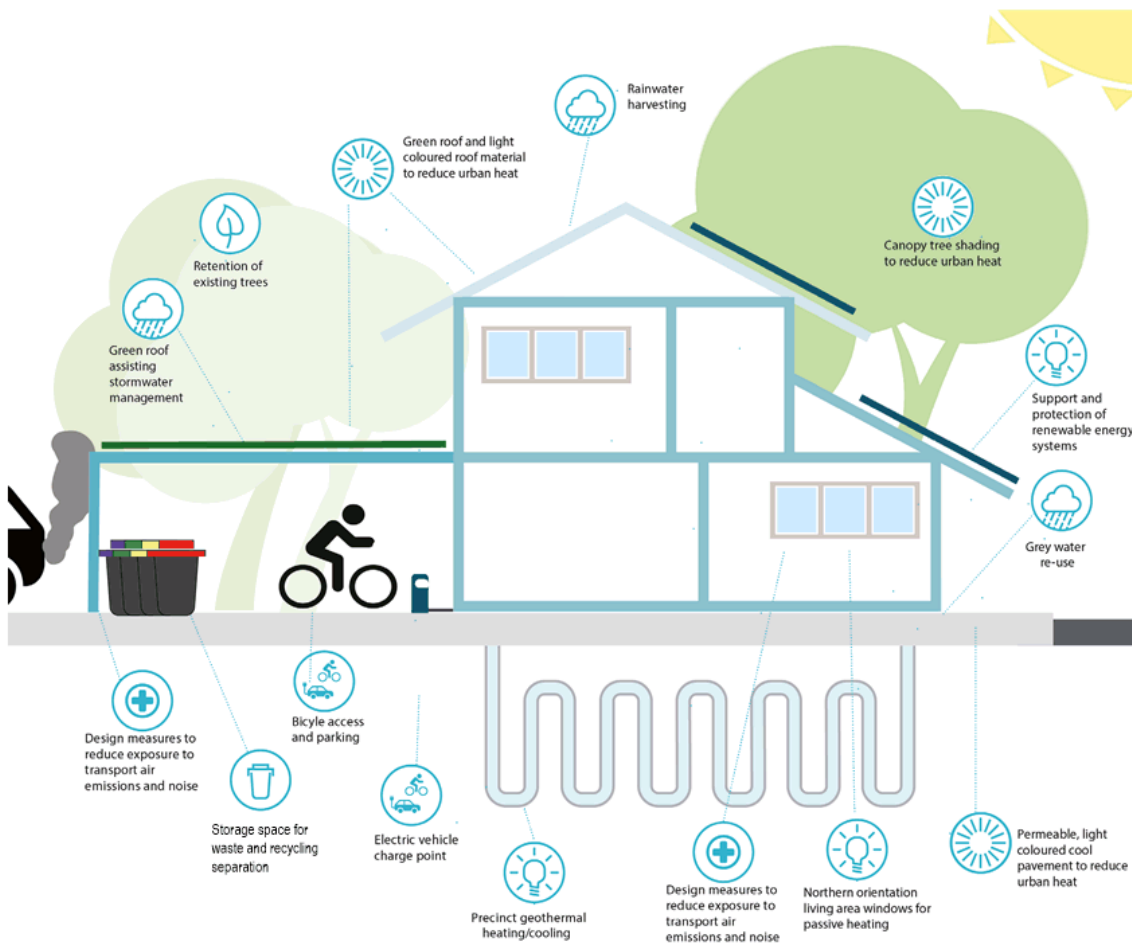
Specific policy objectives that are supported by measurable performance standards are an essential part of achieving clear and tangible improvements in the implementation of ESD goals in the planning system. This section sets out the key issues and opportunities being considered in preparation of new and updated planning policy and particular provisions.

As part of these changes, the Planning Policy Framework (PPF) in all planning schemes is being refreshed to better reflect government policy on ESD. Appendix A provides a draft of all proposed PPF updates to be undertaken as part of the Stage One reforms.

Each theme includes a table which summarises the relevant planning policy update and an outline of the new standards under development over 2021 to support improvements in the ESD performance of new buildings through siting and design measures.

Although each ESD element below is listed separately, an integrated approach to ESD will be supported through proposed changes to the particular provisions of all planning schemes (including consolidated application requirements) and through supporting guidance materials and tools. This recognises many measures to address ESD complement one another - for example, siting and design responses that respond to urban heat amelioration may also contribute to the stormwater management of a development.

Figure 4 Example of ESD planning responses for new buildings



## Energy

Buildings are responsible for close to a quarter of Australia's national greenhouse gas emissions<sup>11</sup>. Reducing their energy consumption is key to reaching Victoria's goal of net zero emissions by 2050.

Considerable work to achieve this goal is being undertaken through the building regulatory system, but the planning system can reduce building energy consumption through siting and design, and support deployment of renewable energy systems.

### Energy efficiency

More than 40% of the energy used in commercial and residential buildings is consumed by heating, ventilation and air conditioning (HVAC) systems<sup>12</sup>. Building regulations on the type of insulation, glazing and air tightness contributes to the thermal performance of buildings; as does siting, layout and design at the planning stage.

For example, orientating and designing a building to maximise northern solar access to living area windows can reduce winter heating bills by up to 25%, and designing a building with external shading can block up to 80% of summer heat gain through windows<sup>13</sup>.

There is scope for planning policy and standards to better address and design at the planning stage to support energy efficiency goals at the building stage.

### Renewable energy systems on buildings

Building design measures that support current and future adoption of renewable energy technologies are increasingly important. Rooftop solar energy systems make an important contribution towards a zero-emission future, and Victoria's [Solar Homes program](#) is supporting the installation of rooftop solar systems on buildings across the state. In 2018, standards were introduced that require new development proposals to consider overshadowing impacts on existing solar energy facilities affixed to adjoining dwellings.

Providing better clarity on what is an unreasonable amount of overshadowing will further support the protection of rooftop solar energy generation.

Other jurisdictions also apply design measures to encourage more solar ready building stock and protect the future potential of new buildings through requiring designers to designate 'solar zones' - rooftop space that is well oriented, free of obstructions and is not shaded. This area serves as a suitable place that solar panels can be installed at a future date. Such ideas will be considered as part of the mix of future reform options.

### Precinct renewable energy systems

The Victorian Government's [Renewable Energy Action Plan](#) has allocated significant resources to support renewable energy sector growth, microgrid and battery demonstration projects.

Development of new greenfield and brownfield precincts and suburbs provide an opportunity to assess new approaches to energy management, such as prompting consideration of distributed energy technologies at the planning stage. These new approaches to meeting our energy needs can not only achieve better environmental outcomes, but improve economic and affordable living outcomes as well<sup>14</sup>.

<sup>11</sup> Australian Sustainable Built Environment Council (ASBEC), 2016, [Low Carbon, High Performance](#)

<sup>12</sup> Australian Sustainable Built Environment Council (ASBEC), 2016, [Low Carbon, High Performance](#)

<sup>13</sup> Sustainability Victoria 2018, [Energy Smart Housing Manual](#)

<sup>14</sup> Australian Sustainable Built Environment Council (ASBEC), 2018, [Built to Perform: An industry led pathway to a zero carbon ready building code](#)



Department of Environment, Land, Water and Planning



**Analysis of VPP ESD responses under consideration - ENERGY**

	Energy efficiency	Precinct renewable energy systems	Renewable energy systems on buildings
→ Planning policy framework (PPF)	→ Planning siting and design measures to support achievement of energy performance standards of NCC	→ Support Victorian GHG emission reduction targets through adoption of renewable and distributed energy technologies	→ Support Victorian GHG emission reduction targets through adoption of renewable and distributed energy technologies
Residential	Improved guidance on passive design including building and subdivision orientation	Support for generation and deployment of renewable and distributed energy systems	Updated development standards to minimise overshadowing  Clearer guidance on assessing 'unreasonable' overshadowing of rooftop solar panels  Investigate measures to support 'solar ready' building design to support future installation of rooftop solar systems
Commercial	Complementary benefits arising from urban heat responses		Support for generation and deployment of renewable and distributed energy systems
Industrial	(see urban heat section below)		

**Water**

As our cities and settlements grow, the extent of hard, impervious surfaces is increasing across our urban areas, leading to more polluted runoff into our waterways and bays.

Population growth and our changing climate also means stewardship of our water resources is ever more important. Analysis by the [Bureau of Meteorology](#) has found that over the past 30 years Victoria has become drier, especially in the cooler months. Decreases in average rainfall and warmer temperatures has implications for [water storage levels across Victoria](#). Despite this trend, we can also expect increases in extreme rainfall events and associated flooding by the end of the century.

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**Stormwater management**

Increasing the extent of impervious surfaces across our urban areas means that most of the rain that falls in our urban environments is not absorbed into the ground, and instead becomes stormwater runoff which damages and pollutes our urban waterways.

For example, about half of all the nitrogen from the Port Phillip catchment currently entering the bay comes from urban stormwater. To keep Port Phillip Bay healthy, the amount of nitrogen it receives must remain at current levels. Unfortunately, based on current practice, by 2051 the total nitrogen load from urban areas into the bay is projected to be about 40% more than in 2011<sup>15</sup>.

Implementing better stormwater management in new developments reduces stormwater runoff volumes and decreases the amount of pollutants (such as litter, nitrogen, phosphorus and total suspended solids<sup>16</sup>) that are carried into our waterways and bays; and can help reduce localised flooding.

In 2018 the government commissioned the [Improving Stormwater Management Advisory Committee](#) to provide recommendations on how to improve urban stormwater management, including changes to the planning system. This work led to major changes to

planning schemes, extending the coverage of stormwater management standards to a wider range of urban land uses. Single dwellings only need to meet limited stormwater management requirements - options to address this gap through other regulatory systems is under review. Planning responses to support implementation of earlier stormwater reforms are also under consideration.

**Water efficiency/ potable substitution**

Planning system changes in 2018 to stormwater management also helped with water efficiency. This is because the standard can be most readily achieved by capturing stormwater and using it on site for uses such as toilet flushing and clothes washing.

In addition, potential changes arising from the review of the Victorian variation to the 6 Star standard to meet the National Construction Code (NCC) can support improved water use efficiency for new residential housing.

There is scope for the planning system to further this work by working with water authorities to extend use of alternative water sources to help conserve drinking water supplies, and to support irrigation to help green our urban environment.



**Analysis of VPP ESD responses under consideration - WATER**

	Stormwater management	Water efficiency/ potable substitution
→ Planning policy framework (PPF)	→ (Updated in 2018)	→ Conservation of drinking water supplies through supporting use of alternative water sources
Residential	Enhance planning system guidance to support implementation of the 2018 stormwater reforms	Review measures to support water efficiency/ use of alternative water sources
Commercial	Enhance planning system guidance to support implementation of the 2018 stormwater reforms (e.g. advice on treatment options to meet planning standards)	
Industrial	Review how to support Vic Smart processes to improve assessment of stormwater management	

15 Department of Environment, Land, Water and Planning 2018, [Improving Stormwater Management Advisory Committee FINAL REPORT 4 September 2018](#)

16 Department of Environment, Land, Water and Planning 2018, [Improving Stormwater Management Advisory Committee FINAL REPORT 4 September 2018](#)

Department of Environment, Land, Water and Planning

### Waste and recycling

In 2017-2018, approximately 14.4 million tonnes of waste was generated by Victorians. Sustainability Victoria estimates that approximately 69% of this was recovered, leaving 31% or 4.4 million tonnes sent to landfill<sup>17</sup>.

The amount of waste the state produces will continue to grow unless we change our current approach. Based on current trends it is estimated Victorians will be producing over 20.4 million tonnes of waste annually by 2045, of which 5.7 million tonnes will be sent to landfill<sup>18</sup>.

#### Resource recovery

To help divert more waste materials from landfill and support the resource recovery system, planning will review existing standards to ensure new developments incorporate appropriate space allocation and facilities to support segregation, storage and pick up of materials for recycling. Addressing this issue in multi-unit developments was an important conclusion arising from 2019 Victorian Auditor General Office (VAGO) [Recovering and Reprocessing Resources from Waste](#) report.

The government recently released [Recycling Victoria: A new economy](#), a 10 year plan to transform our recycling system, reduce waste, create thousands of jobs and set Victoria up for a more sustainable future. Part of the Recycling Victoria initiative includes the roll out of four colour-coded bins to homes across Victoria, to better sort waste, recyclables and organics. Planning has a role to play in ensuring that new developments have the space required to accommodate these new bins, and ensure ease of access to encourage good waste disposal, separation and collection practices.

Any further relevant policy outcomes arising from [Recycling Victoria: A new economy](#) will also be reflected in planning reforms.



#### Analysis of VPP ESD responses under consideration - WASTE

#### Resource recovery

→ Planning policy framework (PPF)	→ Development siting and design that facilitates waste minimisation, segregation, storage and collection, and the use of recycled materials
Residential	Update of standards for apartments and developments of two or more dwellings on lot to include key elements from Sustainability Victoria's <a href="#">Better Practice Guide for Waste Management and Recycling in Multi-unit Developments</a>  Encourage assessment of opportunities for subdivision infrastructure to facilitate small scale recycling and resource recovery technologies (e.g. reverse vending machines)
Commercial	Adopt minimum requirements to support effective management, separation and storage of waste and recycling  Encourage assessment of opportunities for subdivision infrastructure to facilitate small scale recycling and resource recovery technologies (e.g. bio-digestion unit in commercial precinct)
Industrial	

<sup>17</sup> Data captured from [Sustainability Victoria Waste projection model](#).

<sup>18</sup> Data captured from [Sustainability Victoria Waste projection model](#).

## Transport

### Integrated transport and land use planning provides important sustainability outcomes.

A more compact urban form and an integrated transport system that connects people to jobs and services and goods to market, contributes to reducing vehicle air emissions, supports more active transport choices, and helps reduce urban sprawl.

From a climate change perspective, transport contributed to almost 20% of Victoria's total net greenhouse gas emissions in 2017, second only to the electricity generation sector<sup>19</sup>. Road transportation (cars, heavy duty trucks and light commercial vehicles) generate 90% of these emissions<sup>20</sup>.

Despite an increase in public transport use since 1990 levels, cars remain the dominant mode of transport within Melbourne. There is an opportunity to significantly reduce the state's emissions through prioritising walking, cycling, public transport and use of low emission vehicles (e.g. electric vehicles).

Planning has a role in ensuring new developments provide appropriate parking, facilities, infrastructure and design responses to support more sustainable transport choices.

#### Active transport

The Victorian Government aims to increase the number, frequency and diversity of people using cycling for transport. Improved building design that makes cycling easier and more attractive for Victorians will help reduce road congestion and transport emissions, and improve population health outcomes.

Planning responses for new buildings and new subdivisions also support the implementation of the [Victorian Cycling Strategy](#) and [development of 20-minute neighbourhoods](#). The Victorian Cycling Strategy specifically identified that changes to the planning system are required to help achieve the strategy's goal of a safer, lower stress, and better connected cycling network in Victoria.

Key planning responses include recognising strategic cycling corridors, ensuring subdivision design supports safe and convenient bicycle routes, and improving cycling infrastructure in new buildings through updating development standards for bicycle parking and end of trip facilities. This would address the shortfall between existing standards and current demand in many locations.

#### Public transport

Plan Melbourne supports the role of compact, higher-density neighbourhoods to create demand for more sustainable transport options including public transport, walking and cycling, and to reduce overall travel time (Plan Melbourne Direction 2.1).

To support these positive changes, it is also vital to adequately consider the additional pressure new developments can put on the existing public transport system. By taking actions in the planning and design phase of new developments these effects can be better managed for the benefit of future and current residents.

The [Public Transport Guidelines for Land Use and Development](#) provide guidance on how new development can facilitate walking, cycling and public transport. This document was prepared in 2008 and is a reference document in the VPP.

These guidelines are currently undergoing review by the Department of Transport (DoT) and will provide clearer guidance for how new developments can best interact with the public transport system. The planning system ESD program will make appropriate amendments to the VPP to support these revised guidelines.

#### Low emission vehicles

Infrastructure Victoria's [Advice on automated and zero emissions vehicles](#) (2018) report noted that "the transition of the Victorian fleet to zero emissions technologies needs to be balanced with adequate planning for charging". It is estimated in the UK that the majority (around 80%) of all electric car charging happens at home. In its Road to Zero strategy the [UK Government](#) anticipates the need for every new home to have a charge point at the home will be "central to the future charging ecosystem"<sup>21</sup>.

19 Department of Environment, Land, Water and Planning 2019, [Victorian Greenhouse Gas Emissions Report 2019](#)

20 Department of Environment, Land, Water and Planning 2019, [Victorian Greenhouse Gas Emissions Report 2019](#)

21 Department for Transport 2018, [The Road to Zero](#)

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The expense and complexity of retrofitting charging infrastructure into multi unit properties is identified as a challenge to Electric Vehicle (EV) uptake<sup>22,23</sup>. ‘Future proofing’ new residential and commercial (e.g. office and retail) developments by building in cable routes for future electric vehicle charge points, as is proposed in the UK, could achieve long run savings and help prepare our urban areas and residents for future changes in the vehicle fleet<sup>24</sup>.

Providing for daytime office and commercial EV charging is recognised as a potentially important means of stabilising the energy grid, by utilising energy during the day when solar energy generation is most abundant, avoiding a demand at night where there is greater reliance on non-renewable sources<sup>25</sup>.

Preparation for the widespread uptake of electric and low emission vehicles will require development of nationally consistent standards and associated electrical safety/infrastructure and building regulations to help support preparation for this transition.

Discussions with electricity distributors will also be necessary to ensure optimal integration of electric vehicles into our energy networks. The Victorian Government is currently preparing a [Zero Emissions Vehicle \(ZEV\) Roadmap](#) to be released in 2020. This will help inform any complementary planning system responses to support ZEV uptake.



Analysis of VPP ESD responses under consideration - TRANSPORT			
	Low emissions vehicles	Active transport	Public transport
→ Planning policy framework (PPF)	→ Provision of infrastructure to support low emission vehicles (inc. electric vehicles)	→ Clearer policy on bike parking and end of trip facilities for commercial and multi-residential development	→ (Comprehensively covered through existing policy)
Residential	Investigate design measures to support new multi-unit developments being EV ready	Review bicycle space allocation requirements and end of trip facility standards of clause 52.34	Review planning policy, tools and guidance to support sustainable and active transport outcomes for land use development
Commercial	Investigate design measures to support new developments being EV ready	Consideration of development interaction with strategic cycling corridors	
Industrial	Investigate measures to support new industrial developments being designed to be EV ready, where appropriate	Review planning policy, tools and guidance to support sustainable and active transport outcomes for land use development	

22 Commonwealth of Australia 2019, [Select Committee on Electric Vehicles report](#)

23 City Futures Research Centre 2019, [ELECTRIC AVENUE: Preparing the NSW planning system for electric vehicles](#)

24 Department for Transport 2019, [Electric Vehicle Charging in Residential and Non-Residential Buildings](#)

25 <https://reneweconomy.com.au/aemo-looks-at-role-of-rooftop-solar-to-help-manage-evs-on-the-grid-48314/>

24 Environmentally sustainable development of buildings and subdivisions Roadmap paper

**Landscaping and biodiversity**

*Biodiversity*

Victoria’s biodiversity strategy – Protecting Victoria’s Environment – Biodiversity 2037 recognises the crucial ecosystem services of the state’s biodiversity, and makes clear that all Victorians have a role to play helping the state’s biodiversity thrive. The strategy also highlights the human health benefits of contact with nature.

Incorporating green infrastructure in to our urban environments helps to create more liveable and climate-adapted communities. Parks, gardens, trees, backyards, green roofs, green walls and rain gardens help to mitigate urban heat, enhance urban biodiversity values, improve stormwater management, reduce wind speeds, enhance amenity values, and improve the physical and mental health of communities.

*Tree canopy*

Planning for the urban forest forms part of Plan Melbourne Implementation Plan Action 91 – A whole-of-government approach to cooling and greening Melbourne. A review of planning standards is a key part of the mix of actions needed to retain existing trees and increase our urban forest. Consultation about how we can strengthen the planning systems contribution to the urban forest is planned for early 2021 through the [Cooling and Greening Melbourne initiative](#).

DELWP has endorsed the [Living Melbourne – our metropolitan urban forest strategy](#) prepared by Resilient Melbourne. This is supported by local governments and other partners such as water authorities, Parks Victoria and catchment management authorities. This strategy will provide an important input to the planning system responses under development.



**Analysis of VPP ESD responses under consideration - LANDSCAPING AND BIODIVERSITY**

	Tree canopy	Biodiversity
<b>Planning policy framework (PPF)</b>	→ Enhancing and protecting the urban forest, and supporting urban biodiversity	→ Contribute to protecting and enhancing urban biodiversity values
Residential	Suite of planning measures to support retaining and increasing urban tree cover as further developed through the forthcoming planning response to cooling and greening*	Consideration of measures to support urban biodiversity
Commercial		
Industrial		

*\*this would also comprise part of any required design response to urban heat (see Urban heat section)*

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### Urban heat

By 2050, Victoria is projected to experience a potential doubling of the number of hot days, that is days with a maximum temperature greater than the thresholds of 35°C, 38°C and 40°C for locations across Victoria<sup>26</sup>.

Extreme heat and heatwave events alone cost the Victorian economy an estimated \$87 million dollars every year due to work absenteeism, critical infrastructure damage, and negative effects on regional economies and businesses (especially the construction, agriculture and industrial sectors)<sup>27</sup>.

Higher, sustained temperatures also pose a direct health impact, especially when sustained overnight. Recent analysis<sup>28</sup> of Australian mortality rates between 2006 - 2017 has identified that most deaths related to temperature in Australia are caused by extreme heat, rather than extreme cold. During the 2009 heatwave in Victoria there was a 62% increase in the state's mortality rate<sup>29</sup>.

Note that separate work is underway in DELWP to examine planning responses to the elevated risks posed by climate change from natural hazards such as fire, flood, coastal inundation, erosion and landslides.

#### Urban heat amelioration

This increase in hot days and heatwaves is particularly felt in our urban environments. Urban heat islands occur when temperatures in built-up areas are considerably warmer than those of natural areas because of high amounts of impervious surfaces (buildings and paving), lack of vegetation and shade, and the heat released from human activities (e.g. transport, air conditioning). Implementing design measures in new developments such as providing more tree canopy cover, using 'cool' surfaces and materials on buildings (such as light coloured, high albedo pavements and roofs), providing shade devices and installing green roofs and walls, all help to reduce summer temperatures in urban areas and create healthier, more resilient communities.

A focus of these responses include planning and design measures to support a cooler environment around buildings where people congregate –such as residences, shopping centres, community facilities and places of work. These responses can also provide benefits for the energy efficiency of buildings, also reduce health risks during power outages.

Planning system actions responding to urban heat risks will also be informed by consultation to support the Cooling and Greening Melbourne initiative.



#### Analysis of VPP ESD responses under consideration - URBAN HEAT

##### Urban heat amelioration

<b>Planning policy framework (PPF)</b>	<ul style="list-style-type: none"> <li>→ Including urban heat reduction as part of responding to climate change impacts</li> <li>→ Supporting the provision and protection of urban tree canopy cover to help reduce urban heat</li> </ul>
Residential	Guidance and new planning standards to reduce urban heat exposure (in addition to tree canopy cover), including cool paving and surfaces, shade devices and water sensitive urban design^
Commercial	
Industrial	

<sup>^</sup> Complementing the suite of planning measures to support retaining and increasing urban tree cover as further developed through Action 91 Cooling and Greening project (see Landscaping section)

<sup>26</sup> Department of Environment Land Water and Planning 2019, [The economic impact of heatwaves in Victoria](#)

<sup>27</sup> Department of Environment Land Water and Planning 2019, [The economic impact of heatwaves in Victoria](#)

<sup>28</sup> Longden, T 2019, The impact of temperature on mortality across different climate zones, Climatic change 157, 221-242

<sup>29</sup> This was a 62% increase in total all-cause mortality. The total number of deaths was 980, compared to a mean of 606 for the previous 5 years. The greatest number of deaths occurred in those 75 years or older, representing a 64% increase. Department of Human Services 2009, January 2009 Heatwave in Victoria: an Assessment of Health Impacts.

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### Air and noise pollution

#### Noise pollution exposure from transport corridors

The [Victoria Freight Plan, Delivering the Goods](#) (2018) aims to “Ensure that all new buildings make use of new technologies and infrastructure to minimise freight-related noise and improve the safety and efficiency of deliveries”. This is reflected in [Plan Melbourne](#) Action 97: Guidelines for noise impact in new developments which seeks to ensure a “...focus on ensuring that new developments meet their responsibility of mitigating noise impacts such as those from transport, industry and entertainment”.

Noise exposure response standards have already been developed for apartments (Clauses 55.07-6/58.04-3), but consistent with practice interstate and internationally, there is strong evidence to support the benefits of applying similar requirements to other sensitive land-uses. Improving the glazing, seals and insulation of buildings to reduce sound exposure can also improve building energy efficiency<sup>30</sup>.

The control of noise from commerce, industry and entertainment venues is currently regulated by EPA state environment protection policies and guidelines<sup>31</sup>. Planning measures relating to threshold distances for industrial premises (Clause 53.10 Uses with Adverse Amenity Potential), zone controls, and

the planning provision for live music and entertainment noise (Clause 53.06) complement these controls. None of these mechanisms relate to siting and design responses for new sensitive uses exposed to noise from transport infrastructure.

#### Air pollution exposure from transport corridors

Plan Melbourne specifies that “air quality and noise impacts should be a fundamental consideration in the design and assessment of all new developments” (Direction 6.6). In addition, [Victoria’s Air Quality Statement](#) identifies securing high air quality as a priority for the Victorian Government, particularly in locations with vulnerable communities.

The statement specifies “improving guidance on the location and design of sensitive uses (such as education, childcare and aged care facilities) exposed to significant road traffic emissions” as a potential action to be explored. Planning responses will examine suitable guidelines and standards to reduce exposure of new residential developments and other sensitive uses near transport corridors. This work will build on existing standards currently adopted in other states and internationally.



### Analysis of VPP ESD responses under consideration – AIR AND NOISE POLLUTION

#### Air and Noise pollution exposure from transport corridors

→ Planning policy framework (PPF)	→ Recognising the impacts on human health from air and noise pollution exposure → Supporting use of siting, layout and design responses to minimise sensitive land use exposure to air and noise pollution from transport corridors
Residential	Extend apartment noise design standards to other residential developments and other noise sensitive land uses Implement siting and design standards to reduce impacts of air and noise pollution from transport corridors on building occupants
Commercial and Institutional	Implement noise and air pollution siting and design standards for sensitive land uses

30 Huybregts N; Morphet, A; McIntosh, J (2013), Noise reduction and energy savings of standard sound insulation packages for the control of road traffic noise, Acoustics 2013 Conference, Victoria Harbour, Australia, 17-20 November 2013

31 From 1 July 2021 the industry noise standards that apply in Victoria - State Environment Protection Policy (Control of Noise from Commerce, Industry and Trade) No. N-1 (SEPP N-1); and Noise from industry in regional Victoria: Recommended maximum noise levels from commerce, industry and trade premises in regional Victoria (NIRV) EPA publication 1411), and State Environment Protection Policy (Control of Music Noise from Public Premises) No. N-2; will be replaced by measures outlined in [EPA Publication 1826](#), ‘Noise limit and assessment protocol for the control of noise from commercial, industrial and trade premises and entertainment venues’.



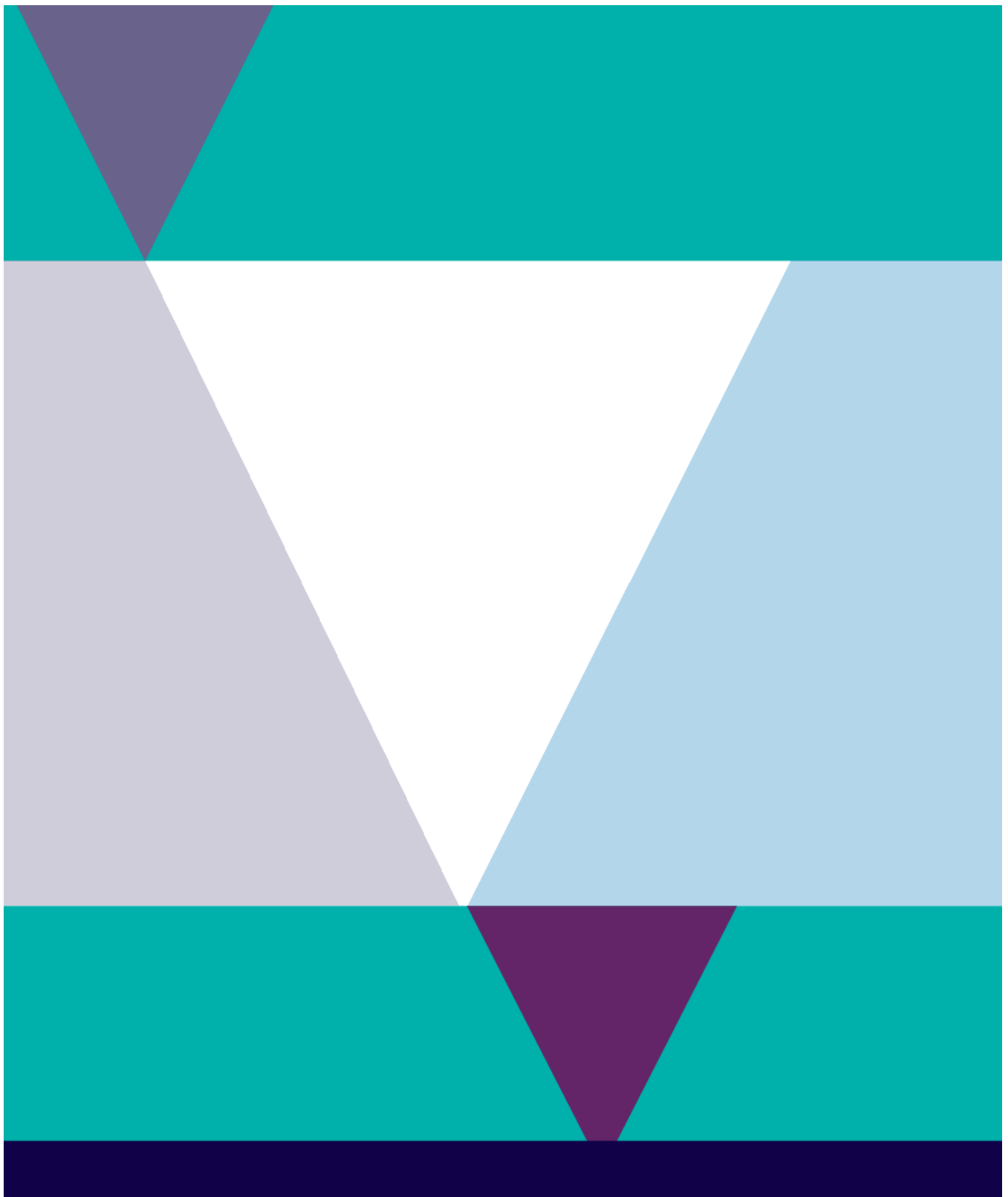
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## Next steps

This directions paper forms a step on the way to the development and implementation of a state wide ESD response for the planning system.

As these planning reforms are developed, consultation and input from stakeholders will be sought through both public consultation process, and through the development of a stakeholder reference group, to ensure the changes are clear, technically robust, fair and practical.





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## Appendix A

# Proposed VPP stage one reforms

### *Planning Policy Framework changes*

The Planning Policy Framework is part of every Victorian planning scheme and comprises general principles for land use and development in Victoria and specific policies reflecting government policy for settlement, environment, housing, economic development, infrastructure, and particular uses and development. Planning authorities and responsible authorities must take account of and give effect to the general principles and the specific policies contained in the PPF.

The intended changes update the PPF to respond to government environmental policy relevant to the siting, design and performance of buildings and subdivisions. The amendments are indicated in [teal](#).

It is proposed that these updates will be included in a subsequent amendment to the Victoria Planning Provisions and all planning schemes, subject to drafting changes.

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**01 PURPOSES OF THIS PLANNING SCHEME**

To provide a clear and consistent framework within which decisions about the use and development of land can be made.

To express state, regional, local and community expectations for areas and land uses.

To provide for the implementation of State, regional and local policies affecting land use and development.

To promote environmentally sustainable development.

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## 11 SETTLEMENT

Planning is to anticipate and respond to the needs of existing and future communities through provision of zoned and serviced land for housing, employment, recreation and open space, commercial and community facilities and infrastructure.

Planning is to recognise the need for, and as far as practicable contribute towards:

- Health, wellbeing and safety.
- Diversity of choice.
- Adaptation in response to changing technology.
- Economic viability.
- A high standard of [environmental sustainability](#), urban design and amenity.
- Energy efficiency [and renewable energy adoption](#).
- Prevention of pollution to land, water and air.
- Protection of environmentally sensitive areas and natural resources.
- Accessibility.
- Land use and transport integration.
- [Waste minimisation, resource recovery and waste management](#).
- [Climate change adaptation and mitigation](#).

Planning is to prevent environmental and amenity problems created by siting incompatible land uses close together.

Planning is to facilitate sustainable development that takes full advantage of existing settlement patterns and investment in transport, utility, social, community and commercial infrastructure and services.

**11.01-1S****Settlement****Objective**

To promote the sustainable growth and development of Victoria and deliver choice and opportunity for all Victorians through a network of settlements.

**Strategies**

Develop sustainable communities through a settlement framework offering convenient access to jobs, services, infrastructure and community facilities.

Focus investment and growth in places of state significance in Metropolitan Melbourne and the major regional cities of Ballarat, Bendigo, Geelong, Horsham, Latrobe City, Mildura, Shepparton, Wangaratta, Warrnambool and Wodonga.

Support sustainable development of the regional centres of Ararat, Bacchus Marsh, Bairnsdale, Benalla, Castlemaine, Colac, Echuca, Gisborne, Hamilton, Kyneton, Leongatha, Maryborough, Portland, Sale, Swan Hill, Warragul/Drouin and Wonthaggi.

Ensure regions and their settlements are planned in accordance with their relevant regional growth plan.

Guide the structure, functioning and character of each settlement taking into account municipal and regional contexts and frameworks.

Create and reinforce settlement boundaries.

Provide for growth in population and development of facilities and services across a regional or sub-regional network.

Plan for development and investment opportunities along existing and planned transport infrastructure.

Promote transport, communications and economic linkages between settlements through the identification of servicing priorities in regional land use plans.

Strengthen transport links on national networks for the movement of commodities.

Deliver networks of high-quality integrated settlements that have a strong identity and sense of place, are prosperous and are sustainable by:

- Building on strengths and capabilities of each region across Victoria to respond sustainably to population growth and changing environments.
- Developing settlements that will support resilient communities and their ability to adapt and change.
- Balancing strategic objectives to achieve improved land use and development outcomes at a regional, catchment and local level.
- Preserving and protecting features of rural land and natural resources and features to enhance their contribution to settlements and landscapes.
- Encouraging an integrated planning response between settlements in regions and in adjoining regions and states in accordance with the relevant regional growth plan.
- Providing for appropriately located supplies of residential, commercial, and industrial land across a region, sufficient to meet community needs in accordance with the relevant regional growth plan.
- Improving transport network connections in and between regional cities, towns and Melbourne.
- [Adopting integrated water management as part of settlement development.](#)

Encourage a form and density of settlements that supports sustainable transport to reduce greenhouse gas emissions.

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Limit urban sprawl and direct growth into existing settlements.

Promote and capitalise on opportunities for urban renewal and infill redevelopment.

Develop compact urban areas that are based around existing or planned activity centres to maximise accessibility to facilities and services.

Ensure retail, office-based employment, community facilities and services are concentrated in central locations.

Ensure land that may be required for future urban expansion is not compromised.

[Plan for regional responses to climate change adaptation and mitigation.](#)

#### **Policy documents**

Consider as relevant:

- Central Highlands Regional Growth Plan (Victorian Government, 2014)
- G21 Regional Growth Plan (Geelong Region Alliance, 2013)
- Gippsland Regional Growth Plan (Victorian Government, 2014)
- Great South Coast Regional Growth Plan (Victorian Government, 2014)
- Hume Regional Growth Plan (Victorian Government, 2014)
- Loddon Mallee North Regional Growth Plan (Victorian Government, 2014)
- Loddon Mallee South Regional Growth Plan (Victorian Government, 2014)
- Wimmera Southern Mallee Regional Growth Plan (Victorian Government, 2014)
- Plan Melbourne 2017-2050: Metropolitan Planning Strategy (Department of Environment, Land, Water and Planning, 2017)
- Plan Melbourne 2017-2050: Addendum 2019 (Department of Environment, Land, Water and Planning, 2019)
- [Applicable emission reduction pledges and adaptation action plans \(as specified under Part 5 of the \*Climate Change Act 2017\*\)](#)

**11.02-2S Structure planning****Objective**

To facilitate the orderly and sustainable development of urban areas.

**Strategies**

Ensure effective planning and management of the land use and development of an area through the preparation of relevant plans.

Undertake comprehensive planning for new areas as sustainable communities that offer high-quality, frequent and safe local and regional public transport and a range of local activities for living, working and recreation.

Facilitate the preparation of a hierarchy of structure plans or precinct structure plans that:

- Take into account the strategic and physical context of the location.
- Provide the broad planning framework for an area as well as the more detailed planning requirements for neighbourhoods and precincts, where appropriate.
- Provide for the development of sustainable and liveable urban areas in an integrated manner.
- Assist the development of walkable neighbourhoods.
- Facilitate the logical and efficient provision of infrastructure.
- Facilitate the use of existing infrastructure and services.
- Protect areas of natural or cultural significance.
- Respond to the impacts of climate change.



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## 12 ENVIRONMENTAL AND LANDSCAPE VALUES

Planning should help to protect the health of ecological systems and the biodiversity they support (including ecosystems, habitats, species and genetic diversity) and conserve areas with identified environmental and landscape values.

Planning must implement environmental principles for ecologically sustainable development that have been established by international and national agreements. Foremost amongst the national agreements is the Intergovernmental Agreement on the Environment, which sets out key principles for environmental policy in Australia. Other agreements include the National Strategy for Ecologically Sustainable Development, National Greenhouse Strategy, the National Water Quality Management Strategy, [Australia's Strategy for Nature 2019-2030](#), the National Forest Policy Statement and National Environment Protection Measures.

Planning should protect, restore and enhance sites and features of nature conservation, biodiversity, geological or landscape value.

**12.01-1S Protection of biodiversity****Objective**

To assist the protection and conservation of Victoria's biodiversity.

**Strategies**

Use biodiversity information to identify important areas of biodiversity, including key habitat for rare or threatened species and communities, and strategically valuable biodiversity sites.

Strategically plan for the protection and conservation of Victoria's important areas of biodiversity.

Ensure that decision making takes into account the impacts of land use and development on Victoria's biodiversity, including consideration of:

- Cumulative impacts.
- Fragmentation of habitat.
- The spread of pest plants, animals and pathogens into natural ecosystems.

Avoid impacts of land use and development on important areas of biodiversity.

Consider impacts of any change in land use or development that may affect the biodiversity value of national parks and conservation reserves or nationally and internationally significant sites; including wetlands and wetland wildlife habitat designated under the Convention on Wetlands of International Importance (the Ramsar Convention) and sites utilised by species listed under the Japan-Australia Migratory Birds Agreement (JAMBA), the China-Australia Migratory Birds Agreement (CAMBA), or the Republic of Korea-Australia Migratory Bird Agreement (ROKAMBA).

Assist in the identification, protection and management of important areas of biodiversity.

Assist in the establishment, protection and re-establishment of links between important areas of biodiversity, including through a network of green spaces and large-scale native vegetation corridor projects.

[Support land use and development that contributes to protecting and enhancing urban biodiversity values.](#)

**Policy guidelines**

Consider as relevant:

- State biodiversity information maintained by the Department of Environment, Land, Water and Planning.

**Policy documents**

Consider as relevant:

- *Protecting Victoria's Environment – Biodiversity 2037* (Department of Environment, Land, Water and Planning, 2017)
- *Guidelines for the removal, destruction or lopping of native vegetation* (Department of Environment, Land, Water and Planning, 2017)
- Any applicable biodiversity strategies, including the relevant Regional Catchment Strategy (prepared under Part 4 of the *Catchment and Land Protection Act 1994*)

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**13.01-1S Natural hazards and climate change**

**Objective**

To minimise the impacts of natural hazards and adapt to the impacts of climate change.

**Strategies**

Consider the risks associated with climate change in planning and management decision making processes.

Identify at risk areas using the best available data and climate change science.

Integrate strategic land use planning with emergency management decision making.

Direct population growth and development to low risk locations.

Develop adaptation response strategies for existing settlements in risk areas to accommodate change over time.

Ensure planning controls allow for risk mitigation or risk adaptation strategies to be implemented.

Site and design development to minimise risk to life, [health](#), property, the natural environment and community infrastructure from natural hazards.

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**13.01-3S Urban heat mitigation****Objective**

To reduce urban heat exposure through land use, built form and design responses.

**Strategies**

Green and cool urban areas, buildings, transport corridors and open spaces through use of vegetation, integrated water management and appropriate materials.

Support tree health and cool the urban environment through water sensitive urban design.

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**13.05-1S Noise abatement**

**Objective**

To assist in the control of noise pollution and minimise its effects on residential developments and other sensitive land uses.

**Strategy**

Ensure that human health and community amenity is protected, and that development is not adversely impacted by noise emissions, using a range of building design, urban design and land use separation techniques.

**Policy documents**

Consider as relevant:

- *State Environment Protection Policy (Control of Music Noise from Public Premises) No. N-2*
- *State Environment Protection Policy (Control of Noise from Commerce, Industry and Trade) No. N-1 in metropolitan Melbourne*
- *Noise from industry in regional Victoria (Environment Protection Authority 2011)*
- *A Guide to the Reduction of Traffic Noise (VicRoads 2003)*

**13.06-1S Air quality management****Objective**

To assist in the protection and improvement of air quality.

**Strategies**

Ensure that land use planning and transport infrastructure provision contribute to improved air quality by:

- Integrating transport and land use planning to improve transport accessibility and connections.
- [Limiting air emissions, including dust.](#)
- Locating key developments that generate high volumes of trips in the Central City, Metropolitan Activity Centres and Major Activity Centres.
- Providing infrastructure for public transport, walking and cycling.

Ensure, wherever possible, that there is suitable separation between land uses that [pose a health and amenity risk](#) and sensitive uses.

[Minimise air pollutant exposure to occupants of residential development and other sensitive uses near transport infrastructure through suitable siting, layout and design responses.](#)

**Policy documents**

Consider as relevant:

- *State Environment Protection Policy (Air Quality Management)*
- [Recommended Separation Distances for Industrial Residual Air Emissions – Guideline \(Environment Protection Authority, 2013\)](#)

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## 15 BUILT ENVIRONMENT AND HERITAGE

Planning is to recognise the role of urban design, building design, heritage and energy and resource efficiency in delivering liveable and sustainable cities, towns and neighbourhoods.

Planning should ensure all land use and development appropriately responds to its surrounding landscape and character, valued built form and cultural context.

Planning should protect places and sites with significant heritage, architectural, aesthetic, scientific and cultural value.

Planning must support the establishment and maintenance of communities by delivering functional, accessible, safe and diverse physical and social environments, through the appropriate location of use and development and through high quality buildings and urban design.

Planning should promote excellence in the built environment and create places that:

- Are enjoyable, engaging and comfortable to be in.
- Accommodate people of all abilities, ages and cultures.
- Contribute positively to local character and sense of place.
- Reflect the particular characteristics and cultural identity of the community.
- Enhance the function, amenity and safety of the public realm.

### Environmentally sustainable development

Planning must support development that is environmentally sustainable and:

- Respond to climate change impacts.
- Minimises greenhouse gas emissions.
- Conserves energy and water.
- Minimises waste generation and increases resource recovery.
- Supports human health and community wellbeing.
- Minimises detrimental impacts on the built and natural environment.

## 15.01-25

**Building design****Objective**

To achieve building design and siting outcomes that contribute positively to the local context, enhance the public realm and support environmentally sustainable development.

**Strategies**

Ensure a comprehensive site analysis forms the starting point of the design process and provides the basis for the consideration of height, scale and massing of new development.

Ensure development responds and contributes to the strategic and cultural context of its location.

Minimise the detrimental impact of development on neighbouring properties, the public realm and the natural environment.

Ensure the form, scale, and appearance of development enhances the function and amenity of the public realm.

Ensure buildings and their interface with the public realm support personal safety, perceptions of safety and property security.

Ensure development is designed to protect and enhance valued landmarks, views and vistas.

Ensure development provides safe access and egress for pedestrians, cyclists and vehicles.

Encourage retention of existing vegetation and planting of new vegetation as part of new developments.

Ensure development provides landscaping that responds to its site context, enhances the built form and creates safe and attractive spaces.

Ensure the layout and design of the development supports waste and resource recovery and the efficient use of water.

Improve the energy performance of buildings through siting and design measures that support:

- Cost effective compliance with energy performance standards in the National Construction Code.
- Passive design responses that minimise the need for heating and cooling.
- Adoption of renewable energy and storage technologies.

**Policy documents**

Consider as relevant:

- *Urban Design Guidelines for Victoria* (Department of Environment, Land, Water and Planning, 2017)
- *Apartment Design Guidelines for Victoria* (Department of Environment, Land, Water and Planning, 2017)



Department of Environment, Land, Water and Planning

## 15.01-3S Subdivision design

### Objective

To facilitate subdivisions that achieve attractive, safe, accessible, diverse and sustainable neighbourhoods.

### Strategies

In the development of new residential areas and in the redevelopment of existing areas, subdivision should be designed to create liveable and sustainable communities by:

- Creating compact neighbourhoods that have walkable distances between activities.
- Developing activity centres in appropriate locations with a mix of uses and services and access to public transport.
- Creating neighbourhood centres that include services to meet day to day needs.
- Creating urban places with a strong sense of place that are functional, safe and attractive.
- Providing a range of lot sizes to suit a variety of dwelling and household types to meet the needs and aspirations of different groups of people.
- Creating landscaped streets and a network of open spaces to meet a variety of needs with links to regional parks where possible.
- Protecting and enhancing native habitat.
- Facilitating an urban structure where neighbourhoods are clustered to support larger activity centres served by high quality public transport.
- Reduce car dependency by allowing for:
  - Convenient and safe public transport.
  - Safe and attractive spaces and networks for walking and cycling.
  - Subdivision layouts that allow easy movement within and between neighbourhoods.
  - A convenient and safe road network.
- Being accessible to people with disabilities.
- Creating an urban structure and providing utilities and services that:
  - Responds to climate change hazards and contributes to reduction of greenhouse gas emissions.
  - Support resource conservation.
  - Support energy efficiency through urban layout and lot orientation.
  - Support the uptake of renewable energy technology, including microgrids and batteries.
  - Incorporate integrated water management.
  - Support waste minimisation and increased resource recovery.
  - Minimise exposure of sensitive uses to air and noise pollution.

### Policy documents

Consider as relevant:

- *Urban Design Guidelines for Victoria* (Department of Environment, Land, Water and Planning, 2017)

[DELETED – content relocated or covered in other clauses]

#### 15.02-1S Energy and resource efficiency

##### Objective

To encourage land use and development that is energy and resource efficient, supports a cooler environment and minimises greenhouse gas emissions. [15S, 15.01-2S, 15.01-3S]

##### Strategies

Improve the energy, water and waste performance of buildings and subdivisions through environmentally sustainable development. [19.01-1S, 19.01-2S, 19.03-3S, 19.03-5S]

Promote consolidation of urban development and integration of land use and transport. [18S, 18.01-1S]

Improve efficiency in energy use through greater use of renewable energy technologies and other energy efficiency upgrades. [19.01-2S, 15.01-2S, 15.01-3S]

Support low energy forms of transport such as walking and cycling. [ 18.02-1S, 18.01-1S]

Reduce the urban heat island effect by greening urban areas, buildings, transport corridors and open spaces with vegetation. [13.01-3S]

Encourage retention of existing vegetation and planting of new vegetation as part of development and subdivision proposals. [15.01-2S, 15.01-3S]

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**16.01-25 Location of residential development**

**Objective**

To locate new housing in designated locations that offer good access to jobs, services and transport.

**Strategies**

Increase the proportion of new housing in designated locations within established urban areas and reduce the share of new dwellings in greenfield and dispersed development areas.

Encourage higher density housing development on sites that are well located in relation to jobs, services and public transport.

Ensure an adequate supply of redevelopment opportunities within established urban areas to reduce the pressure for fringe development.

Ensure residential development is **located to support** cost effective infrastructure provision and use, energy efficiency, water efficiency and public transport use.

Identify opportunities for increased residential densities to help consolidate urban areas.

**18.01-1S Land use and transport planning****Objective**

To create a safe and sustainable transport system by integrating land use and transport.

**Strategies**

Develop integrated and accessible transport networks to connect people to jobs and services and goods to market.

Plan urban development to make jobs and services more accessible by:

- Ensuring equitable access is provided to developments in accordance with forecast demand, taking advantage of all available modes of transport and to minimise adverse impacts on existing transport networks and the amenity of surrounding areas.
- Coordinating improvements to public transport, walking and cycling networks with the ongoing development and redevelopment of urban areas.
- Requiring integrated transport plans to be prepared for all new major residential, commercial and industrial developments.
- Focussing major government and private sector investments in regional cities and centres on major transport corridors, particularly railway lines, in order to maximise the access and mobility of communities

Integrate public transport services and infrastructure into new development.

Improve transport links that strengthen the connections to Melbourne and adjoining regions.

**Policy documents**

Consider as relevant:

- *The Victorian Transport Plan* (Victorian Government, 2008)
- *Public Transport Guidelines for Land Use and Development* (Victorian Government, 2008)
- *Victorian Cycling Strategy 2018-28* (Department of Economic Development, Jobs, Transport and Resources, 2017)
- *Principal Public Transport Network 2017* (Department of Economic Development, Jobs, Transport and Resources, 2017)

Department of Environment, Land, Water and Planning

## 18.02-1S Sustainable personal transport

### Objective

To promote and support the use of low-emission forms of personal transport.

### Strategies

Ensure development and the planning for new suburbs, urban renewal precincts, greyfield redevelopment areas and transit-oriented development areas (such as railway stations) provide opportunities to promote more walking and cycling.

Encourage the use of walking and cycling by creating environments that are safe and attractive.

Develop high quality pedestrian environments that are accessible to footpath-bound vehicles such as wheelchairs, prams and scooters.

Ensure cycling routes and infrastructure are constructed early in new developments.

Provide direct and connected pedestrian and bicycle infrastructure to and between key destinations including activity centres, public transport interchanges, employment areas, urban renewal precincts and major attractions.

Ensure cycling infrastructure (on-road bicycle lanes and off-road bicycle paths) is planned to provide the most direct route practical and to separate cyclists from other road users, particularly motor vehicles.

Require the provision of adequate bicycle parking and related end-of-trip facilities to meet demand at commercial buildings, multi-residential developments, education, recreation, transport, shopping and community facilities and other major attractions when issuing planning approvals.

Provide improved facilities, particularly storage, for cyclists at public transport interchanges, rail stations and major attractions.

Encourage building and subdivision layout and design responses that:

- Facilitate low emission forms of transport including walking and cycling.
- Include infrastructure for low emission vehicles (including electric vehicles).

### Policy documents

Consider as relevant:

- *Guide to Road Design, Part 6A: Paths for Walking and Cycling*
- *Victorian Cycling Strategy 2018-28* (Department of Economic Development, Jobs, Transport and Resources, 2017)

**18.02-2S Public Transport****Objective**

To facilitate greater use of public transport, promote increased development close to high-quality public transport routes and minimise car dependency.

**Strategies**

Maintain and strengthen passenger transport networks.

Connect activity centres, job rich areas and outer suburban areas through high-quality public transport.

Improve access to the public transport network by:

- Ensuring integration with walking and cycling networks.
- Providing end-of-trip facilities for pedestrians and cyclists at public transport interchanges.

Plan for bus services to meet the need for local travel.

Ensure development supports the delivery and operation of public transport services.

Plan for and deliver public transport in outer suburban areas that is integrated with land use and development.

Provide for bus routes and stops and public transport interchanges in new development areas.

**Policy documents**

Consider as relevant:

- *Public Transport Guidelines for Land Use and Development* (Victorian Government, 2008)
- *The Victorian Transport Plan* (Victorian Government, 2008)

Department of Environment, Land, Water and Planning

## 19 INFRASTRUCTURE

Planning for development of social and physical infrastructure should enable it to be provided in a way that is efficient, equitable, accessible and timely.

Planning is to recognise social needs by providing land for a range of accessible community resources, such as education, cultural, health and community support (mental health, aged care, disability, youth and family services) facilities.

Planning should ensure that the growth and redevelopment of settlements is planned in a manner that allows for the logical and efficient provision and maintenance of infrastructure, including the setting aside of land for the construction of future transport routes.

Planning should facilitate efficient use of existing infrastructure and human services. Providers of infrastructure, whether public or private bodies, are to be guided by planning policies and should assist strategic land use planning.

Planning should minimise the impact of use and development on the operation of major infrastructure of national, state and regional significance, including communication networks and energy generation and distribution systems.

Planning of infrastructure should avoid or minimise environmental impacts and incorporate resilience to natural hazards, including future climate change risks.

Planning authorities should consider the use of development and infrastructure contributions in the funding of infrastructure.

Department of Environment, Land, Water and Planning

**19.01-1S Energy supply****Objective**

To facilitate appropriate development of energy supply infrastructure.

**Strategies**

Support the development of energy [infrastructure](#) in appropriate locations where [it](#) provides benefits to industry and the community [and takes advantage of existing infrastructure](#).

[Support achievement of greenhouse gas emission reduction targets under the \*Climate Change Act 2017\* and the transition to a low-carbon economy by adopting renewable energy and low emission technologies.](#)

Facilitate local energy generation to help diversify the local economy and improve sustainability outcomes.



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## 19.01-25 Renewable energy

### Objective

To support the provision and use of renewable energy, and achievement of greenhouse gas emission reduction targets under the *Climate Change Act 2017* in a manner that ensures appropriate siting and design considerations are met.

### Strategies

Facilitate renewable energy development in appropriate locations.

Protect energy infrastructure against competing and incompatible uses.

Develop appropriate infrastructure to meet community demand for energy services.

Set aside suitable land for future energy infrastructure.

Consider the economic and environmental benefits to the broader community of renewable energy generation while also considering the need to minimise the effects of a proposal on the local community and environment.

Recognise that economically viable wind energy facilities are dependent on locations with consistently strong winds over the year.

### Policy documents

Consider as relevant:

- *Policy and Planning Guidelines for Development of Wind Energy Facilities in Victoria* (Department of Environment, Land, Water and Planning, March 2019)
- *Solar Energy Facilities Design and Development Guideline* (Department of Environment, Land, Water and Planning, August 2019)

**19.03-3S Integrated water management****Objective**

To sustainably manage water supply, water resources, wastewater, drainage and stormwater through an integrated water management approach.

**Strategies**

Plan and coordinate integrated water management, bringing together stormwater, wastewater, drainage, water supply, water treatment and re-use, to:

- Take into account the catchment context.
- Protect downstream environments, waterways and bays.
- Manage and use potable water efficiently.
- Reduce pressure on Victoria's drinking water supplies.
- Minimise drainage, water or wastewater infrastructure and operational costs.
- Minimise flood risks.
- Provide urban environments that are more resilient to the effects of climate change.

Integrate water into the landscape to facilitate cooling, local habitat improvements and provision of attractive and enjoyable spaces for community use.

Facilitate use of alternative water sources such as rainwater, stormwater, recycled water and run-off from irrigated farmland.

Ensure that development protects and improves the health of water bodies including creeks, rivers, wetlands, estuaries and bays by:

- Minimising stormwater quality and quantity related impacts.
- Filtering sediment and waste from stormwater prior to discharge from a site.
- Managing industrial and commercial toxicants in an appropriate way.
- Requiring appropriate measures to mitigate litter, sediment and other discharges from construction sites.

Manage stormwater quality and quantity through a mix of on-site measures and developer contributions at a scale that will provide greatest net community benefit.

Provide for sewerage at the time of subdivision or ensure lots created by the subdivision are capable of adequately treating and retaining all domestic wastewater within the boundaries of each lot.

Ensure land is set aside for water management infrastructure at the subdivision design stage.

Minimise the potential impacts of water, sewerage and drainage assets on the environment.

Protect significant water, sewerage and drainage assets from encroaching sensitive and incompatible uses.

Protect areas with potential to recycle water for forestry, agriculture or other uses that can use treated effluent of an appropriate quality.

Support development that is water efficient and encourages use of alternative water sources.

Department of Environment, Land, Water and Planning

**Policy documents**

Consider as relevant:

- *State Environment Protection Policy (Waters of Victoria)*
- *Water for Victoria - Water Plan* (Victorian Government, 2016)
- *Urban Stormwater Best Practice Environmental Management Guidelines* (Victorian Stormwater Committee, 1999)
- *Guidelines for Environmental Management: Code of Practice - Onsite Wastewater Management* (Publication 891.4, Environment Protection Authority, 2016)
- *Planning Permit Applications in Open, Potable Water Supply Catchment Areas* (Department of Sustainability and Environment, 2012)

**19.03-55 Waste and resource recovery****Objective**

To reduce waste and maximise resource recovery so as to reduce reliance on landfills and minimise environmental, community amenity and public health impacts.

**Strategies**

Ensure future waste and resource recovery infrastructure needs are identified and planned for to safely and sustainably manage all waste and maximise opportunities for resource recovery.

Protect waste and resource recovery infrastructure against encroachment from incompatible land uses by ensuring buffer areas are defined, protected and maintained.

Ensure waste and resource recovery facilities are sited, designed, built and operated so as to minimise impacts on surrounding communities and the environment.

Encourage technologies that increase recovery and treatment of resources to produce [high value, marketable end products](#).

Enable waste and resource recovery facilities to [be located in proximity to other related facilities and to materials' end-market destinations](#) to reduce the impacts of waste transportation and improve the economic viability of resource recovery.

Site, design, manage and rehabilitate waste disposal facilities in accordance with the *Waste Management Policy (Siting, Design and Management of Landfills)* (Environment Protection Authority, 2004).

Integrate waste and resource recovery infrastructure planning with land use and transport planning.

[Ensure developments provide for segregation, storage and collection of waste and recyclable materials.](#)

Encourage development that [provides for:](#)

- [Systems that support waste minimisation and increase resource recovery.](#)
- [Use of recycled and reusable materials where appropriate.](#)

**Policy guidelines**

Consider as relevant:

- Any applicable Regional Waste and Resource Recovery Implementation Plan.

**Policy documents**

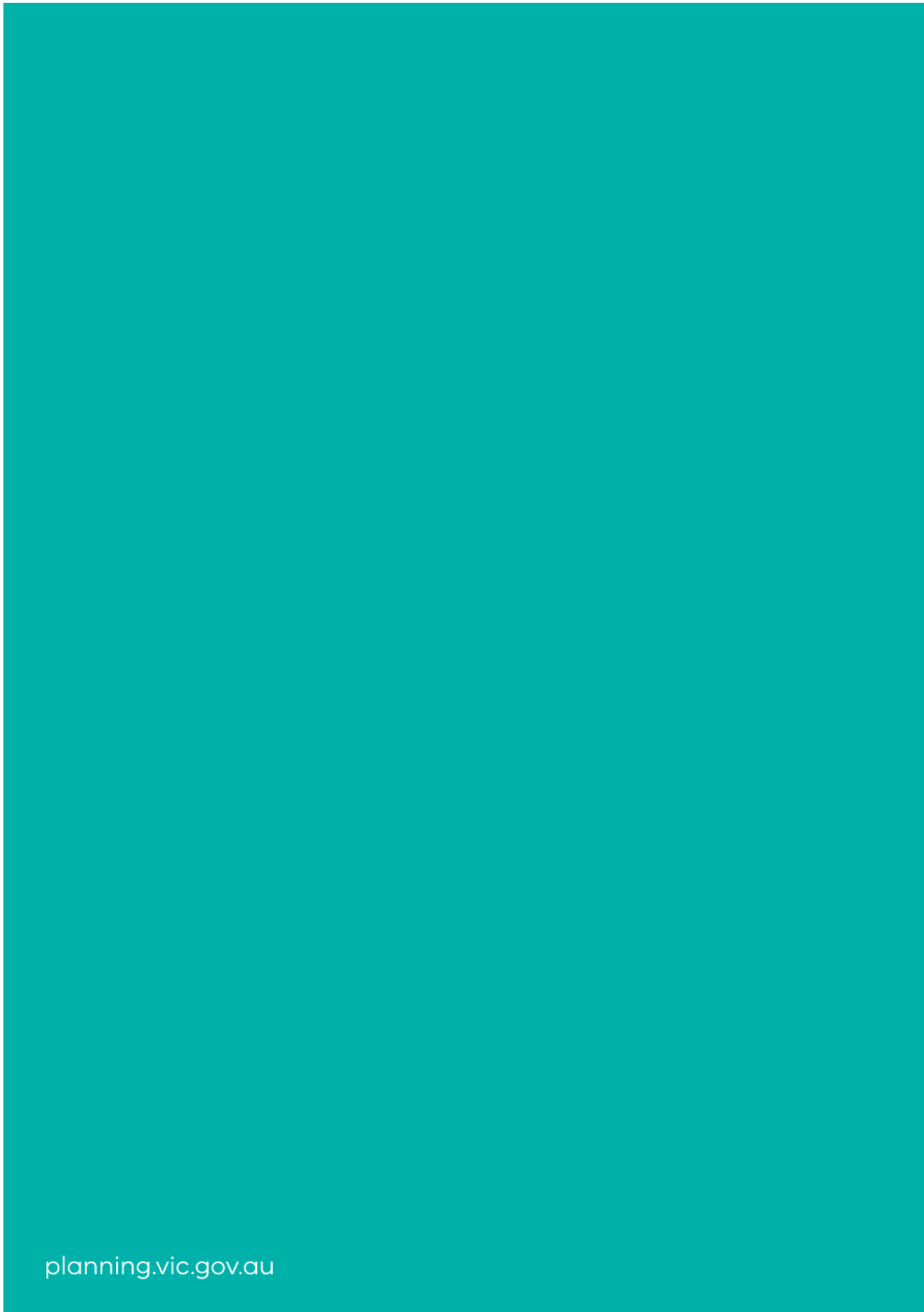
Consider as relevant:

- *Statewide Waste and Resource Recovery Infrastructure Plan* (Sustainability Victoria, 2015)
- *Metropolitan Waste and Resource Recovery Implementation Plan* (Metropolitan Waste and Resource Recovery Group, 2016)
- *Waste Management Policy (Siting, Design and Management of Landfills)* (Environment Protection Authority, 2004)
- *Environment Protection (Industrial Waste Resource) Regulations 2009*
- *Best Practice Environmental Management Guideline (Siting, Design, Operation and Rehabilitation of Landfills)* (Environment Protection Authority, 2001)
- *Victorian Organics Resource Recovery Strategy* (Sustainability Victoria, 2015)
- *Designing, Constructing and Operating Composting Facilities* (Environment Protection

Department of Environment, Land, Water and Planning

Authority, 2015)

- *Waste Management and Recycling in Multi-unit Developments* (Sustainability Victoria, 2019)
- *Recycling Victoria A New Economy* (Department of Environment, Land, Water and Planning, 2020)



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**DRAFT** Submission to ESD Roadmap Paper and  
Planning Policy Framework Changes

Feb 2021

*[This submission has not been endorsed by Council – update subject to adoption]*

**City of Darebin submission  
Environment protection reform and planning**

**INTRODUCTION**

The City of Darebin is pleased to provide the following Council endorsed submission in response to the Victorian Government's roadmap for environmentally sustainable development (ESD) through the Victorian Planning System - *'Environmentally sustainable development of buildings and subdivisions: a roadmap for Victoria's planning system'* (Roadmap) and proposed 'stage one' updates to the Planning Policy Framework (PPF).

Council commends the state government on this vital initiative to strengthen ESD requirements in planning schemes and welcomes the opportunity to participate in this process.

Overall, Council supports the purpose of the Roadmap to introduce an integrated planning system approach to ESD and is generally supportive of the high level PPF objectives and strategies proposed under stage 1, which will form the basis for more detailed standards to come later.

This submission provides Council's response to the Roadmap as well as feedback to improve the comprehensiveness and effectiveness of ESD policy.

**The Roadmap** – Council highlights issues that, if not remedied, could undermine the effectiveness of ESD policy in the planning system.

**Stage 1 PPF updates** – comments and suggested changes are provided to improve the comprehensiveness and clarity of the policy foundation underpinning the new standards (stage two).

**Stage 2 preliminary feedback** – identification of issues to consider for the drafting of new standards and provisions in stage two.

**THE ROADMAP**

Overall, Council supports the proposed two stage approach. Stage one will introduce an important policy basis for ESD in planning schemes, and the further process of comprehensive consultation with councils before introducing ESD objectives and standards.

**ESD Definition**

1. A definition of ESD is required in the VPPs for the purposes of planning – at least one that is relevant to the design and siting of buildings and subdivisions. The Roadmap references several definitions for ESD (from United Nations Brundtland Commission report of 1987, Australia's National Strategy for Ecologically Sustainable Development 1992, and Victorian Commissioner for Environmental Sustainability Act 2003) however it does not commit to a single definition.
2. The **establishment of an ESD definition** for planning would assist interpretation of planning policy, and should form part of the Roadmap and consultation process.

**Stage 2 Review of Local ESD Policies**

3. Council agrees with the state government's intention to review the relationship between state and local ESD planning measures with local government to complement new state standard provisions and to avoid any repetition or duplication with state objectives.
4. As part of stage 2 reforms later in the year, Council submits there **must be no deletion of or reduction to the strength of local ESD policies**, and that reforms must not limit



**City of Darebin submission**  
**Environment protection reform and planning**

the ability for councils to seek amendments to go further than state standard ESD provisions.

- 5. The Roadmap recognises the important role the Council Alliance for a Sustainable Built Environment (CASBE) has performed in advancing ESD planning policy throughout greater Melbourne. Indeed, as the state government embarks on its roadmap, CASBE is already undertaking work to introduce a new and improved ESD local policy.
- 6. Councils should also continue to be allowed to use tools such as CASBE's Built Environment Sustainability Scorecard (BESS) which has proven to be a highly effective and useful for local government and permit applicants alike.

*See Stage 2 – Preliminary Feedback for further considerations for this later stage.*

**Cost**

- 7. The Roadmap cautions against inconsistency between councils over ESD standards shouldn't lead to unreasonable costs.
- 8. Council submits that clear ESD guidance is cost saving rather than cost prohibitive, particularly over the life of development. Ambiguity for permit applicants can be remedied by clear application requirements and local guidelines. It is likely that businesses with capacity to develop across Victoria have the capital and expertise to understand and apply local ESD standards efficiently and without unreasonable financial impost. Clear ESD policy upfront in the planning scheme will lead to certainty and can play a role in attracting investment to low carbon assets.
- 9. The Roadmap and consultation process should remove or define the term 'reasonable ESD cost' is so that this argument is not used by permit applicants to push back on any meaningful ESD standards. Consideration of appropriate cost should take into account the cost to future occupiers over the life of the project and the environmental cost of unsustainable development.

**The Building System**

- 10. Council notes the reforms proposed/underway to the National Construction Code (NCC) and it recognises that the planning and building systems must be complementary in their approach to ESD.
- 11. Council submits that, irrespective of changes to the NCC, planning should continue to go above and beyond basic and relatively narrow NCC requirements because there is

*Example – NCC vs Planning*

National Construction Code – stipulates a bedroom must have a window that is 10% of the floor area and opening of 5%. This requirement does not provide good passive solar design that addresses ventilation, orientation or glazing. If glazing is not considered at the planning stage, too much northern or western sun can dramatically increase energy use.

At the planning permit stage, there is the potential to require larger areas of glazing (particularly to the north) and to locate windows and doors for the purposes of cross

greater scope and flexibility in planning to achieve ESD solutions during planning and design stages of development. Additionally, the building certification process currently

### City of Darebin submission Environment protection reform and planning

lacks the rigour to ensure compliance with important ESD requirements, such as checking compliance with energy efficient insulation that has been approved under the planning permit.

12. ESD items that have a positive accumulative impact and that should be addressed at the planning stage (and that are not addressed by the NCC) include:
  - levels of daylight and direct sunlight to all rooms and common areas;
  - shading of glazing with fixed or adjustable shades;
  - the size and location of water tanks and WSUD;
  - bike storage size, number, access, protection;
  - well-designed balconies of adequate size, view, and orientation to access sunlight while maintaining privacy;
  - bin area, location, number, collections/collection point, space for food waste/compost;
  - common areas for growing food and social interaction; and,
  - design that caters for optimum solar photovoltaic (PV) orientation and space for batteries.

### Social Housing ESD Provisions

13. The recently introduced planning provisions of 'Victoria's Big Housing Build' have exempted eligible social housing developments from all normal planning requirements, including local ESD policies. Less rigorous ESD requirements have been incorporated instead for these developments.
14. While it's good to see these planning assessments will still consider ESD, the policies do not require applicants to submit a Sustainable Development Assessment / Sustainable Management Plan with their application as per Darebin's Local Policy and omits to varying degrees standards for site coverage, water sensitive urban design, and ventilation. There is also no approval required for vegetation removal, which may lead to poor environmental and urban cooling outcomes.
15. Aside from the missed opportunities to improve the standard of ESD in the design and planning of such large developments, there is concern that the lack of ESD measures will negatively impact running costs and therefore affordability of housing over the long term.
16. Council submits that the **Roadmap should review and update ESD requirements for Victoria's Big Housing Build** and 'Housing by or on behalf of the Director of Housing' planning provisions so that these developments can model best practice in ESD.
17. In general, state government initiatives to cut red tape and/or promote development must not be at the cost of ESD.

### STAGE 1 – UPDATES TO PPF

18. Overall, Council supports stage one reforms to embed ESD into all planning schemes and more comprehensively in the PPF by inserting consideration of ESD into the purpose of all planning schemes.
19. However, Council objects to the strategy proposed at 15.01-2S Building design: '*Improve the energy performance of buildings through siting and design measures that support: - Cost effective compliance with energy performance standards in the National Construction Code.*' This strategy should be removed on the basis that the NCC is the

**City of Darebin submission**  
**Environment protection reform and planning**

minimum requirement. It is not appropriate that the planning system requires 'cost effective compliance' with the NCC requirements. 'Cost effectiveness' is subjective and could be used as justification to not provide ESD. The planning system should be promoting best practice, not the lowest standard.

20. Additional comments and feedback to the PPF reforms are provided in the below table. The proposed Roadmap policy is shown in blue. Council's suggested changes are shown in bold black font.

PPF Clause	Policy	Comments / Changes
01 Purpose	To promote environmentally sustainable development	Support
11 Settlement	Planning is to recognise the need for, and as far as practicable contribute towards: <ul style="list-style-type: none"> <li>• Health, wellbeing and safety.</li> <li>• Diversity of choice.</li> <li>• Adaptation in response to changing technology.</li> <li>• Economic viability.</li> <li>• A high standard of environmental sustainability, urban design and amenity.</li> <li>• Energy efficiency and renewable energy adoption.</li> <li>• Prevention of pollution to land, water and air.</li> <li>• Protection of environmentally sensitive areas and natural resources.</li> <li>• Accessibility.</li> <li>• Land use and transport integration.</li> <li>• Waste minimisation, resource recovery and waste management.</li> <li>• Climate change adaptation and mitigation.</li> </ul>	Support with changes Add: <ul style="list-style-type: none"> <li>• 'Planning is to recognise the need for, and as far as practicable contribute towards:</li> <li>• <b>Sustainable modes of transport</b>.'</li> </ul> Change: <ul style="list-style-type: none"> <li>• 'Protection of environmentally sensitive areas, <b>and</b> natural resources <b>and</b> biodiversity.'</li> </ul>
11.02-2S Structure planning	<p><b>Objective</b></p> <p>To facilitate the orderly and sustainable development of urban areas.</p> <p><b>Strategies</b></p> <ul style="list-style-type: none"> <li>• Take into account the strategic and physical context of the location.</li> <li>• Provide the broad planning framework for an area as well as the more detailed planning requirements for neighbourhoods and precincts, where appropriate.</li> <li>• Provide for the development of sustainable and liveable urban areas in an integrated manner.</li> <li>• Assist the development of walkable neighbourhoods.</li> </ul>	Support and change: <ul style="list-style-type: none"> <li>• <del>Respond to</del> <b>Prevent or mitigate the current and future</b> impacts of climate change.'</li> </ul>

**City of Darebin submission**  
**Environment protection reform and planning**

	<ul style="list-style-type: none"> <li>Facilitate the logical and efficient provision of infrastructure.</li> <li>Facilitate the use of existing infrastructure and services.</li> <li>Protect areas of natural or cultural significance.</li> <li>Respond to the impacts of climate change.</li> </ul>	
<b>12 environmental and landscape values</b>	<p>Planning must implement environmental principles for ecologically sustainable development that have been established by international and national agreements.</p> <p>(Addition of): <a href="#">Australia's Strategy for Nature 2019-2030</a></p>	Support
<b>12.01-1S Protection of biodiversity</b>	<p><b>Strategy</b></p> <p>Support land use and development that contributes to protecting and enhancing urban biodiversity values.</p>	Support
<b>13.01-1S Natural hazards and climate change</b>	<p><b>Strategy</b></p> <p>Site and design development to minimise risk to life, health, property, the natural environment and community infrastructure from natural hazards.</p>	Support
<b>13.01-3S Urban heat mitigation</b>	<p><b>Objective</b></p> <p>To reduce urban heat exposure through land use, built form and design responses.</p> <p><b>Strategies</b></p> <p>Green and cool urban areas, buildings, transport corridors and open spaces through use of vegetation, integrated water management and appropriate materials.</p> <p>Support tree health and cool the urban environment through water sensitive urban design.</p>	<p>Strongly support this new section on urban heat mitigation</p> <p>Change:</p> <ul style="list-style-type: none"> <li>To reduce urban heat exposure through <b>retention of existing vegetation</b>, land use, built form and design responses'.</li> <li>Green and cool urban areas, buildings, transport corridors and open spaces through <b>shade</b>, use of vegetation, integrated water management and appropriate materials.</li> </ul> <p>Add:</p> <ul style="list-style-type: none"> <li>Strategy that supports the protection of existing trees that contribute to cooling the urban environment, including those that don't require planning approval to remove.</li> </ul>
<b>13.05-1S Noise abatement</b>	<p><b>Objective</b></p> <p>To assist in the control of noise pollution and minimise its effects on residential developments and other sensitive land uses.</p> <p><b>Strategy</b></p> <p>Ensure that human health and community amenity is protected, and that development is not adversely impacted by noise emissions,</p>	Support.

**City of Darebin submission  
Environment protection reform and planning**

	using a range of building design, urban design and land use separation techniques.	
<b>13.06-1S Air quality management</b>	<p><b>Objective</b> To assist in the protection and improvement of air quality.</p> <p><b>Strategies</b> Ensure that land use planning and transport infrastructure provision contribute to improved air quality by:</p> <ul style="list-style-type: none"> <li>• Integrating transport and land use planning to improve transport accessibility and connections.</li> <li>• <b>Limiting air emissions, including dust.</b></li> <li>• Locating key developments that generate high volumes of trips in the Central City, Metropolitan Activity Centres and Major Activity Centres.</li> <li>• Providing infrastructure for public transport, walking and cycling.</li> </ul> <p>Ensure, wherever possible, that there is suitable separation between land uses that <b>pose a health and amenity risk</b> and sensitive uses.</p> <p><b>Minimise air pollutant exposure to occupants of residential development and other sensitive uses near transport infrastructure through suitable siting, layout and design responses.</b></p> <p><b>Policy documents</b> Consider as relevant:</p> <ul style="list-style-type: none"> <li>• <i>State Environment Protection Policy (Air Quality Management)</i></li> <li>• <i>Recommended Separation Distances for Industrial Residual Air Emissions – Guideline (Environment Protection Authority, 2013)</i></li> </ul>	Support
<b>15 Built Environment and Heritage</b>	<p><b>Environmentally sustainable development</b> Planning must support development that is environmentally sustainable and:</p> <ul style="list-style-type: none"> <li>• Respond to climate change impacts.</li> <li>• Minimises greenhouse gas emissions.</li> <li>• Conserves energy and water.</li> <li>• Minimises waste generation and increases resource recovery.</li> <li>• Supports human health and community wellbeing.</li> <li>• Minimises detrimental impacts on the built and natural environment.</li> </ul>	<p>Support Change:</p> <ul style="list-style-type: none"> <li>• <b>Respond to Prevent or mitigate the current and future impacts of climate change.</b></li> </ul> <p>Add:</p> <ul style="list-style-type: none"> <li>• <b>‘Planning must support development that is environmentally sustainable and: • Supports sustainable modes of transport’.</b></li> </ul>
<b>15.01-2S Building design</b>	<b>Objective</b>	Delete – strong objection:

**City of Darebin submission  
Environment protection reform and planning**

	<p>To achieve building design and siting outcomes that contribute positively to the local context, enhance the public realm and support environmentally sustainable development.</p> <p><b>Strategies</b></p> <p>Encourage retention of existing vegetation and planting of new vegetation as part of new developments.</p> <p>Ensure development provides landscaping that responds to its site context, enhances the built form and creates safe and attractive spaces.</p> <p>Ensure the layout and design of the development supports waste and resource recovery and the efficient use of water.</p> <p>Improve the energy performance of buildings through siting and design measures that support:</p> <ul style="list-style-type: none"> <li>• Cost effective compliance with energy performance standards in the National Construction Code.</li> <li>• Passive design responses that minimise the need for heating and cooling.</li> <li>• Adoption of renewable energy and storage technologies.</li> </ul>	<ul style="list-style-type: none"> <li>• <del>‘Cost effective compliance with energy performance standards in the National Construction Code.’</del></li> </ul> <p>The NCC is the minimum requirement. It is not appropriate to require ‘cost effective compliance’ with the NCC requirements. ‘Cost effectiveness’ is subjective and could be used as justification to not provide ESD. The planning system should be promoting best practice, not the lowest standard. The above strategy should be deleted, noting this applies to buildings in any case.</p> <p>Change:</p> <ul style="list-style-type: none"> <li>• ‘Passive design responses that minimise the need for heating, and cooling and lighting.’</li> </ul> <p>Add:</p> <ul style="list-style-type: none"> <li>• Encourage achievement of 6 star Green Star Communities and 7 star Nationwide House Energy Rating Scheme or higher</li> </ul>
<p><b>15.01-3S Subdivision design</b></p>	<p><b>Strategies</b></p> <ul style="list-style-type: none"> <li>• Creating an urban structure and providing utilities and services that:</li> <li>• Responds to climate change hazards and contributes to reduction of greenhouse gas emissions.</li> <li>• Support resource conservation.</li> <li>• Support energy efficiency through urban layout and lot orientation.</li> <li>• Support the uptake of renewable energy technology, including microgrids and batteries.</li> <li>• Incorporate integrated water management.</li> <li>• Support waste minimisation and increased resource recovery.</li> <li>• – Minimise exposure of sensitive uses to air and noise pollution.</li> </ul>	<p>Support</p> <p>Add strategy:</p> <ul style="list-style-type: none"> <li>• <b>‘Encourage retention of existing vegetation and planting of new vegetation as part of subdivision proposals.’</b></li> </ul> <p>A subdivision related vegetation retention provision is proposed to be deleted from 15.02-1S, and therefore needs to be relocated under this subdivision design policy in the PPF.</p>
<p><b>15.02-1S Energy and resource efficiency</b></p>	<p><b>POLICY DELETED</b></p> <p><b>Objective</b></p> <p>To encourage land use and development that is <b>energy and resource efficient</b>, supports a <b>cooler environment</b> and minimises greenhouse gas <b>emissions</b>. <b>[covered in 15S, 15.01-2S, 15.01-3S]</b></p> <p><b>Strategies</b></p>	<p>Deletion of this provision is accepted provided that content is redistributed under appropriate themes, as proposed</p> <p>Change: the subdivision related vegetation retention policy should be relocated to 15.01-3S (as per Council’s comment in the above row).</p>

**City of Darebin submission  
Environment protection reform and planning**

	<p><b>Improve the energy, water and waste performance</b> of buildings and subdivisions through environmentally sustainable development. <a href="#">[covered in 19.01-1S, 19.01-2S, 19.03-3S, 19.03-5S]</a></p> <p>Promote <b>consolidation of urban development and integration of land use and transport</b>. <a href="#">[covered in 18S,18.01-1S]</a></p> <p>Improve efficiency in energy use through greater use of <b>renewable energy technologies</b> and other energy efficiency upgrades. <a href="#">[covered in 19.01-2S, 15.01-2S, 15.01-3S]</a></p> <p>Support <b>low energy forms of transport</b> such as walking and cycling. <a href="#">[covered in 18.02-1S, 18.01-1S]</a></p> <p><b>Reduce the urban heat island effect</b> by greening urban areas, buildings, transport corridors and open spaces with vegetation. <a href="#">[covered in 13.01-3S]</a></p> <p>Encourage <b>retention of existing vegetation and planting of new vegetation</b> as part of development and subdivision proposals. <a href="#">[covered in 15.01-2S, 15.01-3S]</a></p>	
<p><b>18.01-1S Land use and transport planning</b></p>	<p><b>Policy documents</b> Consider as relevant:</p> <ul style="list-style-type: none"> <li>• <i>The Victorian Transport Plan</i> (Victorian Government, 2008)</li> <li>• <i>Public Transport Guidelines for Land Use and Development</i> (Victorian Government, 2008)</li> <li>• <i>Victorian Cycling Strategy 2018-28</i> (Department of Economic Development, Jobs, Transport and Resources, 2017)</li> <li>• <i>Principal Public Transport Network 2017</i> (Department of Economic Development, Jobs, Transport and Resources, 2017)</li> </ul>	<p>Support</p>
<p><b>18.02-1S Sustainable personal transport</b></p>	<p><b>Objective</b> To promote <b>and support</b> the use of <b>low-emission forms of personal transport</b></p> <p><b>Strategies</b> Require the provision of adequate bicycle parking and related <b>end-of-trip</b> facilities to meet demand at <b>commercial buildings, multi-residential developments</b>, education, recreation, transport, shopping and community facilities and other major attractions when issuing planning approvals.</p> <p><b>Encourage building and subdivision layout and design responses that:</b></p>	<p>Support and change</p> <ul style="list-style-type: none"> <li>• Include infrastructure for low emission vehicles (including electric vehicles <b>and electric bikes</b>).</li> </ul> <p>Add strategies:</p> <ul style="list-style-type: none"> <li>• Bicycle parking designed to be secure, undercover and safe and convenient to access.</li> </ul>

**City of Darebin submission  
Environment protection reform and planning**

	<ul style="list-style-type: none"> <li>Facilitate low emission forms of transport including walking and cycling.</li> <li>Include infrastructure for low emission vehicles (including electric vehicles).</li> </ul> <p><b>Policy documents</b></p> <p>Consider as relevant:</p> <ul style="list-style-type: none"> <li>Guide to Road Design, Part 6A: Paths for Walking and Cycling</li> <li>Victorian Cycling Strategy 2018-28 (Department of Economic Development, Jobs, Transport and Resources, 2017)</li> </ul>	
<b>18.02-2S Public Transport</b>	<p><b>Objective</b></p> <p>To facilitate greater use of public transport, promote increased development close to high quality public transport routes and minimise car dependency.</p>	<p>Support and add:</p> <ul style="list-style-type: none"> <li>A strategy that encourages less car parking provision in these locations – to incentivise use of public transport, walking, cycling.</li> </ul>
<b>19 Infrastruct ure</b>	<p>Planning of infrastructure should avoid or minimise environmental impacts and incorporate resilience to natural hazards, including future climate change risks.</p>	<p>Support and change:</p> <ul style="list-style-type: none"> <li>‘Planning of infrastructure should avoid or minimise environmental impacts and incorporate resilience to natural hazards, including the current and future climate change risks.’</li> </ul> <p>Also, guidance needs to be provided (potentially in the form of a list of policy documents or a practice note) on what model/s are to be used to understand, predict and address current and future climate change risk.</p>
<b>19.01-1S Energy supply</b>	<p><b>Strategies</b></p> <p>Support the development of energy infrastructure in appropriate locations where it provides benefits to industry and the community and takes advantage of existing infrastructure.</p> <p>Support achievement of greenhouse gas emission reduction targets under the <i>Climate Change Act 2017</i> and the transition to a low-carbon economy by adopting renewable energy and low emission technologies.</p> <p>Facilitate local energy generation to help diversify the local economy and improve sustainability outcomes.</p>	<p>Support and change:</p> <ul style="list-style-type: none"> <li>‘Support the development of energy infrastructure, and preference renewable energy infrastructure, in appropriate locations where it provides benefits to industry and the community and takes advantage of existing infrastructure’</li> </ul>
<b>19.01-2S Renewable energy</b>	<p><b>Objective</b></p> <p>To support the provision and use of renewable energy, and achievement of greenhouse gas emission reduction targets under the <i>Climate Change Act 2017</i> in a manner that ensures</p>	<p>Support</p>



**City of Darebin submission  
Environment protection reform and planning**

	appropriate siting and design considerations are met.	
<b>19.03-3S Integrated water management</b>	<p><b>Strategies</b></p> <p>Support development that is water efficient and encourages use of alternative water sources.</p>	Support
<b>19.03-5S Waste and resource recovery</b>	<p><b>Strategies</b></p> <p>Encourage technologies that increase recovery and treatment of resources to produce <b>high value, marketable end products</b>.</p> <p>Enable waste and resource recovery facilities to be located in proximity to other related facilities and to materials' end-market destinations to reduce the impacts of waste transportation and improve the economic viability of resource recovery.</p> <p>Ensure developments provide for segregation, storage and collection of waste and recyclable materials.</p> <p>Encourage development that provides for:</p> <ul style="list-style-type: none"> <li>• Systems that support waste minimisation and increase resource recovery.</li> <li>• Use of recycled and reusable materials where appropriate.</li> </ul> <p><b>Policy documents</b></p> <p>Consider as relevant:</p> <ul style="list-style-type: none"> <li>• <i>Waste Management and Recycling in Multi-unit Developments</i> (Sustainability Victoria, 2019)</li> <li>• <i>Recycling Victoria A New Economy</i> (Department of Environment, Land, Water and Planning, 2020)</li> </ul>	<p>Support and add:</p> <ul style="list-style-type: none"> <li>• A strategy that supports waste and resource recovery specific to construction and demolition waste.</li> </ul> <p>Change:</p> <ul style="list-style-type: none"> <li>• 'Ensure developments:             <ul style="list-style-type: none"> <li>• Provide for segregation, storage and collection of waste and recyclable materials <b>that is easy to access and to move waste to the collection point.</b></li> <li>• <b>Provide for waste collection that is safe and efficient, and that does not reduce the amenity of the street.'</b></li> </ul> </li> </ul> <p>Regarding the <i>Waste Management and Recycling in Multi-unit Developments</i> (Sustainability Victoria, 2019) – note that some councils such as Darebin have different waste and recycling volumes (in Darebin: 60 litres per week for waste volumes for 1 bed and 80 litres per week for 2 plus beds) and such Councils should not be required to provide for more residential waste.</p>

**City of Darebin submission**  
**Environment protection reform and planning**

**STAGE 2 – PRELIMINARY FEEDBACK**

21. Council welcomes the opportunity to undertake meaningful engagement on the upcoming stage 2 updates to particular provisions/ ESD standards. Council provides the following experience based preliminary feedback on important ESD issues to assist the Department in preparing stage 2 reforms.

**Industrial and Commercial Development**

22. Council strongly supports application of ESD requirements to industrial and commercial development, which have long been designed without consideration of environmental or energy efficiency principles. Council encourages particular provisions and standards for industrial development that include (not limited to): passive solar design, window orientation, operable windows and shading, and design that supports and protects onsite renewables.
23. There is great potential in large scale PV rollout projects on commercial and industrial roofs and therefore, along with protecting renewables from shade on residential properties, it is also important to protect onsite renewables on commercial buildings. Industrial heat pumps that run on more efficient electric energy should also be encouraged in the planning and design stages of new industrial precincts.

**State assessment tool**

24. The Roadmap states that the Victorian government ESD project will review opportunities to incorporate use of an ESD assessment tool at a state level to support the assessment of planning applications in reference to policies, objectives and standards set out in the VPP (p 16).
25. Council encourages use of an assessment tool that uses or builds upon the BESS tool, given the suitability of BESS as an assessment tool for the planning permit application stage.
26. Council cautions use of other existing tools for buildings, such as the Green Star report system, which has varying integrity depending on whether reports have been certified by a 3rd party. It can also be difficult to measure compliance with The Green Star system because it can involve building management arrangements which are difficult to enforce. Green star is also for larger buildings and is much more complex and onerous to use than BESS. However, Green Star - Communities should be encouraged for precinct scale developments.

**Energy**

27. Council submits that reformed ESD standards are needed to:
- Support and protect renewable energy systems including battery storage.
  - Require adequate natural ventilation through appropriate window types (awnings are the worst and louvres are best for ventilation), sizes, and number of windows to maximise ventilation.

For example, orientating and designing a building to maximise northern solar access to living area windows can reduce winter heating bills by up to 25%, and designing a building with external shading can block up to 80% of summer heat gain through windows.

**City of Darebin submission****Environment protection reform and planning**

- Ensure fixed shading or adjustable shading is used for northern glazing and that it is adjustable for eastern and western glazing. Fixed shading is not suitable for east and west due to the low angle of the sun.
  - Provide shading for glazed surfaces (windows and glazed doors).
28. It would be beneficial to use the terms 'glazed surfaces', or 'windows' and 'glazed doors', so that above such ESD provisions are not limited to windows only.

**Stormwater**

29. There has been a lack of support, direction and guidance from the state government on how to address stormwater in developments via Clause 53.18 stormwater. Some councils don't have WSUD officers to assist with this and therefore strategies can be ad hoc and inconsistent.
30. Council submits that the government should work with Melbourne water to update and improve the STORM tool as it has not been updated for over a decade. There is also confusion and inconsistencies about Stormwater proprietary products with some councils allowing their use and others not. There is also the ongoing issue of a lack of checking and ensuring the stormwater measures are constructed at all, and built and maintained correctly.
31. There is inconsistency requiring permeable paving across councils; some allow it and some don't. Testing of various permeable paving types and in various conditions would give councils who don't allow permeable paving some confidence that it will perform as intended.

**Waste and recycling**

32. ESD standards for waste and recycling must be approached through the lens of aiming to reduce waste. Guidance is needed on waste and recycling space requirements, the size and number of bins, and how to plan for collections.
33. Careful consideration has to be given to the space on the nature strip for collection. Council submits that most townhouse developments need to share bins so there is enough space on the street for the various bins.

For example, for 5 townhouses – there is limited space on nature strips for 10 bins (waste and recycling), not to mention the addition of food waste bins and glass bins, and collection around parked cars and trees is difficult and affects streetscape amenity.

Instead, 5 townhouses could share 2 x 120 litre food/garden bins collected weekly, 2 x 240 litre waste bins collected fortnightly, 4 x 240 litre recycling bins collected fortnightly and 1 x 240 litre glass bins collected fortnightly.

34. *Sustainability Victoria's Better Practice Guide for Waste Management and Recycling in Multi-unit Developments* does not have adequate information on the number of bins needed for glass and food waste.

**Transport**

35. Council submits that the current bike parking requirements are too low. There should be higher levels in strategic locations, particularly for Metropolitan councils. The standard should be drafted in a way that does not limit the amount that can be provided. It is Council's experience that state-wide bike parking policies are problematic because

**City of Darebin submission****Environment protection reform and planning**

councils have very different needs based on location, access to facilities and landscape. In general, inner city councils in the north have very high levels of bike riders so high levels of bike parking facilities should be required in the planning scheme. Whereas, many regional and outer suburban areas subject to long distances between destinations reducing the popularity and viability of cycling. The stage 2 updates to ESD standards should build in these differences.

36. New standards should ensure that the siting and design of bike parking incentivises riding. Presently, bike parking is often an afterthought in design. Standards are needed that require the provision of bike parking that is secure, safe and convenient to access, undercover and protected from rain.
37. New 'streetscape interface' provisions are required to ensure that buildings are conducive to streets that support sustainable transport. For instance, driveways are designed to reduce conflict areas with pedestrians and cyclist paths and access.
38. For electric vehicles, guidance is needed on the minimum provision of EV ready charging stations, car spaces and conduits by development or land use type. Both air and noise pollution will be reduced if electric modes of transport are rapidly increased in use.

**Urban Cooling and Biodiversity**

39. Standards should encourage a combination of cooling solutions, such as green walls, in addition to canopy trees.
40. A definition is required for 'canopy tree' – one that requires the type of tree to have capacity to provide substantive shade, and that requires the space and soil volume to achieve this.
41. New provisions should support design for sufficient open space and soil volume to plant suitable numbers of medium and large canopy trees for urban cooling, landscape and biodiversity benefits.
42. There should be greater focus in the planning scheme on protecting and retaining medium and large canopy trees, with equivalent offsets for any vegetation removed.
43. Stricter regulation and heftier fines must be introduced for illegal tree removal. It is not uncommon for tree removal to be undertaken prior to the lodgement of a planning permit application.

**Endemic issue of enforcement**

44. The effectiveness of ESD and emissions reductions state-wide can be limited by enforcement limitations to ensure compliance. This can result in, for example: rainwater tanks not being connected for use by the dwelling; good quality insulation not installed; shading structures not erected; and, canopy trees not planted or maintained.
45. State government funding to resource compliance, along with hefty regulation/fines imposed at a State level, could assist in ensuring that ESD planning requirements are adhered to and that emissions reductions meet/exceed requirements under the Climate Change Act 2017.

Council thanks the Victorian Government for this opportunity to contribute and welcomes further discussion on the points made in this submission.

End of submission

**7.14                      ADVISORY COMMITTEE - STANDARD TERMS OF REFERENCE UPDATE****Author:**                      Coordinator Council Business**Reviewed By:**              General Manager, Governance and Engagement

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**EXECUTIVE SUMMARY**

This report provides Council with a brief update on the processes being undertaken to develop draft Standard Terms of Reference (ToR) for Darebin's Advisory Committees and Community Reference Groups.

The development of standard ToR originated from the review undertaken in 2019 of the Advisory Committee regime at Darebin and this report outlines the steps and engagement processes that have occurred to date and responds to the resolution at the 7 December 2020 Council Meeting to report back to this meeting.

<b>Recommendation</b>
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**That** Council note the engagement processes undertaken to date with Advisory Committees and receive a further report at the May Council Meeting on this matter.

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**BACKGROUND / KEY INFORMATION**

In 2019 Council undertook a review of its Community Advisory Committees (CAC) and Community Reference Groups (CRG) (*Advisory Committees*) regime in conjunction with a significant review of its Community Engagement Strategy & Framework.

The rationale for this joint review was to not only better understand and identify improvements in Council's engagement and consultation with the community but to also review the effectiveness of Council's engagement with its Advisory Committees that existed at that time.

This work culminated in a report to Council in November 2019 that identified a range of outcomes from the review and endorsed a transition plan that recommended a number of Advisory Committees cease. The report also foreshadowed a review of the Terms of Reference for the remaining Advisory Committees by the 30 June 2020.

Whilst the draft Terms of Reference were developed in mid-2020, unfortunately the matter was significantly delayed due to the impact of COVID-19 in 2020 and the limited activity of Advisory Committees during the Caretaker Period leading up to the October 2020 elections. Despite best efforts to progress consultation with Committees upon the election of the Council in October 2020, the review has progressed more slowly than anticipated due to the December – January holiday period and pending recruitment for some Committees.

As a consequence, a number of Advisory Committees have not to date had the opportunity to formally consider the draft Standard and provide feedback.

Officers are confident that this engagement will be able to occur over the next 2 months and that a report will be presented to the May Council Meeting on this matter.

Whilst this report was being prepared the issue of proxy members of Advisory Committee (where appointed) was raised and it became clear that clarity on the matter is warranted.

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Further, it would seem appropriate that the role of proxy members be articulated in the standard Terms of Reference.

Accordingly, Officers will raise this specific issue in conjunction with the standard Terms of Reference as an addition for consultation with Advisory Committees with the intention of formally addressing it when the Terms of Reference are presented to Council for endorsement.

### **Previous Council Resolution**

Council has made two resolutions on this matter since November 2019

Firstly, in conjunction with the Six-Monthly Progress Report for Community Advisory Committees in February 2020 it resolved (in part):

*That Council;*

- 1. As part of the review of the terms of references for the remaining Advisory Committees, receives a report on how to improve the effectiveness of the committees that ensures their advice formally informs Council policies and decision-making processes. In preparation of the report Advisory Committee members should be consulted on their views*

Secondly at the 7 December 2020 Council Meeting when the generic Draft Advisory Committee Standard Terms of the reference were tabled it resolved

*That Council:*

- (1) Notes the draft Advisory Committee Standard Terms of Reference and proposed approach to consult with Community Advisory Committees and that the results of this consultation be reported to the February 2021 Council Meeting.*

### **Attachments**

Nil

### **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 general or material interest in a matter to which the advice relates.

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

**7.15 SIX-MONTH PROGRESS REPORT FOR COMMUNITY ADVISORY COMMITTEES****Author:** Coordinator Corporate Planning**Reviewed By:** General Manager, Governance and Engagement

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**EXECUTIVE SUMMARY**

This report provides a six-month progress update for Community Advisory Committees for the period 1 June 2020 to 30 November 2020.

The attached reports provide the following information for each Community Advisory Committee:

- Committee summary
- Progress of key issues and challenges
- Progress of activities and outcomes
- Future plans.

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

1. Notes the six-month progress update from the Community Advisory Committees for the period 1 June to 30 November 2020 attached at **Appendix A**.
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**BACKGROUND / KEY INFORMATION**

This report provides a six-month progress update on activities from 1 June 2020 to 30 November 2020 for each of the following groups:

1. Active and Healthy Ageing Advisory Committee
2. Arts and Heritage Advisory Committee
3. Climate Emergency Darebin Advisory Committee
4. Darebin Aboriginal Advisory Committee
5. Darebin Community Awards Advisory Committee
6. Darebin Disability Advisory Committee
7. Darebin Domestic Animal Management Reference Group
8. Darebin Education Network
9. Darebin Interfaith Council
10. Darebin Nature Trust
11. Darebin Women's Advisory Committee
12. Mayer Park Project Control Group

13. Municipal Emergency Darebin Planning Committee
14. Sexuality, Sex and Gender Diversity Advisory Committee
15. Welcoming Cities Community Reference Group

The progress update report is attached at **Appendix A**.

### **Previous Council Resolution**

At its meeting held on 20 October 2014, Council resolved:

- (4) *That officers report on all Committees to Council every six months.*

## **COMMUNICATIONS AND ENGAGEMENT**

### **Consultation**

Each update report was compiled by the relevant responsible officer, Manager and General Manager, with input from other officers where relevant.

### **Communications**

Nil

## **ANALYSIS**

### **Alignment to Council Plan / Council policy**

Goal 6 - A well governed Council

### **Environmental Sustainability Considerations**

Where relevant, committees have considered environmental implications as part of their recommendations.

#### **Climate Emergency**

A specific report regarding Climate Emergency Darebin Advisory Committee is attached.

### **Equity, Inclusion and Wellbeing Considerations**

Community Advisory Committees are one of a number of community engagement tools that ensure our community's voice, in all its diversity, is reflected in Council's services, programs and activities. They can be a model for citizen engagement and participation, advancing Council's commitment toward access, equity and inclusion for our community.

### **Cultural Considerations**

Beyond the committees that focus on cultural matters, this report has no cultural implications.

### **Economic Development Considerations**

Beyond the committees that support economic development, policies, strategies and actions, this report has no economic development implications.



### **Financial and Resource Implications**

There are no specific financial implications from this report. All activities and actions are conducted within approved budgets.

### **Legal and Risk Implications**

There are no legal and risk implications associated with this report.

### **DISCUSSION**

The attached progress update report provides the following information for each Community Advisory Committee:

- Committee summary
- Progress of key issues and challenges
- Progress of activities and outcomes
- Future plans

Every committee has its own particular outcomes and challenges, which are outlined in the individual reports. There are several challenges and outcomes that have some commonality across the committees:

- All advisory committees noted the significant impact COVID has had over the past 6 months, with many committees not convening for meetings during this period of time,
- Many advisory committees are in the process of recruiting new committee members, and
- The majority of advisory committees noted the requirement to review the Councils standard terms of reference that are currently with committees for consultation

### **OPTIONS FOR CONSIDERATION**

Details are included in the attached reports.

### **IMPLEMENTATION STRATEGY**

Nil

### **RELATED DOCUMENTS**

- Council Minutes – 24 October 2014 (relevant Council resolution)

### **Attachments**

- Six Monthly Progress Report on Community Advisory Committees - 22 February 2021 (**Appendix A**) [↓](#)

## 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 direct or indirect interest in a matter to which the advice relates.

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



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**1. ACTIVE AND HEALTHY AGEING ADVISORY COMMITTEE****AUTHOR:** Coordinator Community Participation and Development**REVIEWED BY:** General Manager Community**COMMITTEE SUMMARY:**

The Active and Healthy Ageing Advisory Committee (AHAAC) represents the interests of older people in Darebin. The role of the committee is to inform and assist Council in understanding how issues, policies and drivers can impact on the health and wellbeing of older residents, influence Council's planning and create an age friendly community.

**Committee Members**

- 10 community representatives
- 4 Darebin City Council Officers

**Councillor Representatives**

Cr Gaetano Greco (Chair)  
Cr Susan Rennie  
Cr Susanne Newton

**PROGRESS REPORT****Key Issues and Challenges for 1 June 2020 to 30 November 2020**

- **Age Friendly Darebin** – The committee has suggested that Council consider allocating a proportion of all council budgets towards the provision of planning for the needs of older people. This has now been achieved.
- **Review of Council advisory committees** – AHAAC is keen to review the terms of reference and commence the recruitment of additional community members to this committee. Issues raised over the year by AHAAC regarding the review of council advisory committees include: 1. communication between council and advisory committees could be improved. The progress and outcome of the review has not been consistently shared with committees; 2. Council would benefit from building a profile across all advisory committees and their members to maximise expertise and connections.
- **Community input into Council budget and Council Plan** – The committee discussed the need for simpler, more user-friendly processes and resources to enable community to understand and more fully engage in Council's budget process.
- **Participating in online meetings during COVID-19** – members were supported to borrow IPADs and use online platforms to continue participating in meetings during COVID-19. For some this initially posed challenges, however it has been pleasing to see the growing confidence of members in this area.



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**Key Activities / Outcomes for 1 June 2020 to 30 November 2020****Age Friendly Darebin**

- Input by AHAAC members to the Age Friendly Darebin Year One Snapshot Report and input into the priority actions for Year 2 AFD.
- Advocacy by AHAAC for Council to dedicate a proportion of all budgets to planning for the needs of older people has resulted in the creation of an Age Friendly stand-alone budget line increasing transparency to community regarding Council's AFD funding.
- AHAAC members have provided important advocacy to various external bodies and consultations, including the Royal Commission into Aged Care.
- Member's expertise has also been provided to Council regarding various aged care reforms and preferred communication methodology for older people, including those from diverse backgrounds.

**Review of Council advisory committees**

- Feedback provided to Council's Governance and Corporate Strategy department to explore the possibility of building a profile of people on advisory committees to maximise expertise and connections.

**COVID-19 – social isolation and loneliness of older community members**

- AHAAC has provided important input into Council's support of the community during COVID-19, providing insights by community members into these plans.

**FUTURE PLANS**

- Review of AHAAC Terms of Reference
- Recruitment of new members
- Continued input into Age Friendly Darebin initiatives
- Providing input into development of new Council Plan.

**RELATED DOCUMENTS**

- Towards an Age Friendly Darebin



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## 2. ART AND HERITAGE ADVISORY PANEL

**AUTHOR:** Coordinator Art and Collections

**REVIEWED BY:** General Manager Community

### **COMMITTEE SUMMARY:**

The Darebin Art and Heritage Advisory Panel, established in April 2020, provides expert advice and support towards achieving the visual art, public art and heritage interpretation projects, services and activities that Darebin Council provides to our community. As part of its remit, the Art and Heritage Advisory Panel provides advice and guidance on the strategic operation and service delivery at Bundoora Homestead Art Centre.

#### **Committee Members**

- 7 community members

#### **Councillor Representative:**

- Cr. Susanne Newton (delegate)
- Mayor Lina Messina (proxy)

### **PROGRESS REPORT**

#### **Key Issues and Challenges for 1 June 2020 to 30 November 2020**

- The panel has advised on the ongoing matter of guerrilla public art in Darebin that emerged earlier in the year with the appearance of the Gold Head statue in All Nations Park.

#### **Key Activities / Outcomes for 1 June 2020 to 30 November 2020**

- The panel met twice during this period. The first meeting in July 2020 was the inaugural meeting of the Art & Heritage Advisory Panel under its new governance model (formerly the Bundoora Homestead Board of Management)
- The panel supported the team at Bundoora Homestead Art Centre to change and adjust its arts programming over this period to continue to deliver exhibitions in a COVID-safe way, predominantly via the provision of digital exhibitions and events.
- A key issue was risk assessment and management when delivering exhibitions in an online format. The panel provided expert advice and benchmarking of the risk mitigation actions to be taken by Council officers to ensure arts programs were delivered with integrity and with the safety of our audiences at the forefront.
- Council officers embarked on a recruitment process seeking expressions of interest for additional community members to join the panel. The recruitment process yielded 33 outstanding applications from industry experts. Applications were assessed against key selection criteria, with considerations including cultural and linguistic diversity of applicants, Aboriginal and Torres Strait Islander peoples, diversity of age, gender and access requirements given priority.



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## **FUTURE PLANS**

- Officers submitted a report to Council in December 2020 seeking endorsement of 8 new community members to the panel.
- In January 2021, newly appointed community members will be inducted to the panel.
- A key focus for the panel will be supporting Bundoora Homestead Art Centre to rebuild its audience and arts service delivery post-COVID with a refreshed and more agile approach.
- The panel will support Council officers in the development of a guerrilla public art policy addendum and the initiation of a Public Art sub-committee to advise on specific public art projects within Darebin.

## **RELATED DOCUMENTS**

- Darebin Art and Heritage Advisory Panel Terms of Reference (2020)



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### 3. CLIMATE EMERGENCY DAREBIN ADVISORY COMMITTEE

**AUTHOR:** Manager Climate Emergency and Sustainable Transport

**REVIEWED BY:** General Manager City Sustainability and Strategy

#### **COMMITTEE SUMMARY:**

- To provide advice and strategic direction for Darebin's work on the Climate Emergency.

#### **Committee Members**

- Four committee members (two vacant of six)

#### **Councillor Representative:**

- Cr. Trent McCarthy and Cr. Susan Rennie

#### **PROGRESS REPORT**

##### **Key Issues and Challenges for 1 June 2020 to 30 November 2020**

- Identifying most strategic approach for mobilising our community and identifying high impact projects
- Rejuvenating CED, clarifying role going forward.

##### **Key Activities / Outcomes for 1 June 2020 to 30 November 2020**

- CED meeting 20 August 2020, where small group agreed to consider mobilisation approaches
- CED community members and Councillors participated in a mobilisation workshop in September, facilitated by Climate Emergency Australia.

#### **FUTURE PLANS**

- Provide strategic advice for Climate Emergency Plan refresh
- Recruit new community members to replace retired community members.

#### **RELATED DOCUMENTS**

- Climate Emergency Terms of Reference.
- Darebin Climate Emergency Plan.



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#### 4. DAREBIN ABORIGINAL ADVISORY COMMITTEE

**AUTHOR:** Aboriginal Partnerships Officer

**REVIEWED BY:** General Manager Community

#### **COMMITTEE SUMMARY:**

The purpose of the Darebin Aboriginal Advisory Committee (DAAC) is to provide Council with cultural advice, direction and strategic opportunity and representation on behalf of the Darebin Aboriginal and Torres Strait Islander community and its' organisations. DAAC also provides strategic input into Council's projects, initiatives and oversees delivery of the Council Plan (2017-2021) Goal 5.3 through the Darebin Aboriginal and Torres Strait Islander Action Plan (2017-2012) and Aboriginal and Torres Strait Islander Employment Strategy (2017-2027) and the Towards Framework (2019-2029). This work is underpinned by the Statement of Commitment to Traditional Owners and Aboriginal People (2019) and further informed by the DAAC "Our Black Lives Matter" Statement (2020).

#### **Committee Members**

- 5 Aboriginal and Torres Strait Islander community members

#### **Councillor Representative:**

- Mayor Cr Susan Rennie (Chairperson)
- Cr Gaetano Greco
- Cr Susanne Newton

#### **PROGRESS REPORT**

#### **Key Issues and Challenges for 1 June 2020 to 30 November 2020**

- Drafting of First Nations protocols and room naming was delayed while undertaking consultation process for guidance and approvals consultations with Traditional Owners
- Treaty, Our Black Lives Matter, Truth Telling & Frontier wars continued to be a key focus
- Governance input into the review of the redrafting Terms of Reference
- Darebin Aboriginal and Torres Strait Islander business procurement and Aboriginal Chamber of Commerce - Kinaway
- Darebin Anti-Gambling Prevention Strategy.

#### **Key Activities / Outcomes for 1 June 2020 to 30 November 2020**

- DAAC input and participation in the Ganbul Gulin film project documenting the Aboriginal story of Darebin and January 26 decision – control and creative direction of film reflects Council's commitment to self-determination and truth telling respecting DAAC's voice in the process.





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- Partnerships with Aboriginal controlled organisations including Dardi Munwurrow, Aboriginal Housing Victoria and Barbunnin Beek Gathering Place continued to be strengthened
  - The Committee contributed to the following consultations:
    - Future of Northcote Golf Course – Aboriginal cultural perspective/voice with ongoing discussions with Traditional Owner group, Aboriginal community and general public.
    - Darebin Open Spaces strategy - discussions with Traditional Owner group with further engagement planned with DAAC and wider Aboriginal and Torres Strait Islander community in 2021.
    - Darebin Multipurpose Women's Sports Stadium
    - Bundoora precinct - Parks and Natural Environment – Traditional Owners and cultural overlay commenced discussions regarding decolonising the Bundoora Parklands space with further engagement with Traditional owner groups and DAAC/Darebin Aboriginal communities to continue in 2021
    - Monitoring outcomes of the Aboriginal and Torres Strait Islander Action Plan and the Aboriginal and Torres Strait Islander Employment Strategy and Action plan. This period saw Council become a member of Kinaway Aboriginal Chamber of Commerce to improve procurement of Aboriginal business and employment of Aboriginal people.
  - The period saw appointment of a new DAAC Co-Chair.

## **FUTURE PLANS**

- Engagement in the development of new Council Plan and other strategic plans
- Strengthened voice of Aboriginal and Torres Strait Islander people in Council decision making
- New DAAC TOR for endorsement
- Increased membership on DAAC with commencement of EOI in January 2021
- DAAC sub-groups or nominees to be enabled to work with Council on identified projects.

## **RELATED DOCUMENTS**

- Council Plan (2017-2021) Goal 5.3
- Darebin Aboriginal and Torres Strait Islander Action Plan (2017-2012)
- Aboriginal and Torres Strait Islander Employment Strategy (2017-2027)
- Towards Equality Framework (2019-2029)
- Statement of Commitment to Traditional Owners and Aboriginal People (2019)
- DAAC "Our Black Lives Matter" Statement (2020)



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**5. DAREBIN COMMUNITY AWARDS ADVISORY COMMITTEE****AUTHOR: Manager Creative Culture and Events****REVIEWED BY: General Manager Community****COMMITTEE SUMMARY:**

The Darebin Community Awards recognise the achievement of our community members who have made an outstanding contribution to the Darebin community.

In August 2017, as part of a Council resolution, the 26 January Awards were reviewed and, in collaboration with Aboriginal and Torres Strait Islander leaders, new categories were introduced that recognise and celebrate the achievements of Aboriginal and Torres Strait Islander people who live, work, study or volunteer in Darebin.

The Darebin Community Awards Advisory Committee assesses nominations for Community Awards and recommends award winners.

**Committee Members**

Current membership of Darebin Community Awards Committee is made up of:

- Two members of the Darebin Aboriginal Advisory Committee
- Representation from Darebin Ethnic Communities Council
- Four Community Representatives
- Four Former Award Recipients
- One Council officer, and others as required

**Councillor Representative:**

- Mayor Cr Lina Messina (Chairperson)

**PROGRESS REPORT****Key Activities / Outcomes for 1 June 2020 to 30 November 2020**

A total number of seven categories make up the Darebin Community Awards. An introduction of new categories occurred in 2019 and recognised outstanding achievement in sustainability practices as well as lifetime achievement. The categories are listed below:

- Citizen of the Year
- Aboriginal and Torres Strait Islander Community Leader of the Year

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- Aboriginal and Torres Strait Islander Emerging Young Community Leader of the Year
  - Young Citizen of the Year
  - Community Group of the Year
  - Sustainability Award (awarded to an individual, educational group or community group new category for 2019)
  - Lifetime Achievement Award (awarded to an individual new category for 2019).

Note – Council endorsed additional categories at the December 2020 Council meeting, namely:

- CALD Emerging Leader of the year (under 21 years)
- CALD Elder Community Leader of the year.

### **FUTURE PLANS**

Awards are presented to recipients of the Darebin Community Awards at an annual event. Given restrictions on public gatherings experienced in 2020 as a result of COVID-19, the Darebin Community Awards for 2020 will be presented as part of FUSE Darebin Autumn Festival program in early 2021 at the Darebin Arts Centre or online (depending on restrictions that may be in place).

With the importance of the Awards clearly established, we will develop the Award Presentation Night as an annual feature of FUSE programming. We will find new ways to contemporise the process of nomination, selection and presentation, to ensure the awards remain fresh, relevant and of interest as broadly within our community as possible. This aligns with the intention and the goals of FUSE.

### **RELATED DOCUMENTS**

Darebin Community Awards Advisory Committee Terms of Reference




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## 6. DAREBIN DISABILITY ADVISORY COMMITTEE

**AUTHOR:** Senior Team Leader Access and Inclusion

**REVIEWED BY:** General Manager Community

### COMMITTEE SUMMARY:

The Darebin Disability Advisory Committee (DDAC) provides advice to Council on issues relating to access and inclusion for people with disabilities and carers living, working, studying or visiting Darebin.

The purpose of DDAC is to promote and advocate for improved access and equity within Council and the wider community, irrespective of age, type of disability, gender, culture or linguistic background.

The Committee also monitors the implementation of Council's Access and Inclusion Plan.

### Committee Members

- 5 x community members
- 3 x carers
- 1 x service provider (Melbourne Polytech)

### Councillor Representative:

- Cr. Julie Williams (Chair)
- Cr. Susanne Newton (Proxy)

## PROGRESS REPORT

### Key Issues and Challenges for 1 June 2020 to 30 November 2020

- Participating in online meetings during COVID-19 – members were supported to become familiar using online platforms, including teams and zoom, to continue participating in meetings during COVID-19. Committee members have reported that they would like online attendance to remain an option for future meetings, along with face to face opportunities.

### Key Activities / Outcomes for 1 June 2020 to 30 November 2020

- Online meeting agenda in September included:
    - Your Story Disability Legal Support Service presentation
    - Disability Action Plan sketch video and draft document
    - Digital opportunities for DDAC and future recruitment
  - Online meeting agenda in December included:
    - Ethnic Community Council Victoria (ECCV) Multicultural NDIS Connectors Program presentation
    - Review of access and inclusion in 2020 and planning priorities for 2021
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## **FUTURE PLANS**

- Review of DDAC Terms of Reference
- Recruitment of new members
- Continued input into Darebin Access and Inclusion Plan activities
- Hybrid meetings with members attending either in person or online
- 2021 priorities include:
  - Impact of COVID “normal” activities on People with Disability
  - NDIS updates, including progress of the recent reforms
  - Work experience and employment opportunities for people with disability

## **RELATED DOCUMENTS**

Darebin Disability Advisory Committee Terms of Reference




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**7. DAREBIN DOMESTIC ANIMAL MANAGEMENT REFERENCE GROUP**

**AUTHOR:** Manager Community Safety and Compliance

**REVIEWED BY:** General Manager City Sustainability and Strategy

**COMMITTEE SUMMARY:**

The Darebin Domestic Animal Management Reference Group (DDAMRG) was formed approximately five years ago to provide advice on issues relating to the reduction of euthanasia of dogs and cats.

**Committee Members**

There are currently 25 members of the committee, including 3 community representatives and representatives from the following organisations:

- City of Darebin
- RSPCA Victoria
- Maneki Neko Cat Rescue
- Forever Friends Animal Rescue
- Getting 2 Zero
- Urban Cat Welfare Collective
- Cat Protection Society
- Reservoir Vet Clinic

**Councillor Representative:**

- Cr Julie Williams

**PROGRESS REPORT**

**Key Issues and Challenges for 1 June 2020 to 30 November 2020**

- Community consultation regarding the proposal to introduce a cat curfew during pandemic
- During this time no committee meetings were scheduled due to COVID-19

**Key Activities / Outcomes for 1 June 2020 to 30 November 2020**

- Community consultation regarding the proposal to introduce a dusk till dawn cat curfew. Consultation occurred with key stakeholders such as the RSPCA and other animal groups, community members and members of the DDAMRG. Council resolved to introduce a cat curfew, beginning 1 January 2021 after community feedback returned a 77% in favour result.
  - New Councillor delegates assigned to committee after election period.
  - Review of draft Terms of Reference and specific group terms set.
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**FUTURE PLANS**

- Council endorsement of committee Terms of Reference
- Recruitment of new Committee members
- Discussions regarding development of new Domestic Animal Management Plan
- Continued exploration of Best Practice cat and dog management

**RELATED DOCUMENTS**

- Darebin Domestic Animal Management Terms of Reference
- Domestic Animal Management Plan 2017-2021




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## 8. DAREBIN EDUCATION NETWORK

**AUTHOR:** Community Development Officer

**REVIEWED BY:** General Manager - Community

### **COMMITTEE SUMMARY:**

The current overarching aim of the network is to promote quality and equitable education for *all* children, with a focus on students and schools where there is significant educational disadvantage. It provides an important opportunity for schools across all sectors (public, Catholic and independent) to meet and work together with Council on mutual priorities.

#### **Committee Members**

- 15 Darebin Schools
- Three Department of Education and Training (DET) representatives
- Four Council officers

#### **Councillor Representative:**

- Cr. Susan Rennie

### **PROGRESS REPORT**

#### **Key Issues and Challenges for 1 June 2020 to 30 November 2020**

- The Network did not meet at all during this period. The impact of COVID-19 pandemic and restrictions placed significant strain on all schools. Principals, educators, students, parents and whole-of-school community were under significant stress as they continued to navigate all the changes in directives and practices of teaching and learning.
- Coordination of the Darebin Schools' NAIDOC 2020 Yarning Conference online, given significant technical and program complexities and challenges. The Darebin Schools' Working Group, with 10 schools contributing strongly to the development of the pre-Conference learning program and process, was essential to the success of the Conference.

#### **Key Activities / Outcomes for 1 June 2020 to 30 November 2020**

- Co-facilitate 'Children's Voices on COVID' initiative with four Darebin primary schools (based in East Reservoir and East Preston) and Polyglot Theatre's Voice Lab. Thirty children shared their experiences of COVID and ideas for supporting children. This will be documented and presented in various formats.
  - Strong collaboration with Berry Street Education Model allowed for flexible development of an online session for parents on 'Supporting parents to help their children through stressful times.' A further session was held for parents of Darebin primary school children, and in
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collaboration with Darebin Youth Services (DYS), school specific sessions for parents in two secondary schools.

- Schools continued to provide opportunities for the outreach of information to the broader community - and have been proactive with the information, including about food relief, Darebin Council Community Navigation Service and other needs of both parents and students.
- The third Darebin Schools' NAIDOC Yarning Conference Always Was, Always Will Be was held online with participation of 18 schools, including 3 new schools, 700 + students and their educators. Students developed poetry and art responses to the statement by the Darebin Aboriginal Advisory Committee *Our Black Lives Matter*. This has been shown and will continue to be amplified given their strong and clear voices for justice and truth-telling. Communication and follow-up with all 48 Darebin schools about their priorities for collaboration with Darebin Council in 2021.

### **FUTURE PLANS**

- Children's Voices regarding COVID - co-facilitate launch of report of the voices of 30 students and follow-up initiatives with four schools.
- Return to and follow-up on whole-of school participation with Wurundjeri Woi-Wurrung Cultural Heritage Corporation. This has come at the request of some schools.
- Collaborate with Berry Street Education Model (BSEM) to outreach and strengthen capacity building sessions for all parents and educators /schools on trauma-informed positive education. This has come at the request of some schools.
- Darebin Schools' NAIDOC Yarning Conference – amplify the voices of students arising from the conference and follow-up with students and schools on their ideas for deepening learning and respect for Aboriginal and Torres Strait Islander history and culture.
- Strengthen equity and well-being lens across Council in various schools' programs.
- Co-facilitate 'Careers tours and Year 10 student work placement across Council for Aboriginal and Torres Strait Islander students' with two high schools.
- Re-build focus and commitment by schools to Darebin Education Network as a direct place for collaboration between schools and Council, using the ideas and responses from Principals to the discussion on priorities for 2021. Feedback was significant and will provide a strong basis for the Darebin Education Network in 2021.

### **RELATED DOCUMENTS**

- Darebin Education Committee Terms of Reference 2015




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**9. DAREBIN INTERFAITH COUNCIL**

**AUTHOR:** Community Development Officer – Interfaith and Multicultural

**REVIEWED BY:** General Manager Community

**COMMITTEE SUMMARY:**

The Darebin Interfaith Council (DIFC) was established in 2005 and seeks to promote activities that foster social cohesion through interfaith dialogue and collaboration relevant to faith communities within the municipality of Darebin.

**Committee Members**

- 10 Community members
- Two Victoria Police representatives
- Two Council officers

**Councillor Representative:**

- Cr. Cr Kim Le Cerf (Chair)

**PROGRESS REPORT**

**Key Issues and Challenges for 1 June 2020 to 30 November 2020**

The committee met twice in August and November 2020. Key issues for this period include:

- Due to COVID-19 restrictions, face to face activities such as the Darebin Interfaith tour were postponed.
- The Advisory Group continued to progress opportunities for joint collaboration on online projects during National Unity Week (October) and 16 Days of Activism Against Gender Based Violence (November-December).
- The explosion in Beirut impacting on the Lebanese community in Australia.
- Faith organisation's response to COVID-19 – challenges and support for the community during COVID-19 restrictions.
- Information sharing – Resilience and Recovery Package 2020/21, Community Recovery Grants, COVID-19 Community Group Mapping for Social Support Report, Welcoming Cities Reference Group updates, Climate Emergency Programs Team updates, Family Violence training for faith communities.

**Key Activities / Outcomes for 1 June 2020 to 30 November 2020**

- Five faith community leaders participated in a National Unity Week video project to provide messages of hope and solidarity during COVID-19. The video was shared with their faith community via members' respective social media platforms.



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- Council provided a letter of condolences to the Darebin Lebanese community (via places of worship in Darebin) in light of the explosion in Beirut.
  - Preston Mosque and Victoria Police nominated representatives to participate in an online interfaith panel during the 16 Days of Activism Against Gender Based Violence.
  - Information sharing and engagement with members have continued through the Darebin Interfaith and Multicultural monthly emailing list.

#### **FUTURE PLANS**

- Darebin Advisory Committee Standard Terms of Reference is pending Council endorsement. Once that is completed, there will be an EOI process to recruit additional members.
- Interfaith Harmony Week and Harmony/ Cultural Diversity Week – opportunities to deliver activities with the participation of the Advisory Group and broader community.

#### **RELATED DOCUMENTS**

- Darebin Interfaith Council Terms of Reference




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## 10. DAREBIN NATURE TRUST ADVISORY COMMITTEE

**AUTHOR:** Senior Environment Officer - Biodiversity

**REVIEWED BY:** General Manager City Sustainability & Strategy

### **COMMITTEE SUMMARY:**

The Darebin Nature Trust was established by Council in 2017 to create a group of Darebin community members, who are experts in the field of biodiversity, open space, urban liveability and community engagement, to advise Council on protecting and enhancing biodiversity and open space management.

#### **Committee Members**

- 9 x Community Members / Specialists in biodiversity, ecology, open space management, urban design, community engagement and advocacy.

#### **Councillor Representative:**

Council, at its meeting on Monday 7 December 2020 appointed the following Councillors as delegates to the Darebin Nature Trust. This appointment is for the next 12 months.

- Cr. Gaetano Greco
- Cr. Tom Hannan
- Cr. Tim Laurence
- Cr. Trent McCarthy (Chair)

The previous Councillor members on the committee were appointed by Council at its meeting on 2 December 2020.

- Cr. Gaetano Greco
- Cr. Trent McCarthy (Chair)
- Cr. Susan Newton

## **PROGRESS REPORT**

### **Key Issues and Challenges for 1 June 2020 to 30 November 2020**

- There were only 5 community members on the DNT to September 2020 after 4 resignations in a short period of time.
- The new terms of reference allow for four working groups and community members, Councillors and officers have been working together to implement this change and its practical operation.



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### **Key Activities / Outcomes for 1 June 2020 to 30 November 2020**

- Technical input into the Parliamentary Inquiry into Ecosystem Decline.
- Feedback into the Darebin Nature Trust Revised Terms of Reference with the inclusion of working groups.
- Technical input into the Rewilding Darebin program.
- Technical input into RAPID Canopy Tree Planting program.
- Technical input into the planting palette for Ruthven Park.
- September 2020 appointment of four new community members to replace vacancies.
- Technical input into draft Biodiversity Policy / No Local Extinctions Policy.
- Technical input into Stage 1 of the Biodiversity Management Plan.
- Two committee meetings to provide advice and recommendations to Council and build organisational capacity on biodiversity.
- Five working group meetings were held between 7 July and 4 November 2020 to support in-depth exploration of an issue related to the purpose of the Trust.

### **FUTURE PLANS**

- Continue to work on biodiversity policy and the Biodiversity Management Plan.
- Provide advice regarding the development of a strategy for engaging Culturally and Linguistically Diverse people in the work of Darebin Nature Trust.
- Further development of Darebin's new Gardens for Wildlife pilot program.
- Provide advice on draft implementation plan and land acquisition plan for Open Space Levy.
- Provide technical input into Rewilding Darebin 2021 program.
- Provide technical input into Bushland Biodiversity Assessment Tool.
- Community Conference Day "Celebrating Darebin's Nature". Implement the proposal put forward by DNT in late 2019 (delayed by COVID-19).
- Input into biodiversity enhancement for the Level Crossing Removal Project.
- Continue to provide input on vegetation in parks component of the Asset Management Strategy.
- Provide feedback regarding City of Darebin's standard Terms of Reference.
- Input into the proposed Greening the North initiative.

### **RELATED DOCUMENTS**

- Darebin Nature Trust Terms of Reference
- Council Meeting Minutes - 7 September 2020
- Council Meeting Minutes – 9 June 2020



## 11. SEXUALITY SEX AND GENDER DIVERSITY ADVISORY COMMITTEE

**AUTHOR:** Human Rights Lead

**REVIEWED BY:** General Manager Community

### **COMMITTEE SUMMARY:**

The Sexuality, Sex and Gender Diversity Advisory Committee (SSGDAC) supports Darebin City Council's commitment to social inclusion by recognising sexual orientation and sex and gender diversity as significant aspects of community diversity. The committee also enhances Council's capacity to address barriers to access and inclusion that lesbian, gay, bisexual, transgender, intersex and queer (LGBTIQ) residents face.

### **Committee Members**

- 10 community members (4 positions are currently vacant)
- Up to 2 representatives from relevant LGBTIQ organisations (2 positions are currently vacant)
- 2 Council officers

### **Councillor Representative:**

- Cr. Steph Amir
- Cr. Susanne Newton

## **PROGRESS REPORT**

### **Key Issues and Challenges for 1 June 2020 to 30 Nov 2020**

- Due to the significant negative impact of the Covid19 pandemic on several members' lives also impacting on their participation in the Committee, neither the August nor November scheduled meetings were able to go ahead as adequate numbers or quorum could not be achieved. This was compounded by the low number of current members, due to postponement of recruitment pending the new Terms of Reference.
- Regular emails and updates from the Responsible Officer were sent to all members including a check-in and information regarding:
  - Available support services and programs specifically for LGBTIQ community members, in response to the Covid19 pandemic such as Switchboard Victoria's Open Door. These were circulated for member's own use and for sharing.
  - Council supports available via the Community and Business Resilience and Recovery Package, including business and community grants and the Working For Victoria employment opportunities.

### **Key Activities / Outcomes for 1 June 2020 to 30 Nov 2020**

- Regular check-ins on the health and wellbeing of committee members.
- Information on support services shared through community.
- Feedback sought on draft standard Terms of Reference for Council Advisory Committees.

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**FUTURE PLANS**

- Ensure specific Covid-19 related needs and experiences of LGBTIQ people connected to Darebin continue to be well understood and integrated into the recovery and resilience work of Council.
- Guide the implementation of Towards Equality as it relates to LGBTIQ people connected to Darebin.
- Ensure Council's participation in Midsumma Festival 2021 and IDAHOBIT 2021 reflects and fulfils community aspirations/expectations.
- Undertake an Expression of Interest process for new members for existing vacancies to commence early 2021.

**RELATED DOCUMENTS**

- Sexuality, Sex and Gender Diversity Advisory Committee Terms of Reference.




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## 12. WELCOMING CITIES COMMUNITY REFERENCE GROUP

**AUTHOR:** Multicultural and Diversity Project Officer

**REVIEWED BY:** General Manager Community

### **COMMITTEE SUMMARY:**

The Welcoming Cities Community Reference Group was established to support Council to meet its commitment to be a Welcoming City.

The Reference Group facilitates and monitors Council's progress towards achieving the principles and criteria in the Welcoming Cities Standard.

### **Committee Members**

- Darebin Councillor
- Four community members
- Three members from existing committees, representative from each of: Darebin Ethnic Communities Council, Darebin Aboriginal Advisory Committee, Darebin Interfaith Council
- Three representatives from community and migrant support agencies in the City of Darebin; AMES, Spectrum Migrant Resource Centre and Victorian Equal Opportunity and Human Rights Commission (VEOHRC)
- Traditional Owner representative

### **Councillor Representative:**

- Cr Gaetano Greco

## **PROGRESS REPORT**

### **Key Issues and Challenges for 1 June 2020 to 30 November 2020**

The committee met twice. Key issues for this period include:

- Change of focus in response to emerging priorities and community needs during COVID19 pandemic and recovery.
- Discussion on Welcoming Cities standard no.6, Places and Spaces was delayed due to COVID-19 priorities.
- Review of the Welcoming Cities Action Plan in relation to the impact of COVID-19 was required. This saw an overlay of COVID-19 across Council's Welcoming Cities actions and commitments with development of a new Welcoming Cities Action Plan, responsive and agile to emerging needs and immediate issues resulting from COVID-19 pandemic as well as longer term strategic commitments under the Welcoming Cities standards.





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- Despite Council's significant response to initial and observable problems during COVID-19 pandemic, further action may be required to address hidden issues as the community moves out of isolation. This includes loss of connection to culture, community, family, mental health and wellbeing
  - More tangible actions and outcomes are required from Council regarding the delivery of programs and other supports to improve employment pathways for the community with focus on migrant, refugee, asylum seekers and multicultural communities, given the impact of COVID-19 pandemic and impact on employment.

#### **Key Activities / Outcomes for 1 June 2020 to 30 November 2020**

- Completing and finalising the development of new Welcoming Cities Action Plan and priorities, taking into account the impact of COVID-19 pandemic.
- Through VEOHRC, as a member of Reference Group, the partnership and ongoing engagement with VEOHRC was strengthened to support, promote and use VEOHRC Community Reporting Tool (CRT), with a focus on emerging incidents of racism, including incidents of discrimination during COVID-19 pandemic and over the recovery phase.
- Following the suggestion and recommendation from the Reference Group, Darebin City Council has started the development of a Community Employment Program aimed at strengthening a culturally safe, diverse and inclusive workforce which is more reflective of the diverse lived experiences of the communities that the Council serves and better able to anticipate and respond to their needs.
- Community profiles, including the latest data and information in relation to participation rate in Council service, were developed and shared with the Reference Group to inform Council's services and programs in relation to Welcoming Cities Standards.
- Significant advocacy effort was made by the Council with regard to the Asylum Seekers detainees at Mantra Bell City Hotel in Preston.
- Consultation on Reference Group membership and structure, as well as an evaluation session in relation to the past two years of the Reference Group following the end of the first two-year term.

#### **FUTURE PLANS**

- Finalising the Standard Terms of Reference (ToR) for all Darebin Advisory Committees and Community Reference Groups, and recruitment of new reference group members through an EOI process in January 2021.
- Finalising the application and submission to accreditation to progress to the 'Excelling level' of the Welcoming Cities Standard.
- Review and input into Standard 6, Places and Spaces, from the new reference group members.



- 
- Progressing the new Community Employment Program in partnership and consultation with Welcoming Cities Reference Group, including proposed trial of small business start-up course for refugees and asylum seekers by Thrive Refugee Enterprise in April 2021.

#### **RELATED DOCUMENTS**

- Welcoming Cities Community Reference Group Terms of Reference




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### 13. DAREBIN WOMEN'S ADVISORY COMMITTEE

**AUTHOR:** Gender Equity Officer

**REVIEWED BY:** General Manager Community

#### **COMMITTEE SUMMARY:**

Darebin Women's Advisory Committee (DWAC) acts as a conduit between women of Darebin and Council. The committee advises Council on issues and barriers to equality affecting women in Darebin, notably by providing a gender lens on issues, policies, services or programs.

#### **Committee Members**

- 9 community members
- Council Officers

#### **Councillor Representative:**

- Cr. Lina Messina

#### **PROGRESS REPORT**

##### **Key Issues and Challenges for 1 June 2020 to 30 November 2020**

Key issues for this period include:

- A gendered analysis of the impacts of COVID-19, topics discussed included:
  - Burden of childcare
  - Lack of employment opportunities for women
  - Women's safety
  - Advocacy opportunities

##### **Key Activities / Outcomes for 1 June 2020 to 30 November 2020**

- Promotion of the 16 Days of Activism Against Gender-Based Violence
- Promotion of grants
- Consultation on various projects, including Local Place Making Project for Cheddar Road and Darebin Libraries and Lifelong Learning Strategy

#### **FUTURE PLANS**

- Recruitment of the new committee members
  - Supporting the organisation to implement the Gender Equality Act
  - Consultation on the Council Plan including the Municipal Health & Wellbeing Plan.
  - Celebration of International Women's Day, including the Molly Hadfield Social Justice Oration
-



- 
- Continued support implementing the Gender Equity & Preventing Violence Against Women Action Plan 2019 – 2023.

#### **RELATED DOCUMENTS**

- Darebin Women's Advisory Committee Terms of Reference



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**14. MAYER PARK PROJECT CONTROL GROUP****AUTHOR:** Team Leader Open Space City Design**REVIEWED BY:** General Manager City Sustainability & Strategy**COMMITTEE SUMMARY:**

The Mayer Park Project Control Group (PCG) was established in April 2018 to work collaboratively with Council to advise and shape the masterplan for Mayer Park.

**Committee Members**

- 7 community members
- 1 Darebin City Council officer for project support

**Councillor Representative:**

- Cr. Susan Rennie

**PROGRESS REPORT****Key Issues and Challenges for 1 June 2020 to 30 November 2020**

- The PCG did not meet between 1 June 2020 and November 2020.

**Key Activities / Outcomes for 1 June 2020 to 30 November 2020**

- The Mayer Park Master Plan was endorsed at the 17 August Council Meeting, which effectively concluded the term of the Mayer Park PCG.

**FUTURE PLANS**

- Whilst the Mayer Park PCG has been discontinued, there is the possibility of transitioning the group into a formal 'Friends of Mayer Park' group if they wish to do so.

**RELATED DOCUMENTS**

- Mayer Park Terms of Reference.
- Future Mayer Park Master Plan
- 17 August Council Meeting Minutes



**15. MUNICIPAL EMERGENCY MANAGEMENT PLANNING COMMITTEE**

**AUTHOR:** Manager, City Works (Municipal Emergency Resource Officer – MERO)

**REVIEWED BY:** General Manager Operations & Capital (Municipal Emergency Manager – MEM)

**COMMITTEE SUMMARY:**

This Committee is formed pursuant to Section 21(3) and (4) of the *Emergency Management Act 1986*:

*(3) A municipal council must appoint a municipal emergency planning committee constituted by persons appointed by the municipal council being members and employees of the municipal council, response and recovery agencies and local community groups involved in emergency management issues.*

*(4) The function of a municipal emergency planning committee is to prepare a municipal emergency management plan for consideration by the municipal council.*

**Committee Members**

- Mayor (Chairperson)
- Municipal Emergency Manager (MEM)
- Municipal Emergency Resource Officer (MERO)
- Deputy Municipal Emergency Resource Officer (D/MERO) x 2
- Municipal Recovery Manager (MRM)
- Deputy Municipal Recovery Manager (D/MRM)
- Municipal Community Safety Manager (MCSM)
- Municipal Fire Prevention Officer (MFPO)
- Municipal Emergency Response Coordinator (MERC)
- MEMPC Executive Officer (PA to Director Operations & Capital)
- Emergency Management Planning Officer (Shared roll with MCC & DCC)

**Agency Representation:**

- |   |                                 |
|---|---------------------------------|
| • Vic Police                              | • Centrelink/Medicare           |
| • SES Victoria                            | • VicRoads                      |
| • Ambulance Victoria                      | • Salvation Army                |
| • Metropolitan Fire Brigade               | • VicRoads                      |
| • Department of Health and Human Services | • Victorian Council of Churches |
| • Red Cross                               | • DIVRS                         |
| • Darebin Community Health                | • BOC                           |




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**Councillor Representative:**

- Cr. Susan Rennie (Mayor) – last meeting attended as Mayor on 27 August 2020

**PROGRESS REPORT**

**Key Issues and Challenges for 1 June 2020 to 30 November 2020**

- Reviewing and updating sections of the Municipal Emergency Management Plan (MEMP). The MEMP was reviewed by representatives from the SES, Police, MFB and the Department of Health and Human Services, and corrections incorporated.
- Identifying any emergency management issues that had arisen.
- Debriefing on any incidents that occurred since the last meeting.
- COVID-19 Pandemic was declared in Australia after it was declared by the World Health Organisation. Australia went into lock down from 17 March which resulted in all schools shutting (with remote learning from home), business closed, and staff were advised to work from home, unless you were essential services or unable to work from home.
- MEMPC Meetings were held online via MS Teams

**Key Activities / Outcomes for 1 June 2020 to 30 November 2020**

- The final version of the Fire Management Plan 2020-2023 was distributed to the Committee on 26 November 2020
- The Hostile Act Sub Plan is still under review
- An Incident Control Team (ICT) was initiated for Darebin Council and met twice a week for any updates during COVID pandemic
- On the 7 October a Zoom meeting was held with residents of the Springthorpe Estate on preparedness for the upcoming fire season, along with agencies from Parks Vic, FRV, La Trobe Uni, DWELP & Council staff.
- A fire and heatwave session for Darebin's residents will be arranged for 17 Dec 2020
- The implementation of the new EM regulations is under way in preparation to commence from 1 Dec 2020.
- As part of Council's EM preparation, we have undertaken:
  - Significant drain clearing works preparing for higher than normal expected rainfall
  - Significant fire load reduction works as we prepare for summer
  - Significant local covid recovery works to assist residents and businesses experiencing hardship as a result of the pandemic

**FUTURE PLANS**

- Meetings to be held online via MS Teams if the COVID-19 Pandemic is not wound back. Staff are still to work from home with social distancing still in place.
  - Maintain the MEMP to ensure currency.
  - Continue ongoing meetings with all emergency authorities and agencies.
  - Arrange some further training and exercises with the Committee or participate with the North West Collaboration in other exercises.
  - The new State Emergency Management Plan (SEMP) was introduced on 30 Sept 2020 replaces the EMMV (Emergency Management Manual Victoria).
-



- 
- The Emergency Management Act 3 December 2013 was amended in 2018 to update the State, Regional and Municipal spheres
  - MERO attended various Regional Emergency Management Planning Committee (REMPC) of the new Emergency Management changes that will come into effect from 1 December 2020. New legislated role changes as of 1 December 2020 are:
    - Mayor is no longer chairperson
    - Chairperson is the CEO or delegate council officer nominated by CEO
    - Legislated MERO role no longer exists
    - MEM role no longer exists
    - Legislated MRM role will be replaced with the MEMO role – this role becomes Council's lead EM Coordinator in activation
    - A paper was presented to EMT with all the new EM reform and changes.

#### **RELATED DOCUMENTS**

- Municipal Emergency Management Plan
- MEMPC - Terms of Reference
- State Emergency Management Plan (SEMP) as of 30 Sept 2020 replaces the EMMV (Emergency Management Manual Victoria)
- Emergency Management Act 2018



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

Nil

## 9. NOTICES OF MOTION

### 9.1 PROXY COUNCILLORS ROLE ON ADVISORY COMMITTEES

**Councillor:** Tim LAURENCE

**NoM No.:** 3

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Take notice that at the Council Meeting to be held on 22 February 2021, it is my intention to move:

***That** Council receives a report in April 2021 that:*

- (1) Outlines the role of proxy Councillors for Advisory Committees and the way in which this will be incorporated into the standard Terms of Reference which are currently being considered by Advisory Committees.*
  - (2) Includes any feedback from Advisory Committees through the consultation on the Terms of Reference, on incorporating the role of proxy Councillors into the standard Terms of Reference for Advisory Committees.*
  - (3) Provides an opportunity to re-consider appointments to ensures nominations for Advisory Committees can re-occur in light of this information.*
- 

#### **Rationale**

In the past, proxy Councillors were allowed to attend Advisory Committee meetings with the nominated Councillor. Recently, the role of proxy Councillors has been questioned and it is important that clarification be provided for all Councillors. This Notice of Motion also seeks the opportunity for Council to review appointments to Advisory Committees depending on the advice in relation to the role of proxy's at Committees.

**Notice Received:** 8 February 2021

**Date of Meeting:** 22 February 2021

#### **Attachments**

Nil

**9.2 PEDESTRIAN CROSSING SAFETY FAIRFIELD****Councillor: Emily DIMITRIADIS****NoM No.: 4**

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Take notice that at the Council Meeting to be held on 22 February 2021, it is my intention to move:

***That Council******Notes:***

- (1) That Fairfield Primary School, the parents and the community members have expressed their concerns about the two pedestrian crossings on Wingrove Street Fairfield and particularly the unsupervised crossing on the corner of Wingrove Street and Fairfield Road.*
- (2) That Fairfield Primary School has expressed serious reservations about Council's current response and approach to the unsupervised pedestrian crossing.*

***Resolves:***

- (1) To urgently receive a Council Report in March 2021 exploring the option of consolidating the two current crossings into one supervised and safe crossing about 45 meters west from the current supervised crossing on Wingrove Street, ensuring that students can directly cross to the new campus in a safe manner. The report should include:
  - a) A possible timeline to facilitate the consolidated transition to one supervised and safe crossing;*
  - b) Detailed plans to urgently improve the safety and signage at the corner of Wingrove Street and Fairfield Road including, but not limited to: warning signs (on streets including side streets and roundabout), approach rumble strips and flashing warning lights.**

**Rationale**

Fairfield Primary School, parents and the local community have expressed concern about the safety of the unsupervised pedestrian crossing that was simply created by painting over a previous speed hump. Given the school year has started, it is important to receive this report as soon as possible so we can act promptly to ensure the safety of students when crossing at the unsupervised crossing to attend the new Fairfield Primary School campus.

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**Notice Received: 8 February 2021****Date of Meeting: 22 February 2021****Attachments**

Nil

**9.3 COUNCILLOR COMMENTS ON DECC****Councillor: Gaetano GRECO****NoM No.: 5**

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Take notice that at the Council Meeting to be held on 22 February 2021, it is my intention to move:

***That Council***

- (1) *Notes the comments made at the Council meeting on the 21 December 2020 by Councillor Susan Rennie during a debate on Agenda Item 7.2 specifically regarding the appointment process of community members on the Darebin Awards Advisory Committee where she suggested that she was not convinced Council was "... doing our community a service by allowing people through nepotism and connection with groups to gain access to committees..."*
- (2) *Notes that nominated Council representatives on the Darebin Ethnic Communities' Council (DECC) have received complaints from DECC members because of the hurt and insult they feel as a result of these offensive and baseless public comments.*
- (3) *Notes that DECC members are disappointed with Council processes as they have not been given the opportunity to formally raise their concerns and seek a public apology in the Chamber where the comments were made.*
- (4) *Issues an unqualified public apology to the Darebin Ethnic Communities Council for the unsubstantiated comments made by Councillor Rennie during the Council meeting.*

**Rationale**

On the 21 December 2020 Councillor Rennie made the above statement in reference to the DECC. DECC members consider the suggestion of nepotism to be highly offensive because it is false and not evidence based. DECC has tried to avail itself to the Councillor Code of Conduct but the process has been ineffectual. DECC then tried to raise the issue in the Council Chamber (where the public comments were originally made) at the last Council meeting on 29 January 2021 during question time but were denied the opportunity to do so, apparently due to Council's Governance Rules. As DECC has no other recourse to address its concerns it has asked the Councillor representatives on DECC to raise the matter before Council to request an unqualified public and written apology.

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**Notice Received: 8 February 2021****Date of Meeting: 22 February 2021****Attachments**

Nil

**9.4 ACTION ON CLIMATE RISKS****Councillor:** Trent MCCARTHY**NoM No.:** 6

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Take notice that at the Council Meeting to be held on 22 February 2021, it is my intention to move:

***'That Council;***

- (1) *Consistent with the Local Government Act 2020 (Vic) s9(2)(c), refers for consideration and incorporation in the Council Plan:*
  - a. *an assessment of current and future climate risks facing the Darebin community; and*
  - b. *actions that Council and other levels of government must take to provide maximum protection for people, property and the natural environment in response to assessed climate risks.*
- (2) *Writes to the Premier to request his support and advocacy for a Federal Climate Disaster Levy, as proposed by The Australia Institute.*
- (3) *Forwards a copy of this motion and letter to all local Upper and Lower House MPs, all Victorian Mayors, Municipal Association of Victoria, Victorian Local Governance Association and Climate Emergency Australia, and requests that they take similar action and advocacy.'*

**Rationale**

At the Council meeting on 11 June 2019, Councillors unanimously endorsed an open letter in support the Australia Institute's proposed Climate Disaster Levy.

The new Local Government Act specifically empowers councils to identify and take action on climate risks facing their community.

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**Notice Received:** 8 February 2021**Date of Meeting:** 22 February 2021**Attachments**

Nil

**10. URGENT BUSINESS**

**11. REPORTS OF STANDING COMMITTEES**

Nil

## 12. SUMMARY OF MEETINGS

### 12.1 SUMMARY OF ADVISORY COMMITTEES, COUNCILLOR BRIEFING AND OTHER INFORMAL MEETINGS OF COUNCILLORS

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In accordance with Councils Governance Rules adopted on the 20 July 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.

The summary of the meeting will 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 were kept since the last Council Meeting:

- Darebin Community Awards – 28 January 2021
- Darebin Art & Heritage Advisory Panel Welcome event for new panel members – 31 January 2021
- Council Plan Councillor Themed Workshops – 1 February 2021
- Stakeholder Engagement Dinner with Melbourne Water – 1 February 2021
- Darebin Interfaith Council Advisory Committee – 4 February 2021
- Councillor Council Plan Workshop – 8 February 2021
- Councillors Briefing – 8 February 2021

<b>Recommendation</b>
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**That** the summary of Advisory Committees, Councillor Briefings and other Informal Meetings of Councillors held on 28 and 31 January 2021 and 1, 4 and 8 February 2021 and attached as **Appendix A** to this report, be noted and incorporated in the minutes of this meeting.

**RELATED DOCUMENTS**

- Nil

**Attachments**

- Summary of Advisory Committeess - 22 February 2021 (**Appendix A**) [↓](#)





## ASSEMBLY OF COUNCILLORS PUBLIC RECORD

<b>ASSEMBLY DETAILS:</b>	<b>Title:</b>	Darebin Community Awards Advisory Committee
	<b>Date:</b>	Thursday 28 January, 2021
	<b>Location:</b>	Council Chambers, Darebin Civic Centre
<b>PRESENT:</b>	<b>Councillors:</b>	Chair Mayor Cr. Lina Messina
	<b>Council Staff:</b>	Simon Clarke and Bronwyn Ryan-Mercer
	<b>Other:</b>	Community Representatives present: Ms Emily Hughes, Mr Kiran Gurung, Ms Hanh Huynh-Pitts, Dr Sam Ginsberg OAM, Mr Abey George and Ms Barbara Carseldine.  Community Representative online MS teams: Ms Miranda Sharp
<b>APOLOGIES:</b>		Ms Ellie-Jean Singh and Ms Jenaya Kastamonitis

The Assembly commenced at 6.10pm

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

Mayor left at 7.20pm.  
The Assembly concluded at 7.15pm

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



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

<b>MEETING DETAILS:</b>	<b>Title:</b>	Darebin Art & Heritage Advisory Panel Welcome event for new panel members
	<b>Date:</b>	Sunday 31 January 2021   3-5pm
	<b>Location:</b>	Bundoora Homestead Art Centre
<b>PRESENT:</b>	<b>Councillors:</b>	Cr. Lina Messina (Mayor) Cr. Susanne Newton
	<b>Council Staff:</b>	Vicky Guglielmo, Manager of Creative Culture & Events Leah Crossman, Art & Collections Coordinator Boe Lin Bastian, Curator Sophie Kahl, Collections & Heritage officer Chantelle Mitchell, Visitor Services Officer, Bundoora Homestead Yusuke Akai, Café Supervisor, Bundoora Homestead
	<b>Other:</b>	Art & Heritage Advisory Panel community members: Lyndel Wischer (Chair of the Panel) JD Mittmann Sue Thornton Kirsten Matthews Giovanna D'Abaco Diego Ramirez Jane O'Neill Madeleine McClelland Bridie Mackay Sophie Cassar Ramona Barry Sarah Werkmeister
<b>APOLOGIES:</b>		NA

The Meeting commenced at 3pm

A5852100

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
1	Welcome to new panel members and review of the Panel's terms of reference	No disclosures were made.
2	Introduction to Bundoora Homestead Art Centre, the role of visual arts in the Darebin community and creative priorities for the Art & Collections unit for the year ahead	No disclosures were made.
3	Current exhibitions at Bundoora Homestead Art Centre and history of the building	No disclosures were made.

The Meeting concluded at 5pm

<b>RECORD COMPLETED BY:</b>	<b>Officer Name:</b>	Leah Crossman
	<b>Officer Title:</b>	Art & Collections Coordinator



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

<b>MEETING DETAILS:</b>	<b>Title:</b>	Council Plan Councillor themed workshops
	<b>Date:</b>	1 February 2021 12 noon – 1:30pm (workshop 1) 1:30pm – 3:15pm (workshop 2)
	<b>Location:</b>	Function Room, Darebin Civic Centre
<b>PRESENT:</b>	<b>Councillors:</b>	Cr Dimitriadis (workshop 1,2), Cr Greco (workshop 1,2), Cr Hannan (workshop 1,2), Cr Laurence (workshop 1,2), Cr Messina (workshop 1, 2), Cr Newton (workshop 1,2), Cr Rennie (workshop 1,2)
	<b>Council Staff:</b>	Jodie Watson (workshop 2), Sam Hewett (workshop 1), Anita Craven (workshop 1,2), Anna Rasalingam (workshop 1,2), Anthea Kypreos (workshop 1), Steve Tierney (workshop 1)
	<b>Other:</b>	
<b>APOLOGIES:</b>		N/A

The Workshops commenced at 12 noon

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
1	Actions, strategic direction and strategic indicators to inform the development of draft Council Plan priorities	No disclosures were made.

The Workshops concluded at 3:15pm

<b>RECORD COMPLETED BY:</b>	<b>Officer Name:</b>	Anita Craven
	<b>Officer Title:</b>	Manager Governance and Corporate Strategy



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

<b>MEETING DETAILS:</b>	<b>Title:</b>	Stakeholder Engagement Dinner with Melbourne Water
	<b>Date:</b>	1 February 2021 6:30pm – 8:00pm
	<b>Location:</b>	Shire Hall, Darebin Civic Centre
<b>PRESENT:</b>	<b>Councillors:</b>	Cr Dimitriadis, Cr Greco, Cr Hannan, Cr Laurence, Cr Messina, Cr Newton, Cr Rennie, Cr Williams, Cr McCarthy
	<b>Council Staff:</b>	Jodie Watson, Sam Hewett, Rachel Ollivier, Kerry McGrath, Anita Craven, Steve Tierney, Vanessa Petrie
	<b>Other:</b>	Nerina Di Lorenzo (Melbourne Water) Kirsten Shelley (Melbourne Water) Trent Griffiths (Melbourne Water)
<b>APOLOGIES:</b>		Sue Wilkinson

The Workshops commenced at 12 noon

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
1	Strategic Priorities that were common to both Darebin City Council and Melbourne Water, including Edwardes Park Lake and Cheddar Road Medium Strip	No disclosures were made.

The Dinner concluded at 8:00pm

<b>RECORD COMPLETED BY:</b>	<b>Officer Name:</b>	Anita Craven
	<b>Officer Title:</b>	Manager Governance and Corporate Strategy



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

<b>MEETING DETAILS:</b>	<b>Title:</b>	Darebin Interfaith Council Advisory Committee
	<b>Date:</b>	Thursday 4th February 2021
	<b>Location:</b>	Microsoft Teams online meeting
<b>PRESENT:</b>	<b>Councillors:</b>	Cr Gaetano Greco
	<b>Council Staff:</b>	Teneille Summers, Celia Chang, Anna O'Brien
	<b>Other:</b>	Members of the Darebin Interfaith Council (6) Members of the Darebin Interfaith Council
<b>APOLOGIES:</b>		Members of the Darebin Interfaith Council (4) Record the names of Councillors who have submitted apologies for inability to attend

The Meeting commenced at 5.30pm

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
1	Previous minutes, action items and updates <ul style="list-style-type: none"> <li>• "Stand Together, Safe and Equal" online forum delivered 3 December</li> <li>• World Interfaith Harmony Week morning tea – 10 February</li> </ul>	No disclosures were made.
2.	Darebin Interfaith Council <ul style="list-style-type: none"> <li>• Standard Terms of Reference</li> <li>• Expressions of Interest for new members</li> </ul>	No disclosures were made.
3.	Relocation of the Intercultural Centre project	Cr Greco joined the meeting at 6.05pm. No disclosures were made.
4.	Matters of interest, challenges, feedback and support needed	No disclosures were made.
5.	General updates and information sharing	No disclosures were made.

**SUMMARY OF MEETINGS – PUBLIC RECORD (CONT)**

The Meeting concluded at 7.05pm

<b>RECORD COMPLETED BY:</b>	<b>Officer Name:</b>	Celia Chang
	<b>Officer Title:</b>	Community Development Officer - Interfaith & Multicultural



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

<b>MEETING DETAILS:</b>	<b>Title:</b>	Councillor Council Plan Workshops
	<b>Date:</b>	8 February 2021 10am – 11:30am (workshop 1) 12 noon – 1:30pm (workshop 2) 1:30pm- 3:00pm (workshop 3) 3:00pm – 4:30pm (workshop 4)
	<b>Location:</b>	Function Room, Darebin Civic Centre
<b>PRESENT:</b>	<b>Councillors:</b>	Cr Dimitriadis (workshop 1, 2,3, 4), Cr Greco (workshop 1, 2, 3, 4), Cr Hannan (workshop 1, 2, 3, 4), Cr Laurence (workshop 1, 2, 3, 4), Cr Messina (workshop 2, 3, 4), Cr Newton (workshop 2, 3, 4), Cr Rennie (workshop 1, 2, 3, 4), Cr Williams (workshop 2, 3, 4), Cr McCarthy (workshop 2, 3, 4)
	<b>Council Staff:</b>	Jodie Watson (workshop 2), Rachel Ollivier (workshop 1,3), Kerry McGrath (workshop 4), Anita Craven (workshop 1,2), Anna Rasalingam (workshop 1,2,3,4), Stevie Meyer (workshop 1), Shadi Hanna (workshop 1), Alia Slamet (workshop 1), Wendy Dinning (workshop 2), Damian Hogan (workshop 2), Vanessa Petrie (workshop 2,3), Samuel Muchoki (workshop 4), Jess Fraser (workshop 4), Dominique Aloisio (workshop 4)
	<b>Other:</b>	N/A
<b>APOLOGIES:</b>		

The briefings commenced at 10:00am

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
1	Council Plan themed workshops	No disclosures were made.

The briefing concluded at 4:30pm

<b>RECORD COMPLETED BY:</b>	<b>Officer Name:</b>	Anita Craven
	<b>Officer Title:</b>	Manager Governance and Corporate Strategy





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

<b>MEETING DETAILS:</b>	<b>Title:</b>	Councillor Briefing
	<b>Date:</b>	8 February 2021 4:30pm – 6:19pm
	<b>Location:</b>	Council Chamber, Darebin Civic Centre
<b>PRESENT:</b>	<b>Councillors:</b>	Cr Dimitriadis, Cr Greco, Cr Hannan, Cr Laurence, Cr Messina, Cr Newton, Cr Rennie, Cr Williams, Cr McCarthy
	<b>Council Staff:</b>	Sue Wilkinson, Jodie Watson, Rachel Ollivier, Kerry McGrath, Anita Craven, Enna Giampiccolo, Sarah-Jade Chung, Kathie Duncan, Andrew George, Vanessa Petrie, Allan Middlemast, Karen Leeder, Julie Smout
	<b>Other:</b>	N/A
<b>APOLOGIES:</b>		Nil

The briefings commenced at 4:30pm

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
1	Community Engagement Policy	No disclosures were made
2	Northern Bullants Partnerships	No disclosures were made
3	Sport and Recreation Victoria Grant Opportunity	No disclosures were made
4	Your Street Your Say	No disclosures were made
5	Northcote Aquatic Centre	No disclosures were made
6	Planning Committee Agenda 8 February Questions	No disclosures were made

The briefing concluded at 6:15pm

<b>RECORD COMPLETED BY:</b>	<b>Officer Name:</b>	Anita Craven
	<b>Officer Title:</b>	Manager Governance and Corporate Strategy

**13. REPORTS BY MAYOR AND COUNCILLORS**

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

**14. CONSIDERATION OF REPORTS CONSIDERED CONFIDENTIAL**


**15. 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](mailto:mailbox@darebin.vic.gov.au)  
[darebin.vic.gov.au](http://darebin.vic.gov.au)

 **National Relay Service**  
[relayservice.gov.au](http://relayservice.gov.au)

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T 8470 8470

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हिंदी	ਪੰਜਾਬੀ	Tiếng Việt