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AGENDA OF THE ORDINARY COUNCIL MEETING

To be held on Monday 23 May 2022 at 6.00pm

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

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

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



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

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

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

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

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



English

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

Arabic

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

Chinese

这些是市议会会议纪要。如需协助了解任何纪要项目，请致电8470 8888。

Greek

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

Hindi

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

Italian

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

Macedonian

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

Nepali

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

Punjabi

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

Somali

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

Spanish

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

Urdu

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

Vietnamese

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

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Agenda

1. OPENING OF MEETING AND MEMBERSHIP

Cr. Lina Messina (Mayor) (Chairperson)

Cr. Trent McCarthy (Deputy Mayor)

Cr. Emily Dimitriadis

Cr. Gaetano Greco

Cr. Tom Hannan

Cr. Tim Laurence

Cr. Susanne Newton

Cr. Susan Rennie

Cr. Julie Williams

2. ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

3. APOLOGIES

4. DISCLOSURES OF CONFLICTS OF INTEREST

5. CONFIRMATION OF THE MINUTES OF COUNCIL MEETINGS

Recommendation

That the Minutes of the Ordinary Meeting of Council held on 26 April 2022 be confirmed as a correct record of business transacted.

6. QUESTION AND SUBMISSION TIME

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

QUESTIONS

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

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 Governance Rules 2020, the Chairperson may disallow a question if it:

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

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

SUBMISSIONS OR COMMENTS

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

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

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; 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.

7. PETITIONS

8. CONSIDERATION OF REPORTS

8.1 2021–22 QUARTER THREE COUNCIL PLAN ACTION PLAN PROGRESS REPORT INCLUDING FINANCIALS ENDING 31 MARCH 2022

Author: Coordinator Corporate Strategy
Financial Accountant
Acting Chief Financial Officer
Acting Manager Governance & Corporate Strategy

Reviewed By: General Manager, Governance and Engagement

EXECUTIVE SUMMARY

Council is required by the *Local Government Act 2020* to prepare a Council Plan containing the strategic objectives of Council, strategies for achieving those objectives, and indicators to monitor the achievement of those objectives.

The 2021-22 Quarter Three Council Plan Action Plan Progress Report (**Appendix A**) provides an overview of Council's performance in delivering the year one actions that will contribute to the completion of the four-year strategic actions in the Council Plan 2021-25. Also included in this report is a high-level progress update for the Capital Works program, a status update of Council resolutions and the Financial Report ending 31 March 2022.

Overall, the quarter three results indicate that the organisation is progressing well to achieve the majority of the year one Council Plan Action Plan by 30 June 2022. Council's work has delivered significant community benefit and key achievements are detailed in this report.

There has been an impact from COVID-19. In regards to the financial performance, the COVID-19 impact is substantially the same as was reported at Q2. In regards to delivery of the Council Plan, while deferral of some actions has been necessary, overall the four-year Council Plan remains achievable, assuming disruptions reduce.

Key progress statistics for the third quarter are;

- 15% (44) of year one actions have been completed, up from 8% (23).
- 66% (190) of year one actions are in progress, down from 78.3% (224).
- 1% (3) of year one actions have not started but are expected to commence in the fourth quarter.
- 3% (9) of actions are slightly off track.
- 14% of year one actions have been deferred to year two (39 actions) due to the impacts of COVID-19 on Council services and resources. This is an increase of seven actions since quarter two.
- One action has been discontinued.

Council committed close to \$62 million to the 2021-22 Annual Capital Works Program. As of 31 March 2022, out of total of 62 projects, 53 were on track and nine had been completed. See **(Appendix A)** for the overview of the capital works projects.

Since 1 January 2022, 39 Council resolutions have been made by Council and its Delegated Committees. Of these, 14 resolutions have been completed (36%) and 25 are in progress (64%). See **(Appendix A)** for further information.


Officer Recommendation

That Council:

- (1) Notes the 2021-22 Quarter Three Council Plan Action Plan Progress Report including Project Report **(Appendix A)**
- (2) Notes the Financial Report (in **Appendix B**) for the 9 months ended 31 March 2022.
- (3) Notes the deferred actions in the 2021-22 Quarter Three Council Plan Action Plan Progress Report including Project Report **(Appendix A)** and that these have been referred to the 2022-23 Council Plan Action Plan development process.

BACKGROUND / KEY INFORMATION

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

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

It is estimated that approximately 14% of the planned year one Council Plan activities will not be delivered this financial year due to resources and services being diverted to COVID-19 support and recovery. These actions have been deferred and referred to the 2022-23 Council Plan Action development process. As a result of resourcing challenges, a further 3% of actions are slightly off track in relation to being completed by the end of the financial year. These actions are expected to be completed early in Financial Year 2022-23 and will have no impact on the development of that year's Council Plan Action Plan.

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 1: Vibrant, Respectful and Connected

Strategic Direction 2: Prosperous, Liveable and Flourishing

Strategic Direction 3: Climate, Green and Sustainable

ALIGNMENT TO 2021-25 COUNCIL PLAN

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

Strategic Direction 1: Vibrant, Respectful and Connected

Strategic Direction 2: Prosperous, Liveable and Flourishing

Strategic Direction 3: Climate, Green and Sustainable

Strategic Direction 4 Responsible, Transparent and Responsive

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

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

DISCUSSION

Overall, Third Quarter Results

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

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

Overall, the quarter three results indicate that the organisation is progressing well to achieve the majority of the year one Council Plan Action Plan by 30 June 2022.

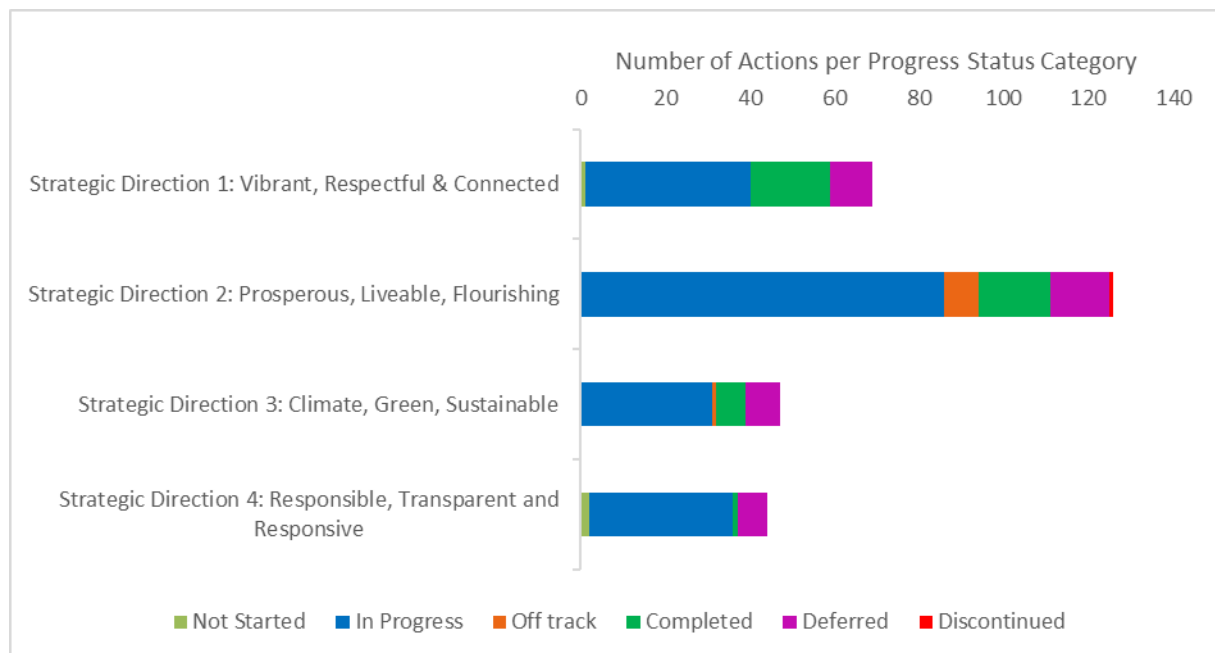
Council's work has delivered significant community benefit and key achievements are detailed in this report.

As of the end of the third quarter, 31 March 2022, 15% (44 actions) were completed, 66% (190 actions) were in progress, 1% (3 actions) had not started, 1 was discontinued and 14% (39 actions) had been deferred.

The number of completed actions has increased since quarter two, however remains relatively low. This is not unexpected as the Council Plan Action Plan is a year-long plan and each action will have its own start and finish date within that year. Most actions will take the full 12 months to complete.

There has been an impact from COVID-19 including direct impacts such as periods of lockdown and lack of availability of Council staff due to illness or isolation, as well as indirect impacts such as limited availability of stakeholders to engage with Council, and need for additional services of some types. While deferral of some actions has been necessary, overall the four year Council Plan is achievable, assuming disruptions reduce.

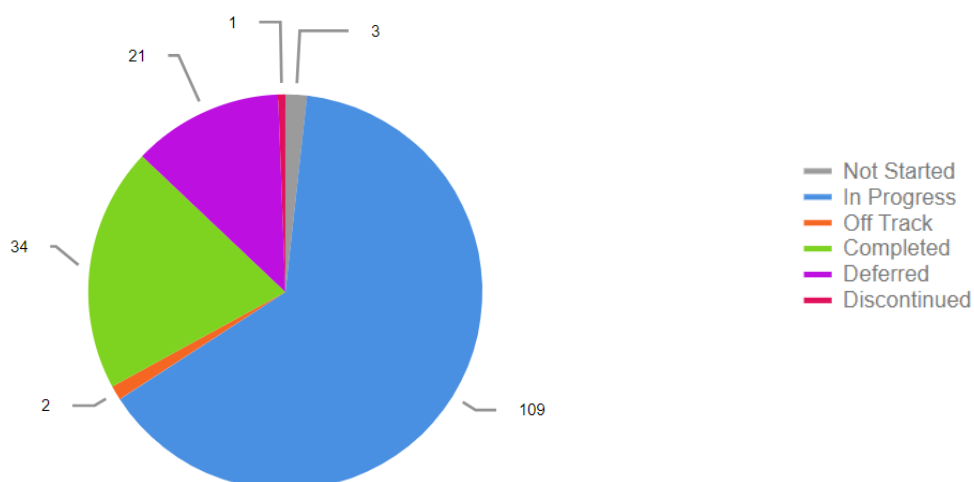
Figure 1: Breaks down the status of all actions by strategic direction



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

Embedded into the Council Plan Action Plan 2021-22 are 170 Health & Wellbeing actions of which 20% (34) have been completed.

Figure 2: Progress status of Health & Wellbeing actions



Deferred actions

Deferred actions are actions that cannot commence or have commenced but no further work can continue to progress the action this year. They will therefore be included in next year’s Council Plan Action Plan as stand-alone actions or incorporate into other actions. There are multiple reasons for deferred actions, with the majority due to COVID-19 implications.

COVID-19 lockdowns and restrictions directly impacted and/or delayed the organisation's delivery of services, programs and community engagement. Impacts to the construction industry, particularly contractor availability and supply chain issues, resulted in delayed projects or slowed progress. These direct impacts were felt the hardest during July – December 2021.

In the third quarter these direct impacts have continued to be felt, and new challenges have arisen. For example, it was not possible to immediately recommence all community engagement projects, resulting in a 'bottleneck' of priorities to work through. This was due to ensuring our target groups/stakeholders and appropriate internal resources were available. Another follow-on impact throughout the third quarter was a drastic change in the labour market, resulting in protracted recruitment processes and resourcing challenges. And lastly, there has been a need for certain services to pivot to ensure priorities are matching community needs during the recovery period.

At the end of quarter three there are 39 deferred actions, which is an increase of seven actions since quarter two. The deferred actions have no budget impact, however, in some cases, an increase in workloads is expected as catch-up work may be required to remain on track to deliver the related four-year strategic actions in the Council Plan.

Off Track Actions

Some actions have experienced significant challenges since the start of the financial year and are now 'at risk' of not being fully delivered by 30 June. These actions have been changed to 'off track' (nine actions in total). It is possible that some of these actions will get back on track in the fourth quarter. Actions that continue to experience challenges or slight delays will continue to progress with the intention of completing them in the first few months of the new financial year.

Discontinued Action

There is one year-one action that has been discontinued in quarter three: '*Develop a jobs target to inform the Economic Development Strategy's future actions (using external evidence)*'. This action has been discontinued due to the changes in the employment market and the need to pivot quickly to address a newly emerged challenge of businesses struggling to fill vacancies. This discontinued action is one of several actions underneath the four-year strategic action: '*Catalyse new jobs at scale in Darebin with businesses, new industry attraction and our partners – including Jobs Victoria Advocates – focusing on jobseekers facing multiple employment barriers including culturally and linguistically diverse peoples, young people, women, and Aboriginal and Torres Strait Islander peoples.*' Discontinuing this year one action will not affect the achievement of the strategic action by 2025

Strategic Direction 1: Vibrant, Respectful and Connected

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

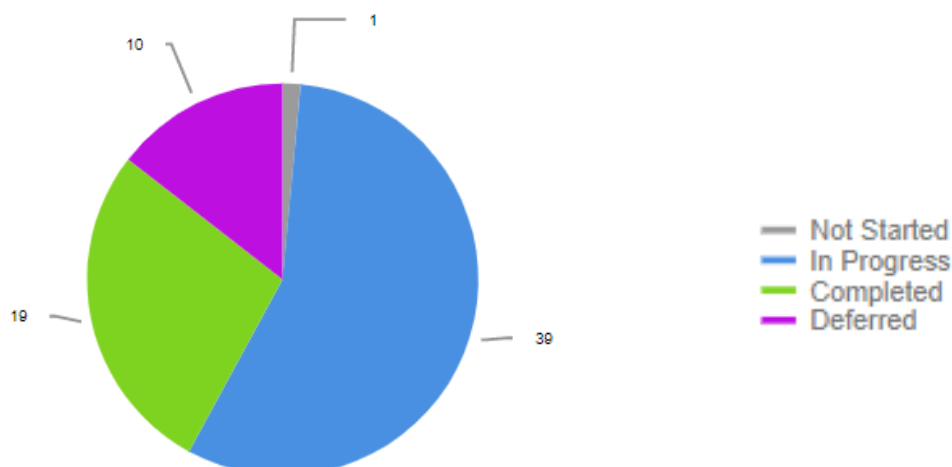
Figure 3: Q3 progress update on year one actions for Strategic Direction 1

Figure three illustrates that 56.5% (39) of the year one actions connected to strategic direction one are in progress. A further six actions under this strategic direction were completed this quarter. Highlights include:

- Council's Gender Equality Action Plan was submitted to the Gender Quality Commissioner following broad engagement, further ensuring the organisation's workplaces, policies, programs and services are equitable and meet the standards set out in the *Gender Equality Act*.
- The Out of the Park picnic was delivered at Edwardes Lake Park as the closing event of the FUSE Autumn festival. Over 2,000 people attended the event which included six hours of programming and performances by First Nations artists and CALD groups celebrating Darebin's diversity and rich creative culture.
- Council ran a summer campaign designed to assist residents vulnerable to heat stress. This included a Keep Cool in Darebin map with tips on staying cool, the whereabouts of cool locations in the municipality and emergency contact numbers.

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

Strategic Direction 2: Prosperous, Liveable and Flourishing

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

Figure 4: Q3 progress update on year one actions for Strategic Direction 2

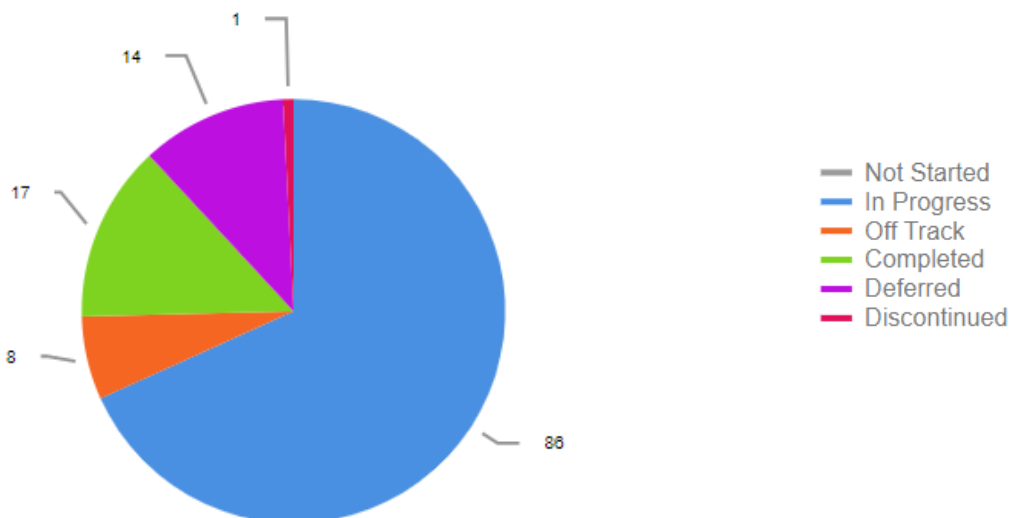


Figure four illustrates that 68% (86) of the year one actions connected to strategic direction two, are in progress. A further nine actions were completed this quarter. Highlights include:

- Construction of Narrandjeri Stadium was completed. The facility is being managed by Clublinks and will help boost the health and wellbeing of Darebin's diverse community with a focus on women and girls.
- The construction of the new senior pavilion at BT Connor Reserve was completed with the Preston Lion's Football Club occupying it from late March.
- The Molly Hadfield Social Justice Oration was held as part of the Fuse Autumn opening event with the keynote speech delivered by Yumi Stynes.
- Two accessible car parking spaces were constructed at St Gabriel's and Penders Grove primary schools.
- Fuse Autumn 2022 was successfully delivered, showcasing the best of Darebin's art and culture through a diverse program of performances and events.

Strategic Direction two has 14 actions that are unable to commence or be delivered during 2021-22. These have been deferred to the 2022-23 Council Plan Action Plan .

Strategic Direction 3: Climate, Green and Sustainable

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

Figure 5: Q3 progress update on year one actions for Strategic Direction 3

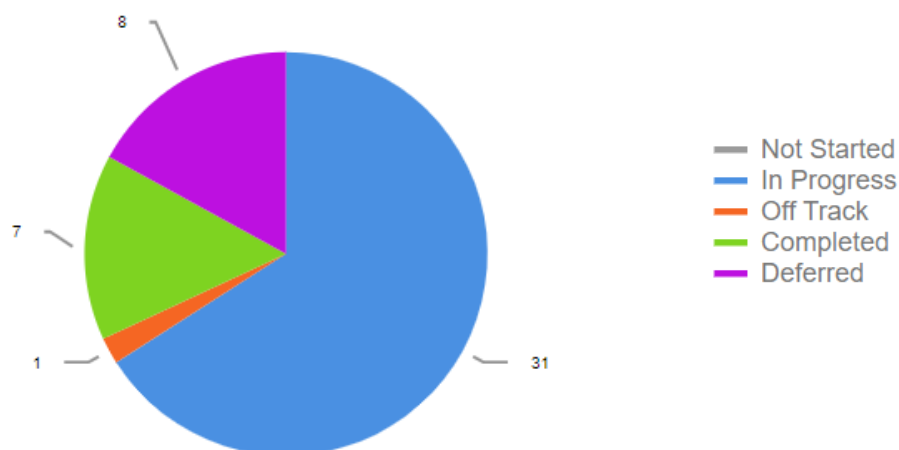


Figure five illustrates 63% (31) of the year one actions connected to the strategic direction three, are in progress. A further two actions were completed this quarter. Highlights include:

- Darebin partnered with Yarra, Melbourne and other metropolitan councils to form the Business Renewables Buying Group, signing a Memorandum of Understanding to formalise arrangements and key outcomes in January.
- Council continued to reduce its carbon emissions by increasing solar power installed on its facilities, including the newly completed Narrandjeri Stadium, the Community Sports stadium and BT Connor Pavilion. A grant from the State Government to undertake energy audits at Council owned buildings leased by community groups will help further our commitment to energy efficiency.

Strategic Direction three has eight actions that are unable to commence or be delivered during 2021-22 and have been deferred to 2022-23, this is an increase of five actions since quarter two.

Strategic Direction 4: Responsible, Transparent and Responsive

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

Figure 6: Q3 progress update on year one actions for Strategic Direction 4: Responsible, Transparent and Responsive

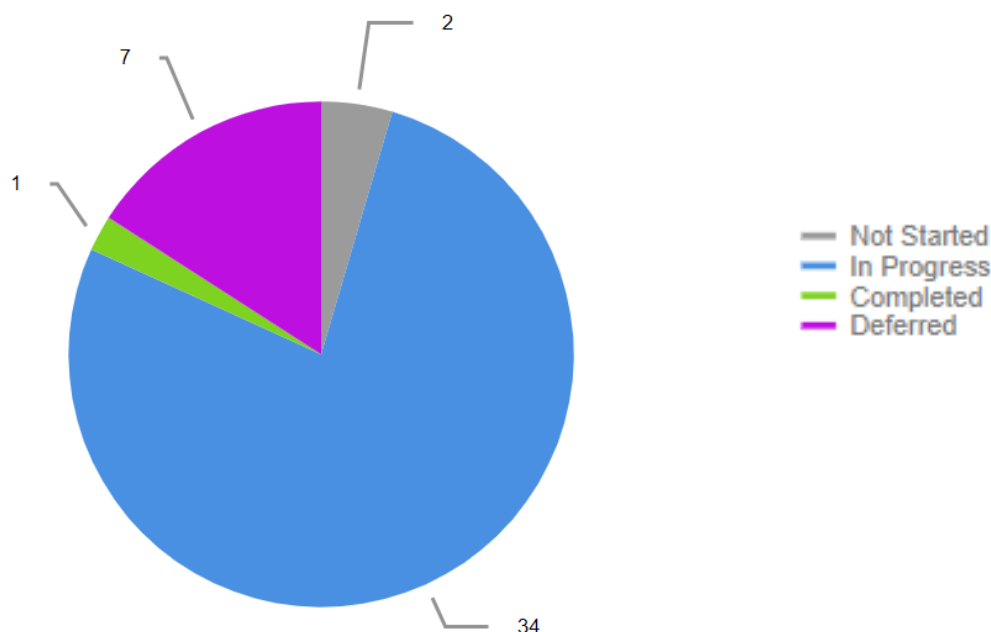


Figure six illustrates 77% (34) of the year one actions connected to strategic direction four, are in progress. One action was completed. Highlights include:

- Following public exhibition, Council adopted the Domestic Animal Management Plan in February. The new plan will guide Council and the community towards goals of responsible animal ownership and management.
- Council continued its strong advocacy for Preston Market and communicated with the 11,800+ people who signed the Save Preston Market petition, encouraging community to participate in the planning process.
- A draft Preston Central Built Form Framework and draft vision has been prepared and will be presented at an upcoming Council Meeting for consideration and then community consultation.

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

Status of Council Resolutions

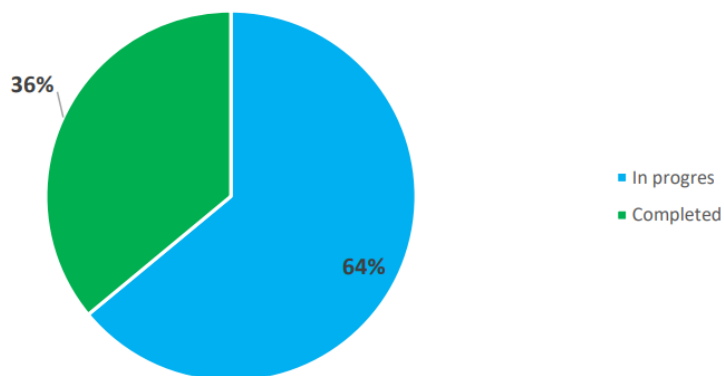
Resolutions, once recorded, take effect immediately. They can vary greatly in scale from writing a letter to communicate Council's position on a matter, to delivery of a complex capital project. Darebin City Council records and monitors the progress made on the implementation of Council resolutions.

In the third quarter of the financial year to date, 14 resolutions have been completed and 25 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 39 resolutions made by Council and its Delegated Committees since 1 January 2022 is:

- 36% completed
- 64% in progress

Figure 7: Progress status of Council Resolutions



The financial statements contain the following summaries:

Operating performance

Based on the financial results for the nine months ended 31 March 2022, the Council undertook a Quarter 3 Reforecast for the year 21-22. The reforecast figures were similar to the Quarter 2 Mid-year review briefed to the Council in Feb 2022.

There were no significant variances both in Income and Expenses when compared to Mid-year review resulting in a deficit of \$3.76m as against a forecast deficit of \$3.60m. The Cash and Investments forecast as at 30 June 2022 of \$32.84m were down marginally from the Mid-year forecast of \$34.50m mainly due to long term investment by the purchase of trucks and bins (\$1.7m) for the introduction of Universal FOGO from 1 July 2022.

	YTD Budget \$'000	YTD Actual \$'000	YTD Var \$'000	Adopted Budget \$'000	Annual Forecast \$'000
Operating					
Revenue	174,957	173,094	(1,863)	187,477	177,733
Expenditure	(135,905)	(126,459)	9,446	(181,990)	(181,497)
Surplus (deficit)	39,052	46,635	7,583	5,487	(3,764)
Capital & other					
Revenue / grants	(4,736)	(4,274)	462	(4,736)	(6,556)
Adjusted underlying surplus/(deficit)	34,316	42,361	8,045	751	(10,320)

For the nine months ended 31 March 2022, Council has recorded an operating surplus of \$46.64 million, which is \$7.58 million ahead of the year-to-date budget. After eliminating capital and other items, the adjusted underlying surplus is \$42.36 million, which is \$8.05 million ahead of budget.

Total revenue year to date is unfavourable by \$1.86 million and forecast to be \$9.74 million less than budget for end of the year. Total expenditure year to date is favourable by \$9.47 million and forecast to be \$0.49 million less than budget for end of year. The forecast operating result for the year ending 30 June 2022 is an operating deficit of \$3.76 million, which is \$9.25 million less than budget. The forecast adjusted underlying deficit is \$10.32 million, which is \$11.07 million less than the budget surplus of \$0.75 million.

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

Revenue in Statutory fees and fines have been forecast down due to traffic enforcement income tracking slower than budget with the expectation revenue will reduce by \$2.09 million.

Revenue from User fees and charges have been forecast down due to the temporary closure of many Council facilities due to COVID-19 with the expectation revenue will reduce by \$1.30 million.

Contributions from developers for public open space are forecast to be \$0.94 million less than budget.

Operating grants have been received for place making and outdoor activation programs which were not budgeted this year \$2.49 million.

The total expense variance of \$9.47 million includes \$1.59 million of employee costs, mainly associated with temporary community facility closures and program deferrals due to COVID-19. Materials and services costs associated with Parks and open space and many of the closed community facilities are also tracking behind the budget due to temporary lockdown from COVID-19.

Capital performance

	YTD Budget \$'000	YTD Actual \$'000	YTD Var \$'000	Adopted Budget \$'000	Budget & CFWD's \$'000	Annual Forecast \$'000
Property	21,618	22,423	(805)	39,023	39,794	46,653
Plant & equipment	3,783	3,342	441	6,258	6,538	9,373
Infrastructure	9,717	7,650	2,067	16,372	17,891	17,796
Total capital works	35,118	33,415	1,703	61,653	64,223	70,822

For the nine months ended 31 March 2022, Council has expended \$33.42 million on the capital works program, which is \$1.70 million behind the year to date budget. The variance is due mainly to delays in plant, machinery & equipment, roads, recreation, leisure & community facilities and parks, opens space and streetscapes.

The adopted budget has increased from \$61.65 million to an annual forecast of \$70.82 million. This is due to advance works undertaken at Northcote Aquatic & Recreation Centre \$7.5 million, offset by savings at Narrandjeri Stadium \$2.4 million. Plant and equipment expenditure in relation to the new waste service charge has been brought forward from 2022/23.

Financial position

	YTD Budget \$'000	YTD Actual \$'000	YTD Var \$'000	Adopted Budget \$'000	Annual Forecast \$'000	Audited 2021 \$'000
Cash and investments	29,674	54,113	24,439	34,544	32,836	64,579
Net current assets	62,876	67,255	4,379	15,544	5,805	36,315
Net assets and total equity	1,571,083	1,535,744	(35,339)	1,537,519	1,485,419	1,489,183

The financial position as at 31 March 2022 shows a cash and investment balance of \$54.11 million which is \$26.44 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 \$54.11 million was sufficient to meet restricted cash and intended allocation obligations of \$32.78 million at the end of March. Restricted cash is the amount of cash holdings Council requires to meet external restrictions such as trust funds, statutory reserves and cash for intended allocations such as cash held to fund future capital works.

The net current asset position is \$67.26 million which is \$4.38 million more than budget. Due mainly to the prior year revaluation decrement of infrastructure assets, the net asset position of \$1.54 billion is \$35.34 million less than budget.

The forecast Financial Position as at 30 June 2022 shows a cash position of \$32.84 million and net current assets of \$5.81 million.

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES**Financial Management**

The detail Financial Report for Quarter Three, is attached as Appendix B.

Community Engagement

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

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

Other Principles for consideration**Overarching Governance Principles and Supporting Principles**

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

Public Transparency Principles

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

Strategic Planning Principles

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

Service Performance Principles

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

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

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

Equity, Inclusion, Wellbeing and Human Rights Considerations:

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

Economic Development and Cultural Considerations

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

Legal and Risk Implications

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

IMPLEMENTATION ACTIONS


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

RELATED DOCUMENTS

- Council Plan Action Plan 2021-22
- Council Plan (incorporating Municipal Health and Wellbeing Plan) 2021-25
- 2041 Darebin Community Vision

Attachments

- 2021/22 Quarter Three Council Plan Action Plan Progress Report (**Appendix A**) [↓](#) 

- Financial Report - 9 months ended 31 March 2022 (**Appendix B**) [↓](#) 

DISCLOSURE OF INTEREST

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

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

COUNCIL PLAN ACTION PLAN 2021-2022 PROGRESS REPORT Q3



the place
to live



INTRODUCTION

Welcome

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

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

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

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

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

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

INTRODUCTION

How to Read This Report

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

There are four sections to this report:

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

Section two provides the quarter three action commentary and progress status for the 286 actions from the 2021–22 Council Plan Action Plan. The actions are arranged by Council Plan strategic direction/objective and have commentary that outlines the progress against that action as at 31 March 2022.

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

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

Darebin at a Glance

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

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

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

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

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

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

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

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

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

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

10 BIG ACTIONS

Big Action Number	Council Plan Strategic Action Numbers	Big Action Description	Collective Action Progress Towards Year-One Goals:
BA1	2-9 2-11 2-26	Build Infrastructure for the future by developing Northcote Aquatic and Recreation Centre, redeveloping BT Connor Pavilion in Reservoir, and building Darebin Intercultural Centre in Preston.	In progress (83%) <i>across four year-one actions</i>
BA2	2-2 2-3 2-6 2-23	Plan infrastructure for decades to come by redeveloping Reservoir Leisure Centre, activating Edwardes Lake Boat House in Reservoir, building new kindergarten facilities, and undertaking a feasibility study for a Global Learning Hub in Preston.	In progress (66%) <i>across nine year-one actions</i>
BA3	2-16 3-1 3-2 3-19 3-24	Continue to lead with our response to the climate emergency by updating our Climate Emergency Plan to set out how to best achieve zero greenhouse gas emissions for Darebin by 2030, offering solar installations and energy retrofits to pensioners and vulnerable communities, delivering new business and community power purchase partnerships, supporting a shift to a circular economy and programs aimed to improve safety for people cycling, walking and wheeling, increasing active travel which will also reduce transport emissions.	In progress (53%) <i>across 14 year-one actions</i>
BA4	1-32	Deepen our commitment to truth and justice for First Nations communities in partnership with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and Aboriginal and Torres Strait islander peoples who live and work in Darebin.	In progress (75%) <i>across two year-one actions</i>
BA5	1-22 1-24 2-44 2-47	Support vulnerable members of our community by providing support with COVID-19 recovery, expanding our Homelessness Assertive Outreach program, and supporting community-led programs in East Reservoir and East Preston, to achieve greater physical and mental health, and wellbeing for all.	In progress (75%) <i>across five year-one actions</i>







10 BIG ACTIONS

Big Action Number	Council Plan Strategic Action Numbers	Big Action Description	Collective Action Progress Towards Year-One Goals:
BA6	2-15 2-41 2-59	Champion local business and creative industries by providing support with COVID-19 recovery, facilitating the establishment of a Darebin Chamber of Commerce, and improving the lighting and safety of our retail precincts and business activity centres.	In progress (56%) <i>across four year-one actions</i>
BA7	1-9 1-13 1-44	Build a more inclusive community for all by supporting Darebin's multicultural communities, reducing racism and discrimination, increasing access to our Council's services and sporting assets by groups who are under-represented, developing our Disability Action Plan, to improve access for all to our services and infrastructure, and achieving Rainbow Tick accreditation (best practice in LBTQIA+ inclusion) for our services and activities.	In progress (62%) <i>across seven year-one actions</i>
BA8	2-37 4-18 4-19	Improve the quality of development and work to protect all that we love about Darebin by pursuing protections for Preston Market, conducting a Planning Scheme review informed by in-depth community consultation, and reviewing to amend our Parking Permit Policy.	In progress (74%) <i>across five year-one actions</i>
BA9	3-7 3-8 3-13	Protect our natural environment and biodiversity by significantly improving water quality in Edwardes Lake, increasing tree canopy coverage in our parks, residential areas and retail precincts, and enhancing understorey planting.	In progress (68%) <i>across five year-one actions</i>
BA10	1-19 2-6	Expand our delivery of quality universal services across the lifespan by providing more three-year old kindergarten places, continuing to deliver our flagship Age Friendly Darebin Project, expanding aged care direct services, and registering to become a home care package provider.	In progress (66%) <i>across five year-one actions</i>

Council Plan

1.0: Vibrant, Respectful and Connected





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

H&W	Strategic Action	Year 1 Action	Comments	Status
	[1-1] Develop a partnership with Multicultural Arts Victoria to deliver artistic opportunities for Darebin's communities	Review and update the partnership agreement with Multicultural Arts Victoria, to benefit Aboriginal and Torres Strait Islander peoples and people from multicultural and diverse backgrounds	<p>A draft Strategic Partnership agreement between Multicultural Arts Victoria (MAV) and the City of Darebin has been developed and is with MAV for consideration at their board level. This is taking longer than anticipated as MAV is recruiting a new CEO.</p> <p>Collaborative projects have been developed with MAV including, four Dawn Raga events delivered in the Civic square in January / February 2022, a performance of 'Tres Cantos' - Three Women, Three Voices in March 2022 and culminating in the FUSE 'Out of the Park Picnic'.</p>	
	[1-2] Support and promote a significant increase in participation in Darebin's sports clubs, in particular, for Aboriginal and Torres Strait Islander peoples, women, girls, people of all abilities, and multicultural and diverse communities	Gather baseline data of current diversity of participation rates in Darebin's sports clubs	Winter sports club participation data has been collected and is currently being verified.	
Support sports clubs to develop and deliver a Diversity Action Plan		Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.		
Apply an Equity Impact Assessment to all sporting infrastructure projects in 21/22 Capital Work Plan		Equity Impact Assessments have been undertaken for all 21/22 capital works projects including the recently completed Narrandjeri Stadium.		

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









H&W	Strategic Action	Year 1 Action	Comments	Status
	[1-3] Encourage and reward sporting and leisure groups/sporting teams that use Council's recreation spaces, by reducing user fees to those that demonstrate inclusion for Aboriginal and Torres Strait Island peoples, women, girls, people of all abilities, and multicultural and diverse communities	Develop a Plan for implementation in 2022/2023 (Year 2), in consultation with sporting clubs, to reward sporting and leisure groups/sporting teams that demonstrate inclusion for Aboriginal and Torres Strait Island peoples, women, girls, people of all abilities, and multicultural and diverse communities	A draft sports club performance subsidy program has been finalised for implementation in 22/23.	
	[1-4] Develop a memorandum of understanding with Aboriginal Housing Victoria (AHV)	Collaborate with Aboriginal Housing Victoria to establish a Memorandum of Understanding with Council	The Draft Memorandum of Understanding (MOU) and Draft Action Plan have been finalised through a co-design process, including endorsement by the Aboriginal Housing Victoria Board and consultation with the Darebin Aboriginal Advisory Committee. The MOU will be endorsed by Council at its meeting in April 2022.	
	[1-5] Work with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation to progress "decolonising" Bundoora Park, including the farm and homestead	Develop a Plan of initiatives to decolonise Bundoora Park, in partnership with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation for Bundoora Park	The work around decolonising Bundoora Park continues. The Wurundjeri Narrap Rangers continue working alongside Council staff in park management and a draft action plan has been developed in partnership with Wurundjeri Woi Wurrung Elders to guide future work.	
	[1-6] Develop partnerships with local Aboriginal community-controlled organisations to enhance our work towards mutual goals	Identify opportunities and establish partnerships with local Aboriginal community-controlled organisations with mutual goals	Council continues to build relationships with a number of local Aboriginal community-controlled organisations. This is in addition to the formal partnerships Council is fostering with the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation and Aboriginal Housing Victoria and the existing partnership with 3KND Radio Station.	







Not Started
 Completed
 In Progress
 Deferred
 Off Track
 Discontinued

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

Not Started
 Completed
 In Progress
 Deferred
 Off Track
 Discontinued

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


H&W	Strategic Action	Year 1 Action	Comments	Status
	[1-9] Develop the Disability Action Plan to improve access to services and infrastructure for our residents and visitors	Establish the Disability Action Plan, to improve access to services and infrastructure for our residents and visitors	The Disability Access and Inclusion Plan 2021-2026 has been co-designed with community members with a lived experience of disability. This document outlines goals for improving access and inclusion in Darebin. An associated action plan has also been developed. These documents are now available on the City of Darebin website.	
		Commence actions towards Implementation of the Disability Action Plan	Council continues to progress actions as outlined in the Disability Action Plan. This quarter the Darebin Disability Advisory Committee provided input and guidance to the Darebin Transport Strategy review and the development of the Darebin Advocacy Strategy.	
	[1-10] Develop programs to support international students living in Darebin	Develop a Project Plan to implement programs to support international students living in Darebin	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.	
	[1-11] Develop a program to support middle years students (later primary school, and early secondary school-aged) from Darebin schools to connect with each other, and take action on systemic racism issues together, to support student voices	Develop a four-year Program to support middle years students from Darebin schools to connect with each other, and take action on systemic racism issues together	Key work to deliver this action is unable to be completed in 2021-22 due to the impact of the COVID-19 pandemic on schools. This action will commence in the last quarter but will mostly be developed and delivered during 2022-23.	
	[1-12] Develop a Cultural Diversity Action Plan to significantly improve access to services and infrastructure for multicultural communities	Develop the Cultural Diversity Action Plan, including an implementation plan for 2022-25, to significantly improve access to services and infrastructure for multicultural communities	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan. Council work during the pandemic has continued a strong focus on engaging with multicultural communities and organisations.	







 Not Started
  Completed
  In Progress
  Deferred
  Off Track
  Discontinued

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

H&W	Strategic Action	Year 1 Action	Comments	Status
	[1-13] Work towards the Rainbow Tick accreditation (best practice in LGBTQIA+ inclusion) for Council's services and activities	Develop a Project Plan to achieve Rainbow Tick accreditation for Council's services and activities	A project plan incorporating a proposed project model has been developed. The Sexuality, Sex and Gender Diversity Committee has been briefed on the project plan and final feedback is being incorporated.	
		Commence actions towards Rainbow Tick accreditation	A project plan has been prepared for Rainbow Tick Accreditation. Two staff are attending Rainbow Health Australia's HOW2 training program and particular Council services/programs are being identified to begin preparation towards accreditation.	
	[1-14] Offer co-working spaces at our arts centres in Darebin	Identify and implement co-working spaces at our arts centres, through licenced spaces and artistic residences	Co-working spaces have been delivered at Northcote Town Hall Arts Centre and Darebin Arts Centre through licences with MAV and Speak Percussion. New opportunities to support in-house artist residencies and hot desking for the FUSE festival program are in development. Further development and use of spaces at Northcote Town Hall are on hold as building order risks and occupancy issues are being resolved with the Capital and Major Works unit and the building surveyor.	
	[1-15] Support social enterprises that wish to work in our city, and with our Council - one per year	Support at least one social enterprise to establish in, or re-locate to, Darebin	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan. The ability for a new social enterprise to establish itself during the pandemic is problematic. However, Council continues to connect existing and growing social enterprises and existing social enterprises continue to be invited to significant events.	

Not Started
 Completed
 In Progress
 Deferred
 Off Track
 Discontinued

H&W	Strategic Action	Year 1 Action	Comments	Status
	[1-16] Provide financial and in-kind support to neighbourhood houses that bring our diverse people together	Provide funding and in-kind support against key deliverables - designed in partnership with neighbourhood houses	All funding agreements with the Darebin Neighbourhood House Network for 2021-22 have been processed and annual projects established. Council has also provided the Neighbourhood House Network with additional funding to deliver joint projects that bring our diverse people together.	
	[1-17] Launch Council's new website, with improved access functionality for people from diverse communities	Develop and implement a Project Plan for the launch of Council's new website, highlighting improved access functionality for people from diverse communities	The website is live and has been promoted widely as the central call to action for all campaigns. User testing is the only outstanding component of this project, which is on track to be completed by June.	
	[1-18] Develop a Sexuality, Sex and Gender Diversity Action Plan to support the inclusion, rights and wellbeing of LGBTIQ+ communities and work to combat homophobia, biphobia and transphobia	Develop a Sexuality, Sex and Gender Diversity Action Plan, (including an implementation plan), to support the inclusion, rights and wellbeing of LGBTIQ+ communities and work to combat homophobia, biphobia and transphobia	A project plan incorporating the community engagement and communications plans have been finalised. The Sexuality, Sex and Gender Diversity Committee has been briefed on the project plan and has provided advice and feedback on some of its key components. Development of the new Action Plan has commenced.	

 Not Started
  Completed
  In Progress
  Deferred
  Off Track
  Discontinued

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

H&W	Strategic Action	Year 1 Action	Comments	Status
	[1-19] Deliver Age Friendly Darebin, expand aged care direct services, and register Council to become a home care package provider	Undertake a Feasibility Study to inform the planning for Council becoming a home care package provider, including the model to be implemented.	<p>In January 2022, the Commonwealth Government announced the preliminary design of the new Support at Home Program which will see the Commonwealth Home Support Program and Home Care Packages combined to form the new Support at Home Program. Therefore, the feasibility study focus has shifted from becoming a Home Care Package provider to feasibility of Council's local services model, including services that are currently called home care packages.</p> <p>Not all details are yet available from the Commonwealth Government and as a result, it will not be possible to complete the feasibility study in the 2021-22 year. This will be completed in 2022-23 ahead of the Commonwealth Government's planned implementation date of 1 July 2023.</p>	
	[1-20] Facilitate and support volunteer opportunities with Council across our diverse communities, to strengthen community connection and skills development	Develop a Four Year Volunteer Program to facilitate an increase in connectedness of our diverse communities and to provide opportunities for participants to develop new skills	Strategic and operational documentation is underway, and stakeholder mapping and engagement remains a big focus. Equity Impact Assessment (EIA) review is due in April.	
		Deliver a pilot project to increase community volunteering in East Preston and East Reservoir and to inform future year activities	Ten community volunteers participated in the Emotional and Social Wellbeing Project in East Reservoir and East Preston. This project, delivered in partnership with Victorian Transcultural Mental Health and Your Community Health, has trained these volunteers to provide direct social and emotional support to community members and neighbours who may experience isolation.	
	[1-21] Increase the access of culturally and linguistically diverse and diverse communities to Council venues, and encourage participation in Council services	Collect demographic data to establish a baseline data set of the current user groups of Council venues	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.	



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

H&W	Strategic Action	Year 1 Action	Comments	Status
	(where participation rates are low)	Identify and implement initiatives to increase the number of culturally and linguistically diverse people using Council services and venues	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.	
	[1-22] Work in partnership to address the digital divide for public housing and high-risk accommodation residents, culturally and linguistically diverse communities and other excluded groups, including those impacted by COVID-19	Conduct a pilot Digital Divide Program to increase inclusion, and address the digital divide, of public housing and high-risk accommodation residents, culturally and linguistically diverse communities and other excluded groups, including those impacted by COVID-19, in the East Preston area	In partnership with The Bridge, Council has commenced one-on-one digital literacy training to participants at East Preston Community Centre and Reservoir Neighbourhood House. Further group training is scheduled to commence mid April 2022. The first workshop with RMIT Masters in IT Business students was conducted to identify key elements of the IT Inclusion Environmental Scan that will be undertaken in Darebin.	
	[1-23] Provide grants, and deliver and facilitate programs, services, and events that address loneliness, through supporting socialconnectedness and positive mental health	Design and deliver two projects, and two service partnerships, to provide programs and services that support mental wellbeing and address social isolation	Ten community volunteers participated in the Emotional and Social Wellbeing Project in East Reservoir and East Preston. This project, delivered in partnership with Victorian Transcultural Mental Health and Your Community Health, has trained these volunteers to provide direct social and emotional support to community members and neighbours who may experience isolation.	
	[1-24] Work with our sporting and recreation clubs to increase access and participation of people from culturally diverse and disadvantaged backgrounds	Gather baseline data of current participation rates in sporting and recreational clubs	Winter sports club participation data has been collected and is currently being verified.	
		Support sporting and recreational clubs to implement initiatives to increase access and participation of people from culturally diverse and disadvantaged backgrounds	Sports Club grant outcomes for 21/22 have been finalised with a focus on participation and inclusion and 50% discounts on concession fees at Reservoir Leisure Centre and Bundoora Park continue to be applied. The final year agreement with the Darebin Falcons is currently in progress and a draft sports club subsidy program focusing on inclusion has been developed for implementation in 22/23.	

Not Started
 Completed
 In Progress
 Deferred
 Off Track
 Discontinued









H&W	Strategic Action	Year 1 Action	Comments	Status
	[1-25] Increase the opening hours of Reservoir Library to include Sundays (to align with the opening hours of Northcote and Preston libraries)	Implement the Library and Learning Strategy to extend the opening hours at Reservoir Library to include Sundays	Sunday opening hours were implemented at Reservoir Library in July 2021. COVID-19 restrictions temporarily disrupted all library services and Sunday opening hours resumed as soon as possible (6 November 2022).	
	[1-26] Provide the Libraries After Dark program at Reservoir and Preston libraries	Deliver the Libraries After Dark program at Reservoir and Preston libraries	Libraries After Dark commenced at Reservoir Library and continued at Preston Library in July 2021. The program was suspended in August due to the impact of COVID-19 restrictions and resumed from 14 December 2021.	
	[1-27] Provide sports grants to encourage increased participation of women, girls, people of all abilities, multicultural and Aboriginal and Torres Strait Islander peoples, in community sports	Implement the new sports grants as part of Council's Annual Grants Program	Round two of the sports club grants program has been awarded with \$13,000 of funding awarded to seven clubs with a focus on increasing participation and inclusion.	
	[1-28] Advocate to state and federal governments to increase investment in early intervention and tertiary mental health services	Develop and deliver three advocacy initiatives, with partner organisations, to state and federal governments to increase investment in early intervention and tertiary mental health services with partner organisations	Darebin City Council participated in opportunities with the Health and Social Planners from the Northern Councils Alliance to discuss shared advocacy priorities in relation to support for mental health and wellbeing in the North.	
	[1-29] Work with other organisations to provide health information to communities on health and wellbeing issues including alcohol and other drugs, gambling, mental health support, and family violence	Identify partner organisations and support the delivery of two initiatives provide health information to communities	This quarter Council partnered with St John Ambulance Victoria to support the launch of the Defib in Your Street in Reservoir project which seeks to improve access to defibrillators in the Reservoir community. Council is partnering with St John Ambulance to co-fund an additional defibrillator in Reservoir. Council will also provide support through the promotion of defibrillation training to the community and providing St John Ambulance Victoria with Council venues for the provision of training.	

Not Started
 Completed
 In Progress
 Deferred
 Off Track
 Discontinued

H&W	Strategic Action	Year 1 Action	Comments	Status
	[1-30] Work in partnership to deliver initiatives that reduce the stigma associated with mental ill-health, through awareness and education	Identify partners and support the delivery of two initiatives that reduce the stigma associated with mental ill-health, through awareness and education	This quarter, more resources for addressing and supporting positive mental wellbeing were added to Council's website. Council facilitated a shared reading program between Kingsbury Primary and La Trobe University to support mental wellbeing and connection among students.	

Not Started
 Completed
 In Progress
 Deferred
 Off Track
 Discontinued

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




H&W	Strategic Action	Year 1 Action	Comments	Status
	[1-31] In consultation with the Darebin Aboriginal Advisory Committee, continue to implement and expand our Aboriginal Employment Strategy and Aboriginal Action Plan	Continue to implement the existing initiatives in our Aboriginal Employment Strategy and Aboriginal Action Plan	The Aboriginal Employment Strategy and Action Plan has been updated for 21-23 and is being implemented. This quarter, four Aboriginal and Torres Strait Islander identified roles were advertised.	
		Consult with the Darebin Aboriginal Advisory Committee to identify new opportunities to support pathways to employment for Aboriginal and Torres Strait Islander peoples across the municipality	An update on the Aboriginal Employment Strategy and Aboriginal Action Plan was provided at the April Darebin Aboriginal Advisory Committee (DAAC) to discuss future areas of focus, such as improving retention of Aboriginal and Torres Strait Islander employees. Ideas discussed included having more mentoring and connection opportunities, as well as opportunities to meet and connect with the DAAC.	
	[1-32] Develop a partnership with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation to support the delivery of mutual goals	Initiate, and jointly design, a respectful partnership engagement approach with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation	Council continues to engage with the Wurundjeri Woi-Wurrung Cultural Heritage Aboriginal Corporation (Wurundjeri Corporation) across a range of significant projects as set out in Council's Action Plan. This quarter a Draft Partnership Agreement has been prepared, with the intent that this will be considered by the Wurundjeri Corporation Board in the fourth quarter, seeking their guidance and feedback. This quarter Council continued to engage and work with the Wurundjeri Corporation on a wide range of topics, including cultural heritage advice, Welcome to Country and smoking Ceremonies for events and projects, as well as Woi wurrung naming projects.	
		Work with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation to determine resources and support to enable its independent engagement with potential partners	Council continues to engage with the Wurundjeri Woi-Wurrung Cultural Heritage Aboriginal Corporation (Wurundjeri Corporation) across a range of significant projects as set out in Council's Action Plan. A Draft Partnership Agreement has been prepared for considered by the Wurundjeri Corporation.	
	[1-33] Through the establishment of our Darebin	Initiate, and jointly design, a respectful partnership	Discussions with the Traditional Owners have taken place regarding several	

Not Started
 Completed
 In Progress
 Deferred
 Off Track
 Discontinued

H&W	Strategic Action	Year 1 Action	Comments	Status
	Nature Plan, begin discussions with Traditional Owners to understand the feasibility and resources required for Council to hand back land and responsibility for land management	engagement approach with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation, to understand the feasibility and resources required for Council to hand back land and responsibility for land management	specific sites. Officers have sought feedback and will be led by the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation in regards to their preferred process, timeline and approach towards this goal. This work is expected to continue into the 2022-23 year and beyond.	
	[1-34] Deliver initiatives that support truth telling, and provide opportunities for culturally diverse communities, and our broader Darebin community, to learn about Aboriginal and Torres Strait Islander culture and history	Deliver two events to support truth telling, and provides opportunities for our culturally-diverse, and broader, community to learn about Aboriginal and Torres Strait Islander culture and history, including the annual Ganbu Guilin One Mob project	The 2021 Darebin Schools' Yarning Conference on the NAIDOC theme of Heal Country! launched on 19 October 2021 in a digital format. More than 700 Year Five students from 16 schools participated. In the previous quarter Ganbu Gulin opened FUSE Digital's Spring program and Council held a flag raising event at Bundoora Park to celebrate NAIDOC Week, which included a Welcome to Country and guided walk by Wurundjeri Woi-wurrung Elder Uncle Bill Nicholson.	
		Deliver the Schools' Yarning Conference	The 2021 Darebin Schools' Yarning Conference on the NAIDOC theme of Heal Country! launched online on 19 October 2021 in a digital format. More than 700 Year 5 students from 16 local schools took part, watching a series of 10 videos from First Nations cultural educators, Elders, writers and artists. The 16 Darebin schools also did the Little Long Walk and Council distributed 2000 plants from the Rewilding Darebin program to the schools to create an indigenous garden as part of their learning from the Narrap team, the land management team of the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation. Council also produced a short film of the photos, voices, films of students and teachers taking action in their schools to Heal Country!.	

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




H&W	Strategic Action	Year 1 Action	Comments	Status
	[1-36] Initiate an annual cultural diversity and social cohesion oration as part of the FUSE festival	Deliver a Cultural Diversity and Social Cohesion Oration as part of the FUSE festival	On 11 March 2022 at Darebin Arts Centre, FUSE Autumn 2022 launched with the Molly Hadfield Social Oration followed by the FUSE Autumn 2022 Opening Party. Curated by First Nations Curator-in-Residence, Queen Acknowledgements (aka Nartarsha Bamblett), the night featured powerful oration by Yumi Stynes, followed by moving performances from the Koori Youth Will Shake Spears and DJ Emmaline. About 180 people were in attendance. This year was particularly significant as it was Molly Hadfield's 100th birthday. Special cakes were made in her honour and attendees gave her a huge cheer.	
	[1-37] In Partnership with Multicultural Arts Victoria (MAV), deliver a closing event for the Spring FUSE Festival at Edwardes Lake Park that showcases culturally diverse artists, music and performances	In Partnership with Multicultural Arts Victoria, deliver a closing event for the Spring FUSE Festival at Edwardes Lake Park	The Out of the Park picnic was successfully delivered at Edwardes Lake Park on Sunday 27 March 2022 as the closing party of FUSE Autumn Festival. Over 2,000 people attended the event which included six hours of continuous programming delivered in partnership with Multicultural Arts Victoria. The majority of performers were Darebin based and included First Nations artists, as well as culturally and linguistically diverse groups representing the East Timorese, Ghanian, Turkish Sufi and other communities, in a celebration of Darebin's creative culture.	

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

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








H&W	Strategic Action	Year 1 Action	Comments	Status
	[1-38] Continue to implement and evolve our Gender Equality and Preventing Violence Against Women Action Plan, using an intersectional approach	Implement and expand our Gender Equality and Preventing Violence Against Women Action Plan, using an intersectional approach	Council continues to embed gender equity across its programs, policies and services through Equity Impact Assessments. Key activities this quarter include convening the meetings of the Gender Equity Advisory Committee and Darebin Family Violence Network for 2022. Council also delivered the Molly Hadfield Social Justice Orator and Gender Equity in the Early Years Storytime in celebration of International Women's Day 2022. Council reaffirmed its commitment to the Building Respectful Community Strategy - the regional strategy for the prevention of violence against women across northern metropolitan Melbourne.	
	[1-39] Implement our responsibilities under the Gender Equality Act 2020	Develop a Gender Equality Action Plan to respond to our responsibilities under the Gender Equality Act 2020	The Gender Equality Action Plan was in the final stages of approval on 31 March 2022 following broad engagement. The draft Gender Equality Action Plan had been presented to the Executive Management Team and was subject to several Equity Impact Assessment sessions. A two week extension was requested and granted (as made available by the Gender Equality Commissioner) to submit the Plan by 14 April 2022. It can be confirmed that following the reporting period, the endorsed Gender Equality Action Plan was submitted on 14 April 2022 to fulfill Council's requirements.	
Establish a method to develop capability for completing the Gender Impact Assessment		The Gender Impact Assessment process has been embedded into Council's Equity Impact Assessment (EIA). This action is now complete.		
Identify key policies, programs and services to undertake a Gender Impact Assessment		The Gender Impact Assessment process has been embedded into Council's Equity Impact Assessment (EIA). Consideration of policies, programs and services to undertake Gender Impact Assessments forms part of the updated three-tier model for EIA. This action is now complete.		

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  In Progress
  Deferred
  Off Track
  Discontinued







H&W	Strategic Action	Year 1 Action	Comments	Status
		Implement the Preventing Violence Against Women Action Plan	Council continues to embed gender equity across its programs, policies and services through Equity Impact Assessments. Key activities this quarter include convening the meetings of the Gender Equity Advisory Committee and Darebin Family Violence Network for 2022. Council also delivered the Molly Hadfield Social Justice Oration and Gender Equity in the Early Years Storytime in celebration of International Women's Day 2022. Council reaffirmed its commitment to the Building Respectful Community Strategy - the regional strategy for the prevention of violence against women across northern metropolitan Melbourne.	
	[1-40] Apply a Gender Impact Assessment to our Council policies and programs, as part of the Towards Equality Framework, and continue to gather data about gendered experience in public spaces, and use this to inform community safety initiatives	Continue to gather data about gendered experience in public spaces and use this to inform community safety initiatives	Council has gathered data on gendered experiences of safety with a particular emphasis of the experiences of public housing tenants in Reservoir this quarter. The data is being used to inform community development activities, and also used in collaboration with Victoria Police to advocate for increased resources and responsiveness in the area.	
		Incorporate the Gender Impact Assessment into the Equity Impact Assessment	The Gender Impact Assessment has been incorporated into the Equity Impact Assessment and a new model created to capture the requirements of both the Gender Equality Act and Towards Equality Framework. A number of resources for staff have been developed and will be implemented in early 2022.	
	[1-41] Identify opportunities to support the economic participation of women, as part of Council's COVID-19 recovery initiatives	Deliver two initiatives that focus on empowering and celebrating the economic participation of women, as part of Council's COVID-19 recovery initiatives	Council organised and ran a panel of speakers to assist migrant women understand what is required to pursue self employment in first aid for children. Officers continue to refine partnership agreement with organisation Global Sisters.	
	[1-42] Continue to support regional work to promote women's sexual and reproductive health, and advocate for a dedicated sexual and reproductive health service in the Northern region	Deliver three advocacy initiatives and support one regional project in line with Women's Health In the North's (WHIN) regional strategy, to promote women's sexual and reproductive health	This quarter Council contributed to the consultation for Women Health in the North's new Sexual Reproductive Health Strategy (2022-26) for the Northern Metropolitan Region.	

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

H&W	Strategic Action	Year 1 Action	Comments	Status
	[1-43] Continue to implement our Towards Equality Framework and Equity Impact Assessment to address inequities in the distribution of resources, and ensure the needs of our most vulnerable people are prioritised	Review and update the Equity Impact Assessment into a three-tiered approach	The review of the Equity Impact assessment (EIA), incorporating legislated Gender Impact Assessments (GIA) has been completed. Work this quarter has focused on updating the new online EIA form and development of resources to accompany and support the roll-out of the new model.	
		Continue to implement Equity Impact Assessments for applicable projects and policies, to address inequities in the distribution of resources, and ensure the needs of our most vulnerable people are prioritised	This quarter, ten Equity Impact Assessments, including Gender Impact Assessments, were undertaken on a broad range of topics. These included the Gender Equality Action Plan, the Revenue and Rating Plan and Financial Hardship Policy, the Preston Central Activity Centre, the Electric Vehicle Policy and the Asset Plan.	
	[1-44] Work with the Darebin Ethnic Communities Council, our community, and local organisations, to create projects twice a year that foster respect and address systemic racism	Develop a baseline data set regarding the experience of racism in Darebin	A draft survey to establish a baseline data set regarding the experience of racism in Darebin has been prepared. This was presented to the Welcoming Cities Reference Group for feedback. Further consultation with the Darebin Aboriginal Advisory Committee is planned for May, prior to launching the survey.	
		Design a four-year program to address systemic racism and discrimination	A four-year program will be informed by the baseline data set gathered during the survey regarding the experience of racism in Darebin. The program will be delivered in partnership with local community organisations.	
		Design and implement four Council-led events to directly target the building of respect, and addressing systemic racism	This quarter Council supported VACCA, Link-Up Victoria and Connecting Home's online event to recognise the the 14th Anniversary of the National Apology to the Stolen Generations. A four-year program for future events will be informed by the baseline data set gathered during the survey regarding the experience of racism in Darebin. The program will be delivered in partnership with local community organisations.	




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







H&W	Strategic Action	Year 1 Action	Comments	Status
	[1-45] Continue to implement the Welcoming Cities Standard, with the aim of becoming a 'Mentoring' level Council	Take actions towards achieving the Welcoming Cities Standard 'mentoring' level by June 2022	Council has commenced the accreditation process. Council is required to achieve the 'Excelling' level prior to mentoring. This year Council will work towards achieving the 'Advanced' standard by June 2022, and will then work towards achieving the 'Mentoring' level by June 2023. This quarter the process included identifying policies and internal and external practices across Council that respond to the Welcoming Cities Standards and indicators.	
		Establish design principles to: a) ensure Council buildings and facilities meet the needs of culturally diverse communities by June 2022, and b) implement for all future and where possible current Council buildings	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan. As part of Council's ongoing work, major projects and urban realm improvements seek to include and reflect Darebin's culturally diverse communities, culturally diverse community such as the relocation of the Intercultural Centre, and Narrandjeri Stadium.	
		Deliver two new projects that respond to the Welcoming Cities Standard	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan. Council continues to reflect the Welcoming Cities Standard in existing works, this quarter Council installed footpath stickers promoting kindergarten registration in five languages in 22 high foot-traffic locations across Darebin.	
	[1-46] Work with our local organisations to create an active Community Leader network comprising community leaders from our culturally diverse communities	Work with our local organisations to create an active Community Leader network comprising community leaders from our culturally diverse communities	Council continued to work with community leaders from culturally diverse communities to promote COVID-19 vaccine uptake, testing and COVID-safe behaviours. Further work will be undertaken in the next 6 months to finalize the Community Leader network in the first quarter of 2022/23.	

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 In Progress
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 Off Track
 Discontinued

H&W	Strategic Action	Year 1 Action	Comments	Status
	[1-47] Through our Youth Strategy, develop and implement programs to support the participation and leadership of young people from disadvantaged, and culturally diverse, backgrounds	Support 20 young people to develop their leadership skills through Darebin Speak	Council delivered a further two programs in local schools (William Ruthven S.C and Reservoir High) which support approximately a further 20 young people from disadvantaged, culturally diverse and/or marginalised communities to build their leadership skills and community connections. Planning is under way for 2022-23 program with schools.	
		Deliver two, formal leadership programs during school holidays, targeted at disadvantaged and culturally diverse young people, as part of our Youth Training and Development Program	Council delivered six skills-based leaderships programs (Big Sister Experience and Podcast Program) in the July and September 2021 school holidays. These programs extended into Term Four at the request of the schools and are now complete, with 49 young people attending from disadvantaged, culturally diverse and/or marginalised communities.	
	[1-48] Mitigate the impacts of climate change on the health and wellbeing of our disadvantaged communities	Identify and deliver initiatives to raise awareness of the health impact of heatwaves in the community, with a focus on vulnerable population groups	Council ran a summer campaign to assist Darebin residents who are vulnerable to heat stress, supporting them to stay cool during extreme heat events and to look out for their neighbours. Communications material included a Keep Cool in Darebin map with tips on staying cool, the locations of cool places in the municipality and emergency contact numbers.	









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 Off Track
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H&W	Strategic Action	Year 1 Action	Comments	Status
		Deliver two initiatives to reduce heat vulnerability and build resilience in communities and areas identified as 'high risk'	Casual concession entries at the Reservoir Leisure Centre are half price through 2022-23, which made it easier to access a cool refuge during summer. Council ran a summer campaign to assist Darebin residents who are vulnerable to heat stress, supporting them to stay cool during extreme heat events and to look out for their neighbours. Communications material included a Keep Cool in Darebin map with tips on staying cool, the locations of cool places in the municipality and emergency contact numbers.	
	[1-49] Partner with our community organisations to support Welcoming Community meals	Deliver monthly Welcoming Community meals in East Preston and East Reservoir, in partnership with local emergency relief and social support services	Three community lunches were held at he at East Preston Community Centre. The lunches aim to strengthen community connectedness while celebrating and recognising the rich and diverse cultures among this neighbourhood. Participants from 10 different cultures come together and share knowledge through food. The lunches also included a cooking demonstration facilitated by the dietician team at Your Community Health, delivered in English and Arabic.	

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  Discontinued


2.0: Prosperous, Liveable and Flourishing



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

H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-1] Complete construction, and commence operation of the Multi Sport Stadium in Thornbury	Conduct a public tender for the operational management of the Narrandjeri Stadium (Multi Sports Stadium) and set performance targets in line with Council's performance principles.	The public tender process was completed, resulting in the awarding of a contract for the management of Narrandjeri Stadium and Darebin Community Sports Stadium to Clublinks Management Pty Ltd at the November Council meeting.	
		Complete construction of Narrandjeri Stadium (Multi Sports Stadium)	Narrandjeri Stadium is complete. Clublinks Management Pty Ltd is moving in and the stadium is set to open to the public on 12 April 2022.	
	[2-2] Redevelop Reservoir Leisure Centre, incorporating opportunities to enhance health, wellbeing and socioeconomic outcomes	Undertake planning and the first year of implementation of the Reservoir Leisure Centre redevelopment, incorporating changes to the infrastructure and operations to support health, wellbeing and socio-economic outcomes for our community	Planning the future redevelopment of the Reservoir Leisure Centre through feasibility studies and health and wellbeing reports has continued to progress. Council considered this item in April 2022 and endorsed a vision. Maintenance, renewal and significant upgrades of the facility is progressing well.	
	[2-3] Invest in the Edwardes Lake Boathouse in Reservoir to support a long-term lease arrangement	Invest in the renewal of the Edwardes Lake Boathouse to attract a long-term tenant	Project has not progressed as the boathouse operations are still under review.	
		Establish an Edwardes Lake Precinct Task Force	The Edwardes Lake Taskforce has been established. Membership was confirmed at the December 2021 Council Meeting with the first meeting of the taskforce held in early February 2022.	
		Undertake works to improve water quality and increase biodiversity across the Edwardes Lake precinct	A number of key water improvement initiatives are being discussed through the Edwardes Lake Taskforce. In the meantime, tree planting and rewilding efforts continue at Edwardes Lake and Elgar Creek.	





Not Started
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 In Progress
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 Off Track
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H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-4] Undertake community consultation about the future shared use of the Northcote Golf Course land	Undertake community consultation about the future shared use of the Northcote Golf Course land and present a future options report to Council	Council has sought community feedback and had high levels of community response and interest including at two hearing of community feedback sessions that were conducted in February. Discussions are continuing with Traditional Owners about their views. When compilation of community feedback is complete, it will be reported to Council to consider as part of its decision making about the future of the site.	
	[2-5] Establish the new Ruthven Playspace in Reservoir	Construct a nature-based Ruthven Playspace in line with the design developed (in 2020-2021) through community consultation	Most play unit structures have been installed. Landscaping and plantings are currently in progress. The project is due for completion in the fourth quarter	
	[2-6] Expand funded 3-year-old kindergarten	Develop an Early Years Infrastructure Plan	Council undertook further public consultation on the draft Early Years Infrastructure Plan this quarter to ensure strong and diverse community feedback on this plan. Activities included further promotion of the online feedback survey and face-to-face engagement sessions to reach key groups. Council will consider the feedback and plan in mid-2022.	
		Work with the State Government to determine a pipeline of projects to expand our city's kindergarten capacity	Council has continued to meet regularly with the State Government to discuss a long-term pipeline of projects to expand kindergarten capacity in Darebin. Finalising this pipeline is dependent on the progress of investigations and design work for the expansion of identified existing sites. This quarter the first major kindergarten project to be delivered in partnership with the State Government - the Reservoir East Primary School Kindergarten (interim name) - went to tender for construction, with construction expected to commence in May 2022.	



 Not Started
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  In Progress
  Deferred
  Off Track
  Discontinued







H&W	Strategic Action	Year 1 Action	Comments	Status
		Complete investigation, feasibility assessment, consultation and concept designs for potential extensions of kindergarten/child care sites in our city	Council worked closely with the architects and early years services to progress investigation and design work for the potential expansion of three kindergarten/child care sites, supported by a State Government planning grant that was received this quarter. Based on an assessment of concept designs and cost estimates for each site, one site will be progressed to detailed design in the final quarter of the year.	
		Provide change management support to early years services in Darebin, to support the expansion of 3-year-old kindergarten programs	Council continued to support early years services in Darebin to deliver expanded three-year-old kindergarten programs in 2022 and to support their planning for 2023 through network meetings, meetings with individual services and liaison with the Department of Education and Training. As part of our strategy to increase kindergarten participation rates, footpath stickers promoting kindergarten registration in five languages were installed in 22 high foot-traffic locations across Darebin. This quarter Council also coordinated and promoted the annual twilight kindergarten open evenings to promote registrations for 2023, with 28 services and 116 families participating in these events.	

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 In Progress
 Deferred
 Off Track
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H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-7] Improve physical access for our residents and visitors to Council-owned community buildings - at least five buildings per year	Deliver approximately five building renewal projects (as part of our Capital Works programs) to improve physical access for our residents and visitors	<p>The following works have been completed in the last quarter: BT Connor Pavilion which provides improved access and accessible bathrooms; installation of new handrail at Fairfield Civic Centre Arcade Station St entry; works to improve accessibility across various public toilets; new accessible ramp at Alfred Nuttall Kindergarten; and a new sealed concrete path to the Girl Guides Pavilion at Edwards Lake Park.</p> <p>The following works are in pre-construction phase: Mayer Park Pavilion improved kitchen accessibility; Intercultural Centre including a range of accessible elements such as ramps, tactiles, signage and amenities.</p> <p>The following works are currently in construction phase: TW Blake Pavilion refurbishment including accessibility measures such as stair nosings at external doors and steps, and handrails alongside pathways and steps.</p>	
	[2-8] Commence design work for the construction of Darebin Creek Bridge at Bundoora Park	Deliver a detailed design for a new bridge over Darebin Creek at Bundoora Park	The first stage of design work for the new bridge is progressing well. Work is continuing with site investigations and liaising with key stakeholders.	
	[2-9] Redevelop BT Connor Pavilion in Reservoir	Construct a new senior soccer pavilion at BT Connor Reserve	Construction of the new senior pavilion at BT Connor Reserve is complete. The Preston Lion's Football Club has commenced occupying the new pavilion from late March 2022.	
	[2-11] Redevelop the Northcote Aquatic and Recreation Centre	Appoint a contractor to begin the construction of the new aquatic and recreation centre	Kane Constructions was awarded the contract to construct the new Northcote Aquatic and Recreation Centre on 6 October 2021. Construction has commenced and the project is on track to be delivered by mid to late 2023.	
	[2-12] Develop an Integrated Families, Youth and Children Strategy	Develop an Integrated Families, Youth and Children Strategy (to supersede the current Youth Services Strategy and Early Years Strategy), including an implementation plan	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.	

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  In Progress
  Deferred
  Off Track
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H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-13] Rejuvenate and beautify Cheddar Road in Reservoir, in collaboration with stakeholders	In collaboration with Melbourne Water, begin the re-wilding of Cheddar Road to improve biodiversity and amenity outcomes	Re-wilding of Cheddar Road has started. Additional plants have been planted on Council owned sections of Cheddar Road through the re-wilding program. Final sign-off from Melbourne Water for planting on their parts of the road is pending.	
	[2-14] Plan for the redevelopment of John Hall pavilion and public toilet in Kingsbury	Develop a Plan for the renewal of the John Hall pavilion	This action is due to begin in year four of the Council Plan, in line with the Capital Works Plan.	

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  Discontinued

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

H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-15] Improve road safety, and the cycling, walking and wheeling network, by constructing high priority improvements	Construct projects in the Safe Travel, Walking and Cycling Improvements programs, to improve the safety of the road environment.	Projects are well underway in the Safe Travel, Walking and Cycling programs with 13 projects currently complete and the remaining due for completion in the fourth quarter.	
		Undertake a minimum of four community safety audits, and use recommendations to inform upgrades and improvements	One community safety audit was completed this quarter. The audit was conducted at BT Connor Reserve and surrounds in response to safety concerns and lack of lighting at the reserve and at the end of Broadhurst Avenue Reservoir. The data will be used to inform and prioritise future safety improvements. This is in addition to the two community safety audits completed in the previous quarter.	
	[2-16] Investigate and prioritise road safety, accessibility, cycling, walking and wheeling improvements across Darebin by using a Local Area Placemaking approach - where one third of the city is reviewed, with community involvement, each year	Conduct a review of transport improvement priorities (road, safety, accessibility, cycling, walking and wheeling) across one third of the municipality, in consultation with the community	More than 7,000 people participated in the first round of community engagement for Your Street, Your Say, identifying 1,600 transport spots for investigation. A transport analysis has been completed and eight priority safety capital works projects are proposed. A plan to address operational issues is being developed. Council has written a letter to the State Government asking them to address the top sites of concern located on State managed roads. Council will consult the community about proposed plans in May 2022.	
		Provide a report to Council for consideration of implementation of the priorities identified in the 2022/23 financial year	In March, Council received the October to December consultation results for the 'Your Street, Your Say' project (focused on the north west of Darebin) and endorsed a proposed list of capital works projects for further community consultation in May. All community feedback with recommendations for improvements in the north west area will be reported to Council in July 2022.	
	[2-17] Conduct a community advocacy campaign on key transport priorities, including new bus routes, walking, wheeling and cycling improvements, extension to Tram 11,	Develop an Advocacy Plan for transport priorities, including new bus routes, walking, wheeling and cycling improvements, extension to Tram 11, accessible stops, and the suburban rail loop	Council endorsed its Advocacy Strategy in April 2022.	



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







H&W	Strategic Action	Year 1 Action	Comments	Status
	accessible stops, and the suburban rail loop	Implement Year 1 actions of the Advocacy Plan	Advocacy plans include continuing to raise these priorities with State Government agencies, MPs and ministers, and asking community to also call for these improvements.	
	[2-18] Develop and implement a Community Safety Framework	Develop a Community Safety Framework in consultation with the community	Development of the framework is underway and a draft has been prepared based on existing data and information. Community and stakeholder consultation has been delayed due to the impact of COVID-19 and will commence in early July 2022.	
		Develop an Implementation Plan for Community Safety Framework (for Council Plan years 2-4 actions)	The Community Safety Framework is still in development and has been delayed due to the impacts of COVID-19. An implementation plan for the framework will be developed as part of the 22-23 Action Plan.	
	[2-19] Improve disability access at Bundoora Park Farm	Construct a shared path at the Bundoora Park Farm	Works are progressing well with the concrete paths and gravel roadway complete. The remainder of works will be finished by May 2022.	
	[2-20] With State Government approval, reduce the speed limit in more local streets across our city	Develop an Advocacy Plan for speed reduction in more local streets across Darebin	Council endorsed its Advocacy Strategy in April 2022, which includes calls for speed reductions.	
		Implement Year 1 actions of the Advocacy Plan	Council has written to the State Government, seeking support to roll out more 40km/hr zones in the north of Darebin. It has also welcomed the State Government's establishment of a community committee on hooning. Council has promoted this to community and also offered a senior Council officer to attend. Advocacy plans include continuing to raise these priorities with State Government agencies, MPs and ministers, and asking community to also call for these improvements.	

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 Off Track
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H&W	Strategic Action	Year 1 Action	Comments	Status
		Implement speed reductions in areas that achieve State Government approval	Council has received approval from State Government for two area wide speed limit reductions. These approvals in the West Thornbury area and along the Mernda rail-line are a result of ongoing advocacy. Installation of the new speed limits in those areas will be in June 2022. Two new areas will have 40km/h area speed limits installed in June: 1) Northcote, south of Separation Street; and 2) along the Mernda Rail corridor south from Miller Street Preston.	
		Apply for further speed reductions arising from investigations of traffic safety in a third of the city, as part of our Local Area Placemaking Program	Extensive consultation and transport analysis undertaken October to January in the north west of Darebin confirmed a number of locations that need measures to calm traffic and support vulnerable road users, as well as speed reductions. Council has written to the State Government, seeking their support for more 40 km/hr zones, and to address safety issues on State controlled roads.	
	[2-21] Continue to implement our Graffiti Management Strategy to prevent, remove and reduce the reoccurrence of illegal graffiti, and support the launch of a graffiti tag app	Investigate graffiti removal partnerships for State assets in Darebin, such as rail corridors	Discussions are underway with state agencies including Vic Track and Metro Trains. Until an agreement is reached officers continue to report graffiti to these agencies for urgent removal.	
		Continue to implement crime prevention measures - through Environmental Design Principles Safer Design Guidelines - into the design of the public realm, Council projects and planning schemes	'Crime Prevention Through Environmental Design' will be incorporated into all public space design work in the current year. This year, the design for the Retail Activity Centres improvements program incorporates this as a key approach.	
		Undertake actions to prevent, remove and reduce the recurrence of illegal graffiti	Officers have divided the city into four and currently have four contractors removing graffiti at a steady rate and currently have removed 25,000m ² . Each contractor has been allocated a section of the city to ensure prompt removal of graffiti.	
		Support the launch and implementation of a graffiti tag app	The graffiti app has now been installed and is ready for use by the community.	







Not Started
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 Off Track
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H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-22] Identify creative opportunities to reflect Darebin's different cultures in the built environment across our city	Deliver two creative projects that reflect Darebin's different cultures	<p>Five FUSE funded events respond directly to this action and were delivered as part of the FUSE Autumn 2022 season. Projects successfully delivered are:</p> <p>1) I LIKED IT...BUT I DIDN'T KNOW WHAT THE F#!K IT WAS ABOUT by award winning Wiradjuri choreographer, Joel Bray.</p> <p>2) 'An Uncertain Time', an ambitious immersive, sensory performance work from artistic collective Sarah Austin and Co, designed for babies aged 0-12 months and their carers.</p> <p>3) 'Anything you Can Do' by Pony Cam, an inter-generational theatre and skill exchange.</p> <p>4) 'We are Song: We are Dreaming, We are Country', hosted by Neil Morris, a Yorta Yorta Dja Dja Wurrung activist and musician. The event was part of his 'Medicine Songs' series.</p> <p>5) 'Made in Rezza', 15 x \$3000 commissions awarded to Reservoir-based artists and makers to develop new work.</p> <p>6) 'Performers Corner', presented by FUSE and Decibels. Over ten days, emerging music producers and musicians popped up all over Reservoir.</p>	





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H&W	Strategic Action	Year 1 Action	Comments	Status
		Support community organisations funded to deliver public events that celebrate culture	The Festivals and Events team continues to work with community-based organisations to develop and deliver the FUSE Festival. Creative collaborations and partnerships have been successfully delivered with Multicultural Arts Victoria for the Out of the Park Picnic Closing Party, East Reservoir Neighbourhood House to deliver Rezza Fest and a pop up cinema event, a podcast project with children, and the Flow Festival Australia to deliver a Deaf Arts Festival during 2022. Our Songs end of year pop up choirs in the public realm featured 15 community choirs who performed all over Darebin in the lead up to the festive season in December 2021.	
		Deliver two public cultural events, including a Cultural Diversity and Social Cohesion Oration as part of the FUSE festival	The Social Justice Oration was delivered on 11 March 2022 as the Opening Event of FUSE Autumn 2022. Made in Rezza was also delivered as part of FUSE Autumn and commissioned 15 Reservoir-based artists, makers and creatives to develop new works. The works were displayed in 15 local shopfronts, promoting the practice of each participating artist and activating local business in the centre of Reservoir, namely along Edwardes Street and Broadway. Fifteen short films profiling each participating artist and their creative process were produced and shared on the FUSE website and through social media .	






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H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-23] Consider the development of a Global Learning Hub in the Preston Civic Precinct that incorporates library and community spaces, and looks at options to include social housing	Develop options for Council to consider how to best progress the development of a Global Learning Hub in the Preston Civic Precinct - a significant, multi-year project	A project manager has been assigned to the project in this reporting period. An internal report has been produced, outlining the detailed plan to initiate the feasibility stage of the establishment of a significant community infrastructure project in central Preston. Scoping and discovery phases informing the project deliverables are in progress with internal service units and stakeholders. A workshop with internal stakeholders is planned for April 2022 and will inform the scope of the feasibility stage and progress consultancies.	
	[2-24] Significantly increase funding to our Roundabout Renewal program across our city	Implement the renewing roundabouts program to provide better amenity, including planting	Currently nine roundabout upgrades have been completed with vegetation installation, and civil works are being quoted. Remaining works will be undertaken in the last quarter.	
	[2-25] Develop a Community Infrastructure Plan to inform Council's decision making on the future of our assets, based on service needs across our city for the next 10 years	Establish a Community Infrastructure Plan, including implementation plan	The project scope has been finalised. Work on demand projection, service standards and gap analysis has commenced and will progress in the first half of 2022. It is anticipated that this work will be completed near or shortly after 30 June 2022.	
	[2-26] Build new Intercultural Centre at Preston Civic Precinct	Commence construction of the new Intercultural Centre	Construction of the Intercultural Centre started in early April 2022 and will be completed in the first quarter of the 2022-23 financial year.	
		Collaborate with user groups and key stakeholders to co-create the Intercultural Centre's programming	The Intercultural Centre Programming Think Tank continues to meet to inform the development of a refreshed vision, mission and programming framework that will guide future programming and partnerships at the soon to be relocated, Darebin Intercultural Centre. Construction of the Centre started in April 2022 following a pre-construction smoking ceremony led by Wurundjeri Elders.	

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 Off Track
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H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-27] Update flood risk assessments across Darebin, and incorporate them into our Darebin Planning Scheme	Undertake flood modelling across Darebin, in partnership with Melbourne Water	Works are continuing with the flood modelling project, with data being analysed and key stakeholders identified. Council's work is complete. Melbourne Water is experiencing delays which will impact the project timelines. It is expected community consultation will commence in August 2022.	
		Undertake specialist technical analysis to update flood modelling and mapping related to private land in our city, to account for updated future rainfall forecasts	Works are continuing with the flood modelling project, with data being analysed and key stakeholders identified. Council's work is complete. Melbourne Water is experiencing delays which will impact the project timelines. It is expected community consultation will commence in August 2022.	
	[2-28] Continue our Traffic Blackspot Design and Construction Program	Design and construct any successful project applications for several sites across Darebin, based on safety priority	Projects include the construction of the Murray Road/Chifley Road intersection which was completed in December 2021. The designs for Victoria Rd (near Mitchell St) as well as the Wood Street/Laurel Street intersection improvement are awaiting approval from Department of Transport with construction due to commence in the fourth quarter.	
	[2-29] Install new lighting at GH Mott Reserve in Preston	Deliver the lighting improvement project at GH Mott Reserve	Construction works are progressing well with excavation for footings, laying of conduits, installation of reinforced concrete footings and installation of the electrical switchboard well underway. Delivery of lighting poles has been delayed due to COVID-19 and is now expected late April. The project completion will be delayed by approximately one month, now expected in May 2022.	

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 In Progress
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 Off Track
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H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-30] Review our Transport Strategy and refresh our Bicycle Strategy	Review our Darebin Transport Strategy to refresh it in context of the pandemic and emerging technologies, and to integrate cycling.	The Darebin Transport Strategy was reviewed and found to be serving Darebin well and to have helped achieve a 59% reduction in crashes since the Strategy was first adopted in 2007. The review also found some gaps, including relating to freight and electric vehicles, and recommended minor updates. Community consultation took place in March and April.	
		Update our Darebin Bicycle Strategy Network Plan	Council has been consulting community on an update to the Bicycle Network plan which has been integrated into the Strategic Transport Framework Plan. This integrated approach will ensure that all transport needs are considered in a holistic way.	
	[2-31] Implement the Reservoir Revitalisation Project	Implement actions as per the Reservoir Revitalisation Project	Round one of the Rezza Splash (shopfront revitalisation) project has been completed and a second round of applications have been received and will be awarded in April 2022. The public realm improvements are underway and works are expected to be completed in May 2022, including footpath improvements, signage and wayfinding and garden bed improvements. A consultant has been identified to deliver the Youth Entrepreneurship & Leadership Program.	
	[2-32] Establish an Asset Management Plan for shopping precincts' infrastructure and cleaning	Review and finalise service levels for shopping precincts' infrastructure and cleaning	A consultant has been engaged to support Council with the review and development of required Asset Management Plans. Consideration will include if a dedicated Asset Management Plan or alternative mechanism for shopping precincts is the most effective mechanism for achieving the intended outcome for shopping precincts. Through this work the service levels for infrastructure in shopping precincts will be determined. In the meantime, current cleaning standards and infrastructure maintenance priorities are in place and based on feedback from traders' associations and specialist Council staff.	

Not Started
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 In Progress
 Deferred
 Off Track
 Discontinued

H&W	Strategic Action	Year 1 Action	Comments	Status
		Develop an Asset Management Plan for shopping precincts' infrastructure and cleaning	The approach will be guided by the 10 year Asset Plan to be presented to Council in June 2022. This action will be deferred to follow the adoption of the 10 year Asset Plan in June 2022 and included in the 2022/23 Council Plan Action Plan for delivery.	
	[2-33] Advocate to the State Government to increase annual funding for road safety infrastructure, driver behaviour campaigns, and law enforcement, and work collaboratively with other local governments to implement the Victorian Road Safety Strategy 2021-2030	Delivery of advocacy actions relating to road safety	Discussions are being held with other Councils about collective advocacy on road safety through the Metropolitan Transport Forum. The State Government has been engaged about increasing road safety education campaigns, and Council has welcomed and is supporting the State Government's newly created Hoon Driving Community Reference Group.	
		Work with State Government to advocate to provide a safe pedestrian crossing with traffic lights, at the corner of Wingrove Street and Station Street in Fairfield.	Council has provided both support and detailed engineering feedback to the State Government about its plans to update this intersection. Council is continuing to advocate to the State Government to fund and construct a safer crossing point at this site. The recent installation of the pop-up bicycle lanes on Station Street has improved the safety of the street.	
	[2-34] Work in partnership to deliver initiatives that improve perceptions of safety and reduce the opportunity for crime	Identify partners, and support the delivery of two initiatives that improve perceptions of safety and reduce the opportunity for crime	Two safety and lighting initiatives are expected to be completed in the fourth quarter. The residential street lighting design work has been completed and will be used to inform and prioritise future capital works.	






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








H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-35] Enable and facilitate more affordable and social housing across our city	Commence preliminary assessment to identify one or more Council-owned sites suitable for social housing, including progressing actions through the formal Council process for use of land and seeking partners	Work is underway to select a site to be used for social housing and Council is exploring opportunities to work with Aboriginal Housing Victoria. Key work to deliver this action is currently off track and has been delayed due to COVID-19 and associated resourcing challenges. It is anticipated that this work will be completed near or shortly after 30 June 2022.	
		Progress Town Hall Ave social housing development via lease and commence Pre-construction phase.	The lease for Town Hall Avenue site has been finalised. Pre-construction works have started, with construction to continue through the remainder of 2022.	
		Establish a 'fast track' stream that prioritises social housing planning permits and development proposals in Darebin	A priority development team has been established and is leading on this stream of work.	
		Progress opportunities for more social housing on Council-owned and managed land, in partnership with Aboriginal Housing Victoria	Council continues to work with Aboriginal Housing Victoria to explore development opportunities, including on Council land. Key work to deliver this action is currently off track and has been delayed due to COVID-19 and associated resourcing challenges. It is anticipated that this work will be completed near or shortly after 30 June 2022.	
	[2-36] Partner with the State Government to ensure its social and public housing investment meets our community's needs, and creates liveable, connected communities through appropriate design and construction	Develop a Plan for how Council and the State Government will work in partnership to achieve shared social and public housing goals over the next four years	Council is strengthening its relationship with Homes Victoria and regularly meets to discuss current projects. During 2021-22 a key focus for Council has been responding to the State Government's announcement of a major reform plan with little local government consultation. The plan was subsequently withdrawn by the State Government. The plan would have introduced a levy on developers to help fund Social Housing, and also a plan to exempt public and social housing from paying rates, which would have significantly impacted Council's ability to provide services. Work to develop a plan to partner will continue into the 2022-23 year.	

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

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

H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-37] Review to amend the Parking Permit Policy to:(i) to improve access for people with special needs(ii) to allow owners of single lot dwellings that exist on their own Torrens title, the option to have an additional residential parking permit at the same price as current parking permits(iii) to allow single lot dwellings built after December 2004 that are greater than 300sqm property with three or more bedrooms and that exist on their own Torrens title (even if the property was previously subdivided), to have the same entitlements to parking permits as dwellings built before December 2004(iv) to ensure that renovations of a property that is still a single lot on its own Torrens title and is greater than 300sqm with three or more bedrooms are still entitled to parking permits	Undertake community engagement to inform a review and amendment to the Parking Permit Policy	Research and analysis of parking needs and parking permit policy options is in progress. Council will consider next steps and the community engagement approach will be presented in May. It is anticipated that consultation will occur in July 2022	
	[2-38] Through the establishment of our Darebin Nature Plan, increase shade in our business activity centres to support footpath trading	Update footpath trading communications and guidelines, to encourage shade in our business activity centres to support footpath trading	Businesses wanting to benefit from footpath trading are assisted by the Better Approvals Program where they can navigate the footpath trading guidelines via a single point of contact within Council. Increased shade will be delivered through additional street tree planting. The 2022 planting program will commence in May.	
Identify opportunities for additional trees to provide shade in our business activity centres		Increased shade will be delivered through additional street tree planting. The 2022 planting program will commence in May.		
Develop a Shade Policy		A shade audit is in progress to inform further development of a draft shade policy.		

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

H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-39] Keep our business activity centres clean and well maintained, with a focus on reducing cigarette litter	Provide an ongoing Council cleaning and maintenance program for our business activity centres, including responding to community reports	Cleaning and maintenance is ongoing with two full time high pressure cleaner team members responsible for the high pressure cleaning of major/minor business activity centres across the municipality.	
		Assist businesses to educate customers, and provide bins and signage, to increase the correct disposal of cigarette butts litter in activity centres	Council has placed an order for cigarette butt bins and two smart bins. Delivery has been slightly delayed as they are coming from Queensland and the recent flood events have impacted delivery times. These will be installed shortly.	
	[2-40] Develop a policy setting the basis for how Council may permit commercial or private Electric Vehicle charging infrastructure on our public streets	Develop a policy for how Council may permit commercial or private Electric Vehicle charging infrastructure on our public streets	Council has prepared a draft electric vehicle charging policy and is currently seeking community feedback. The draft policy addresses public charging, and charging in private developments.	
	[2-41] Through the establishment of our Darebin Nature Plan, improve streetscapes to support COVID-19 recovery	Implement street tree planting, planter boxes, and renewed and replanted garden beds	Council's street tree planting program is well underway. Stock has been ordered and planting is due to begin in May. Additional planting in activity centres is underway as part of the retail activity centre program of works. These will be completed by June 2022.	
	[2-42] Continue to implement our Street Furniture and Equipment Renewal Program	Deliver street furniture improvements across our city, including bins, seats, bike hoops, and other street asset improvements	As part of the next stage of ongoing street improvements, new street furniture has been ordered and is currently being manufactured. The furniture is due to arrive in the coming weeks and will installed before 30 June.	

Not Started
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 In Progress
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 Off Track
 Discontinued


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

H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-43] Create two additional accessible car parking spaces in our city each year	Create two additional accessible car parking spaces	Accessible car parking spaces have been fully constructed at St Gabriel's Primary School and Penders Grove Primary School.	









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

H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-44] Expand our Assertive Outreach Program to support people sleeping rough and experiencing homelessness	Expand our Assertive Outreach Program to support people sleeping rough and experiencing homelessness	Merri Outreach Support Service's Darebin Assertive Community Outreach program continues to work with and support people who are sleeping rough and experiencing homelessness. Recent data collated as part of the program indicates 340 rough sleepers have accessed case management and brief intervention support since the program commenced in January 2020. A total of 16 rough sleepers have been housed since the commencement of the program into social housing or private rental, and a further 77 into temporary accommodation.	
	[2-45] Expand our Shower Access Program and support access to Council services and programs for people sleeping rough and experiencing homelessness	Expand our Shower Access Program and support access to Council services and programs for people sleeping rough and experiencing homelessness	The Community Shower Access Program continues to operate at the Reservoir Leisure Centre and there has been an increase in the number of people being referred to and accessing the program this quarter. A number of new sites have been considered to expand the program but have not been successful. Initial enquiries have been made about whether the program can be expanded to also be delivered at Narrandjeri Stadium when it is operational.	
	[2-46] Continue to support the High Risk Accommodation Response (HRAR), focusing on the coordination, support and funding of high risk accommodation settings and the emergency relief sector	Continue to support the High Risk Accommodation Response (HRAR) through coordination, support and funding, focusing on high risk accommodation settings and the emergency relief sector	Council is continuing to support the High Risk Accommodation Response (HRAR) program while it is delivered in Darebin. Work will continue to engage people accessing the Community Shower Access Program through HRAR.	

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

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





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

H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-50] Implement public health approaches to address problematic public drinking, including advocating to the State Government to prioritise health and wellbeing impacts in planning applications, to reduce the saturation of packaged liquor outlets in our city	Undertake three advocacy actions to the State Government, to prioritise health and wellbeing impacts in planning applications, to reduce the saturation of packaged liquor outlets in our city	Council has been funded as part of the Reservoir Revitalization work to trial a drug and alcohol outreach service in Reservoir to address problematic public drinking. Reducing harm associated with electronic machine gambling and alcohol has been included as a priority in Council's Advocacy Strategy. continues to participate in regional and state-wide networks to reduce alcohol-related harm, which includes advocacy activities.	
		Conduct a Health and Social Impact Assessment for all applications for packaged liquor outlets in Darebin	One social impact assessment was undertaken in this quarter on a packaged liquor outlet application. A total of six impact assessments have been completed this financial year.	
	[2-51] Support partner and local community organisations, groups, and clubs, to deliver initiatives that encourage smoking cessation	Identify partners and support the delivery of two initiatives that encourage smoking cessation	Further work is being undertaken to explore opportunities to work with community partners to address smoking cessation initiatives, including with Your Community Health and the North West Metro Public Health Network . This will be progressed in the fourth quarter.	

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






H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-52] Develop an Economic Development Strategy, based on the principles of a circular economy, food, health, renewables, creative and digital industries, jobs of the future, and leveraging partnerships	Develop an Economic Development Strategy in consultation with Traditional Owners, businesses, industry, industry leaders, government and partners, that incorporates the identification of new opportunities, with a focus on food, health, renewables, creative, circular economy and digital industries	A draft paper analysing the employment environment and jobs of the future has been completed as has the scope of economic analysis for Reservoir. However the full scope of the Economic Recovery Strategy has not been drafted and the project will not be completed in 2021/22. The business community is continuing to experience uncertainty and disruption associated with the pandemic including worker shortages and volatility in customer numbers. Navigating these changes has been the immediate priority in 2021-22 for local businesses and government business support services.	
		Deliver an economic summit to understand the diversity, strengths and needs of our business and to inform the development of an Economic Development Strategy	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan. The business community is continuing to experience uncertainty and disruption associated with the pandemic including worker shortages and volatility in customer numbers. Navigating these changes has been the immediate priority in 2021-22 for local businesses and government business support services.	
	[2-53] Increase our investment in economic reactivation and recovery initiatives to support existing and new industries, to ensure Darebin's economy is robust and resilient	Provide \$1 million of business support and grants to assist with COVID recovery, focusing on sectors most in need	Council was successful in obtaining almost \$1M from the Victorian Government to support local businesses affected by the pandemic. Projects linked to this funding must be delivered by 30 June 2022 and have been treated as a priority. Outdoor performance and creative installations were programmed throughout the summer months, while semi-permanent and permanent works at activity centres are nearing completion.	

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 Off Track
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H&W	Strategic Action	Year 1 Action	Comments	Status
		Continue to provide COVID business information and support in key community languages	Council continued to promote and support businesses across a range of languages as businesses adapted to the changing of lockdown restrictions. In addition to translated printed material, multi-lingual Council staff are contacting businesses directly and are working with the support of the State Government to ensure our business community has access to the best possible information. In February 2022, Council was successful in receiving additional funding from the Victorian Government to extend the current program through to 30 June.	

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

H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-54] Develop and implement an advocacy strategy to: <ul style="list-style-type: none"> • Increase the minimum wage, and increase Job Seeker payments • Partner with other levels of government to lift their commitment to the sustainable economy, particularly in sustainable transport and sustainable skill development • Encourage federal and state governments to invest in the sustainable economy, as major generator of jobs • Secure manufacturing investment in Darebin through the North and West Melbourne City Deal Plan 2020-2040 	Develop and implement an Advocacy Plan for increasing the minimum wage and increasing Job Seeker payments,	Council endorsed its Advocacy Strategy in April 2022. Advocacy plans include continuing to raise these priorities with State Government agencies, MPs and ministers, working in partnership with a wide range of advocacy alliances and asking community to also call for change.	
		Develop an Advocacy Plan to lobby other levels of government to lift their commitment to the green economy, particularly in the areas of green transport, green skill development, and investment in the green economy as major creator of jobs, and implement Year 1 actions	Council endorsed its Advocacy Strategy in April 2022. Advocacy plans include continuing to raise these priorities with State Government agencies, MPs and ministers, working in partnership with a wide range of advocacy alliances and asking community to also call for change.	
		Develop an Advocacy Plan for manufacturing investment within Darebin, and implement Year 1 actions	Council endorsed its Advocacy Strategy in April 2022. Advocacy plans include continuing to raise these priorities with State Government agencies, MPs and ministers, working in partnership with a wide range of advocacy alliances and asking community to also call for change.	
	[2-55] Establish a regional alliance of government, business and community organisations, to drive economic outcomes, including local, social, sustainable procurement	Form a regional alliance to increase procurement spend in Darebin through a compact, involving partners signing onto Council's Social and Sustainable Procurement Policy	The regional alliance has focused on local government partners and work is commencing to extend interest to other partners following the return to the 'new normal' following COVID-19 impacts in Q1-Q3. A new position has been established to lead this work and further work will be undertaken with external non-local government stakeholders in Q4. In Q3, categories of expenditure for collaboration identified included Line Marking and Road Construction. These identified categories were approved and supported by the seven northern region Councils. An evaluation is underway to appoint a consultant to undertake a collaborative procurement process for the provision of these services on behalf of northern region Councils in order to maximise economic, social and environmental outcomes for the region's communities.	





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 Off Track
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H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-56] Continue to implement our Social and Sustainable Procurement Policy to increase the engagement of Aboriginal-led businesses, and focus on job creation for culturally and linguistically diverse peoples, and young people	Promote and support Aboriginal-led businesses in the Darebin community as part of the Social and Sustainable Procurement Policy	The Social and Sustainable Procurement Policy continues to mandate 25% of evaluation criteria to social and sustainable objectives. In addition bi-monthly information sessions are held for staff to understand how to align council's objectives into their procurement activities. Recurring monthly meetings with Kinaway Chamber of Commerce and Council Project Managers have been established to discuss specific projects and Aboriginal businesses are informed of upcoming opportunities. Council's tendering portal provides local and Aboriginal businesses to register for upcoming procurement activities and receive notifications according to their business or service.	
		Drive procurement outcomes that increase local employment opportunities for culturally and linguistically diverse peoples, and young people	Project Managers continue to be supported with their upcoming procurement activities through bi-monthly information sessions. These forums introduce new staff and continue to inform staff in understanding Council's objectives and vision in how social and sustainable outcomes can provide opportunities for Aboriginal and Torres Strait Islander people and businesses. Also Council's tendering portal captures businesses which identify themselves as local and social enterprises, allowing for direct market sourcing.	
	[2-57] Promote to Darebin businesses the benefits of voluntary adoption of our Social and Sustainable Procurement Policy	Promote to, and educate Darebin businesses about the benefits of Council's Social and Sustainable Procurement Policy	The impact of COVID-19 on the recruitment market has resulted in resourcing difficulties and work on this action has been delayed. A temporary resource has been established to commence in April to promote and educate businesses on the benefits of Council's social and sustainable procurement policy objectives.	


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 Off Track
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H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-58] Build partnerships across all levels of government and the private sector, to attract new industries and investment into Darebin, to support its future growth	Develop partnerships with other governments and business, to advocate for investment in Darebin's priority industries	Council has received almost \$1M in additional funding through the State Government to help expand outdoor activation across Darebin and support and develop an industry attraction plan for Reservoir that will set out the benefits of businesses moving to, and/or enhancing their presence in Reservoir. The Darebin community continues to benefit from the strong relationship Council has with the Department of Jobs Precincts and Regions, Jobs Victoria and the Australian Government's Department of Education, Skills and Employment. Council continues to strengthen its relationship with LaTrobe University and has ensured that Industry and Economic Development is a core feature of Council's strategic advocacy campaign.	
		Identify key industries to attract, to inform the Economic Development Strategy's future actions	A scope for an economic analysis and industry attraction plan for Reservoir has been finalised and a consultant is expected to be appointed in mid-April. Research into the economic outlook and jobs for the future has been drafted and will be completed in May 2022.	
	[2-59] Establish a Darebin Chamber of Commerce (or an equivalent body) to strengthen and support our business community	Establish a Darebin Chamber of Commerce and Industry	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.	
	[2-60] Catalyse new jobs at scale in Darebin with businesses, new industry attraction and our partners - including Jobs Victoria Advocates - focusing on jobseekers facing multiple employment barriers including culturally and linguistically diverse peoples, young people, women, and Aboriginal and Torres Strait Islander peoples	Hold a minimum of two employment forums focusing on opportunities for job seekers	Three employment forums have now been delivered and a regional jobs fair is being planned for mid-2022	
		Map support services offered to employers and job seekers in Darebin	Current support services have been mapped and are available on Council website.	
		Deliver, with partners, a minimum of one industry-based employment and training pilot program	Council has worked with Bridge Darebin and a local jobs co-ordinator to deliver pilot programs in hospitality training. A plan to expand this into other areas with the support of Prace is currently in development.	

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 In Progress
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 Off Track
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H&W	Strategic Action	Year 1 Action	Comments	Status
		Develop a jobs target to inform the Economic Development Strategy's future actions (using external evidence)	This work is not being actively pursued as the employment landscape has changed and rates of unemployment are falling. Council is now working with service providers and jobseekers to identify a response to the problem of businesses not being able to fill existing vacancies. Council will also continue to partner with and support Jobs Victoria programs in Darebin who work directly with and ensure that marginalised and disadvantaged job seekers have access to increased vacancies available in the jobs market.	
	[2-61] Implement measures to increase digital capability for our businesses, including local, regional and global connectivity	Develop a Smart City Strategy for Darebin.	This project has been delayed due to resources being reallocated to COVID-19 related activities. The expected completion date of the strategy and implementation plan is now the end of Q1 2022/23.	
		Commence the establishment of the Internet of Things (IOT) network across Darebin.	Further work has been undertaken and will continue in aligning development with neighbouring council initiatives, as well as assessing appropriate vendors for the implementation of an Internet of Things network that can provide the foundation for implementing Council's future Smart City Strategy initiatives.	
		Survey businesses to identify digital capability issues and opportunities, to inform the development the Economic Development Strategy's future actions	Generally, the COVID-19 pandemic has led to rapid evolution of digital capability of businesses over the last three years. There is need to establish a new 'baseline' of digital capability, however at this point in time the priority focus for many businesses has been managing disruptions associated with worker shortages and unpredictable customer volumes. Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.	

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H&W	Strategic Action	Year 1 Action	Comments	Status
		Undertake a demonstration project, in partnership with Education and Industry, to showcase the benefits of new technology	<p>Generally, the COVID-19 pandemic has led to rapid evolution of digital capability of businesses over the last three years.</p> <p>Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.</p>	

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




H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-62] Deliver programs and services to build skills and resilience across a range of industries	Provide a business concierge service to assist businesses with minor permits	<p>Council continues to support businesses with minor permit requests and improve the experience of working with Council.</p> <p>Through the business concierge service, Council has responded to more than 500 requests from small business and provided consolidated advice to almost 150 existing or prospective businesses.</p>	
		Develop a welcome kit provided to businesses, that includes information about Council support in key community languages	The welcome kit is in final draft form and will be designed and published in 2022.	
	[2-63] Promote, support, and market Darebin's diverse business community and precincts, including our multicultural businesses and Aboriginal and Torres Strait Islander Businesses	Develop a Promotion Plan and support Darebin's diverse business community and precincts, including culturally diverse, and Aboriginal and Torres Strait Islander, businesses	<p>As part of its support for the business community, Council regularly engages with almost 3,000 businesses via its electronic direct mail, its Facebook page and the YourSay Darebin web page and has multi-lingual staff supporting businesses through the impacts of the pandemic. As part of the Love Local Card program, Council has also made direct contact with more than 1,000 eligible businesses, promoting the benefits of the program and encouraging their participation.</p> <p>Through the business concierge service, Council has responded to more than 500 requests from small business and provided consolidated advice to almost 150 existing or prospective businesses. Council's Jobs for the Future program has run a series of successful jobs forums and has an established relationship with the Kinaway Chamber of Commerce, whose purpose is to provide business support and advice to Victorian Aboriginal business people and help improve the visibility and networks of Aboriginal businesses.</p>	
		Identify the unique characteristics and experiences of individual shopping centres across our city	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.	



Not Started
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 In Progress
 Deferred
 Off Track
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H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-64] Attract and support innovation businesses, entrepreneurship, creative industries, and the tech start up ecosystem	Undertake research to understand, attract and support Darebin's entrepreneurial ecosystem, to inform the Economic Development Strategy's future actions	A Youth Entrepreneur's program in Reservoir is being developed as part of the Reservoir Revitalisation project. While the process of appointing a consultant to deliver the program has been completed, the program has been delayed and is now expected to be launched in May/June 2022 and completed by August.	
	[2-65] Implement a Destination Marketing campaign to position Darebin as a natural, cultural and event destination, and including an annual city-wide calendar of events	Develop a four-year Destination Marketing Plan to inform the Economic Development Strategy's future actions	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.	
		Deliver one city-wide marketing campaign and support two precinct marketing campaigns	The Love Local Card program is underway, with the program due to end on 31 May 2022. As at 31 March 2022, the program has injected more than \$315,000 into the local economy through \$30 and \$50 cards issued to eligible residents with almost 380 businesses actively participating. Council has supported the Fairfield Traders Association to develop the Fairfield Village app, and supported activity centres through a program of Festive Season performances within COVID-19 restrictions. In addition, Council delivered the FUSE festival in Autumn as part of the Reservoir Revitalisation Board program.	

Not Started
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 Off Track
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H&W	Strategic Action	Year 1 Action	Comments	Status
		Develop a calendar to showcase events and festivals held in Darebin	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.	
	[2-66] Deliver an expanded Activity Centres-focused program that leverages State Government funding to shape our city of the future, including revitalisation, outdoor dining and parklets, shade, cleanliness, pride, place activations and programs, and thriving retail centres	Develop and commence implementation of a Plan for an expanded Activity Centres-focused program, identifying the priority areas for roll-out based on evidence such as percentage of shop vacancies and socio-economic need	A program of Retail Activity Centre improvements has commenced, with more than 20 sites benefiting from works in 2021-22. Procurement of materials and services has been completed and works at all sites are underway. Planting of trees and garden beds will occur during autumn and winter, with works to be completed before 30 June. In addition to these retail activity centre improvements, civil and landscape improvements are nearing completion in Reservoir following the Level Crossing Removal.	
		Continue support for outdoor dining and expand the active spaces program	Council extended the existing parklets outside 20 businesses until the middle of 2022 to support outdoor dining. Council also obtained State Government funding to support outdoor activation in activity centres until June 2022. The first group of projects tied to this funding were delivered in December 2021.	
	[2-67] Finalise Service Level Agreements with Darebin's four main traders associations to partner in the management of graffiti, maintenance and weeding	Finalise Service Level Agreements with Darebin's four main traders associations to partner in the management of graffiti, maintenance and weeding	Benchmarking and evaluation of existing services has been completed and internal engagement has been programmed. Consultation with trader associations is due to occur in May/June prior to the agreements being finalised.	





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H&W	Strategic Action	Year 1 Action	Comments	Status
	[2-68] Create a portal for our business community to use to connect with each other, collaborate and promote their offerings	Undertake research, including business engagement, to develop an online portal for our business community to use to connect with each other, collaborate and promote their offerings	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.	
	[2-69] Support our businesses to leverage the sustainable economy, including providing education for businesses and customers, and assisting businesses to set and achieve sustainability targets	Support and promote businesses to take advantage of, and leverage, the sustainable and circular economy	Council is actively supporting Bridge Darebin's social enterprise Paperloop. This project is taking waste cardboard from local businesses, re-purposing it into a perforated cardboard packaging material which will be purchased and used by other local businesses. This project has set specific targets for waste diversion from landfill, number of businesses engaged as resource providers and customers, and amount of sustainable packaging sold. The project is now ready to engage volunteers and commence the production of their sustainable packaging material and extends to the production of case study videos promoting the circular economy and business innovation .	

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 In Progress
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 Off Track
 Discontinued

H&W	Strategic Action	Year 1 Action	Comments	Status
		Educate businesses and consumers to allow them to leverage the sustainable economy	This quarter local businesses have been supported to leverage the sustainable economy with 19 more Light\$mart business upgrades (33 in total this year), 44 new businesses were engaged in the Small Business Energy Saver program (216 in total this year) with 44 upgrades completed. This year the Light\$mart program is collectively saving businesses over \$49,000 on their electricity bills and 280 tonnes of greenhouse gases annually.	
		Deliver events and education to encourage businesses and community to support the circular economy	This year's Green Business Networking event featured three businesses currently working in and supporting the circular economy. Planning has also commenced for Sustainability Matters 2022, which will be on the themes of innovation and the circular economy and will be delivered in partnership with Darebin Libraries. A contractor has been appointed to develop Council's green business assessment, accreditation and coaching tool and make it available online to enable more businesses to access it. This tool will have a circular economy waste exchange platform, with Darebin acting as the lead council on this project which is being developed for councils within the Northern Alliance for Greenhouse Action (NAGA) group to offer to their local businesses.	
	[2-70] Provide financial relief initiatives for our community by extending deferral of rate payments for our residents for 12 months (until June 2022)	Extend deferral of rate payments for our residents for 12 months (until June 2022)	The option to defer rates payments for 12 months until June 2022, with no interest applied in the current financial year, has been communicated to all residents through the 2021- 22 Rates Notices. The Customer Service team and Revenue team have been briefed to ensure a full understanding to enable their response to enquiries, requests or hardship concerns.	









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H&W	Strategic Action	Year 1 Action	Comments	Status
		Provide Shop Local vouchers - \$30 vouchers for residential property owners and \$50 vouchers for pensioner property owners	Financial relief through the Shop Local vouchers for job seekers is significantly progressed. 55% of eligible rate payers have registered for the program, representing more than \$750,000 in value if spent in full. As of 15 March, more than \$260,000 has been spent with local businesses. The program is scheduled to run until 31 May 2022..	
		Waive food and health business registration renewals for three months	Financial relief was implemented for food and health businesses with registration renewal fees waived and not charged for the July to September 2021 period.	
		Provide a Job Seeking Voucher Reimbursement Scheme	Financial relief through the Shop Local vouchers for job seekers is significantly progressed. 55% of eligible rate payers have registered for the program, representing more than \$750,000 in value if spent in full. As of 15 March, more than \$260,000 has been spent with local businesses.. The program is scheduled to run until 31 May 2022..	
		Waive footpath trading permits for 12 months	Footpath trading fees have been waived until 30 June 2022.	
		Provide a discount on pet registration fees	As part of confirming fees and charges in its Annual Budget, Council has established free first pet registration for pensioners, and discounts for pensioners for subsequent animals. Council also reduced most of its pet registration fees for 2021-22 compared to 2020-21. Pet registration renewals are sent each year in April.	
		Provide vouchers and discounts to our leisure and recreation facilities	50% discounts on concession rates at Reservoir Leisure Centre and Bundoora Park Farm continue to be applied.	

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3.0: Climate, Green and Sustainable




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

H&W	Strategic Action	Year 1 Action	Comments	Status
	[3-1] Through our Solar Saver 4-year program, support solar installation and energy efficiency retrofits for our vulnerable households, including public and social housing, and renters	Establish supply contract for Solar Saver program	The initial 12 month supply contract will be established by June 2022. Supplier panels for years 3 and 4 will be in place by October 2022.	
		Install solar panels or other energy efficiency installs (through Special Charge) for 100 households	As this is the first year of a new supply contract, work has been needed to tender for a supplier. The supply contract will be in place in June. At this stage, installations are expected to commence in August 2022, which is a short term delay that is expected to be 'caught up' in the next financial year.	
		Achieve 100 bulk buy customers	Bulk buys are expected to commence in June 2022 because key work to establish the supply contract has been needed first. This is a short term delay that is expected to be 'caught up' in the next financial year. A communications plan to promote the program has been prepared.	
		10 social housing upgrades completed	Council continues to reach out to organisations to build partnerships needed to support social housing upgrades. Upgrades will now occur in 2022-23 and this action will be referred to next year's Council Plan Action Plan.	
	[3-2] Review our Climate Emergency Plan, including in-depth engagement with our community	Undertake community engagement to inform the review of our Climate Emergency Plan	Review of the current Climate Emergency Plan is underway. COVID-19 has impacted this project, and community engagement will now occur in 2022-23. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.	
		Review our Climate Emergency Plan	A review of the 2017 Climate Emergency Plan has been completed. Of the 156 actions, Council has delivered 73%, 21% are in progress and only 6% have not yet started. By the end of 2022, Darebin will have progressed or achieved five of the six goals in the 2017 Plan, and will have delivered actions across all 9 directions. The review will be shared with the community in May, ahead of consultation for the new plan commencing later this year.	

Not Started
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 In Progress
 Deferred
 Off Track
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H&W	Strategic Action	Year 1 Action	Comments	Status
		Develop and implement a communications and consultation strategy on the review of the Climate Emergency Plan	Work is underway to develop a community engagement plan. This plan will set out an inclusive consultation program to develop the new Climate Emergency Plan. Engagement is planned for August 2022. Consultation was deferred after COVID-19 reduced the time available for consultation. To ensure that community can participate fully, this is one of several consultations deferred until 2022-23.	
		Climate Action Plan that has clear pathway to zero emissions developed	A pathway to zero will be incorporated in the new Climate Emergency Strategy and Action Plan, which will be finalised in 2022-23 after community engagement. Background work including developing Darebin's emissions profile, identifying opportunities and challenges is in development. Climate advocacy priorities were endorsed by Council in April.	
	[3-3] Support our community members experiencing fuel poverty, to prevent heating and freezing	Identify priority needs of community members experiencing energy poverty, to support the development of initiatives to prevent heating and freezing	Darebin's Climate Resilience and Fuel Poverty program is progressing well. Work with community service providers is ongoing, which will build capacity to help support their clients. A project group has been established with Aboriginal community members to co-design a climate change communications and education campaign, with the first event held in March.	
	[3-4] Assess the current and future climate risks facing our community, and identify actions Council and other levels of government can take to provide maximum protection for people, property and the natural environment, in response to the assessed climate risks	Undertake an assessment of current and future climate risks facing the Darebin community	Council has conducted a high level risk assessment including both the creation of a catalogue of risks, helping Council consider likelihood of and potential impacts; and deep work with Jesuit Social Services, identifying climate risk within Darebin's vulnerable communities. A detailed actions will be developed next year as part of preparing the new Climate Emergency Plan.	
	[3-5] Develop a program to support middle-years students (later primary school and early secondary school-aged) from Darebin schools to connect with each other, and take action on climate and waste issues	Co-design Education Program aimed at middle-years students (later primary school and early secondary school-aged) from Darebin schools to connect with each other, and take action on climate and waste issues together	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.	

● Not Started
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H&W	Strategic Action	Year 1 Action	Comments	Status
	together, to support student voices	Implement pilot program activities	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.	
	[3-6] Undertake a whole of Council review of existing policies and practices to identify where climate emergency outcomes could be achieved in the areas of mitigation, resilience, education and advocacy	Undertake an initial Council-wide assessment, and complete detailed review for at least one service area	Council has developed a catalogue of risks to determine its priority areas for review, and has run specialist climate risk training to continue to build capacity. One detailed service area review will occur in the 4th quarter.	
		A whole of Council review of existing policies and practices to identify where climate emergency outcomes could be achieved in the areas of mitigation, resilience, education and advocacy	Council has developed a catalogue of risks to identify its priority areas for review, and has identified key policy gaps. Key work to deliver this action is currently off track and has been delayed due to COVID-19 and associated resourcing challenges. It is anticipated that this work will be completed near or shortly after 30 June 2022.'	


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

H&W	Strategic Action	Year 1 Action	Comments	Status
	[3-7] Through the establishment of our Darebin Nature Plan, continue to deliver the Street Tree Planting Program, prioritising areas without coverage, areas with people experiencing disadvantage, and business activity centres	Continue to deliver the Street Tree Planting Program, prioritising areas without coverage, areas with people experiencing disadvantage, and business activity centres	The 2022 Street Tree Planting program is on track (1000 street trees will be planted this year, commencing when the planting season starts in May).	
	[3-8] Through the establishment of our Darebin Nature Plan, create a roadmap to reach 40 per cent canopy cover of the city by 2050 (prioritising areas with poor coverage), and develop a Community Planting Guide in partnership with the Darebin Nature Trust	Create a roadmap to reach 40 per cent canopy cover of the city by 2050 (prioritising areas with poor coverage)	A roadmap to reach 40% canopy cover will be incorporated into the updated Urban Forest Strategy which is due to be completed early in the 22/23 financial year. Tree planting is continuing in streets and parks in the meantime.	
		Develop a Community Planting Guide in partnership with the Darebin Nature Trust	Development of a Community Planting Guide has been raised with the Darebin Nature Trust and will begin later in the year.	
	[3-9] Through the establishment of our Darebin Nature Plan, prioritise rehabilitating existing grasslands with cool burns	Continue Council's cool burn practice with partners including Merri Creek Management Committee	Three cool burns are programmed for March/April 2022 at Central Creek Grasslands.	
	[3-12] Acquire land to create new parks	Undertake a strategic review of our city to confirm areas where land is required for new parks	Council's Open Space Strategy has identified gap areas where the need for open space is across the city and this along with an understanding of recreation needs has provided good guidance for strategic land acquisition decisions in the 2021-22 year. Detailed guidance will be incorporated into the property strategy and associated plans.	
		Commence acquisition of any appropriate land parcels	Matters in this quarter include: (i) Council resolved to take possession of 3,989 sqm of open space land at 22 Wood Street, Preston in lieu of taking the Open Space Levy (ii) Negotiations are currently underway on the acquisition of Clements Reserve (9,661 sqm) from Vic Roads.	

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

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






H&W	Strategic Action	Year 1 Action	Comments	Status
	[3-13] Through the establishment of our Darebin Nature Plan, establish partnerships to improve the Edwardes Lake Park precinct in Reservoir, including water quality, and the quality of water across our city	Establish the Edwardes Lake Taskforce, to begin improving the water quality of the lake	The Edwardes Lake Taskforce has been established and membership was confirmed at the December 2021 Council Meeting. A preliminary collaboration session has been held with all stakeholders with a second session held in February 2022.	
		Develop Advocacy Strategy to Environment Protection Authority (EPA)	Relationship building with Environment Protection Authority (EPA) is ongoing. EPA is a member of the Edwardes Lake Taskforce and advocacy at this forum is progressing.	
	[3-14] Through the establishment of our Darebin Nature Plan, rehabilitate Edwardes Lake and re-forest Edgars Creek in Reservoir, to achieve significant and measurable improvements in biodiversity by 2025	Successfully partner with Melbourne Water to: <ul style="list-style-type: none"> Carry out weed management and revegetation works in Edgars Creek Extend public access through the Melbourne Water-owned reaches of Edgars Creek 	Meetings have been held with Melbourne Water to determine priority weeds within the Edgars Creek Catchment. Management of weed infestations is ongoing as is tree and shrub planting	
		Plant 10,000 indigenous, aquatic and riparian plants in Edgars Creek on Council-owned land, by December 2022.	In excess of 12,000 indigenous trees, grasses and aquatic species were planted along the Edgars Creek corridor from July to November 2021. Additional vegetation will continue to be planted as part of the 2022 planting season.	
	[3-15] Establish and adequately resource the Edwardes Lake Taskforce to significantly improve the water quality and amenity of Edwardes Lake in Reservoir	Establish and adequately resource the Edwardes Lake Taskforce to advise Council on how the water quality of Edwardes Lake can be improved	The Edwardes Lake Taskforce has been established with all key stakeholders. Three facilitator-led sessions have been undertaken already.	
		Support the Taskforce to meet four times a year	The Taskforce has officially been established. Three facilitator-led sessions have been undertaken already.	
	[3-16] Advocate with Melbourne Water to secure funding to improve the water quality of Edwardes Lake in Reservoir	Continue Council's successful relationship with Melbourne Water on mutual goals, including improvements to the water quality at Edwardes Lake	Council's partnership with Melbourne Water is progressing well through the Edwardes Lake Taskforce, the rewilding of Cheddar Rd and collaboration on waterway management throughout the City.	

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H&W	Strategic Action	Year 1 Action	Comments	Status
		Council submits grant applications as they arise, to improve water quality outcomes at Edwardes Lake	Successful grant applications this year include grants for Dole Wetland and the former Ruthven Primary School.	
	[3-17] Partner with our community and stakeholders to advocate to ensure the protection of Strathallan as public land for the long term, and to enable better management of the kangaroo population	Develop an Advocacy Plan for the protection of Strathallan as public land for the long term, and to enable better management of the kangaroos population	Council endorsed its Advocacy Strategy in April 2022. Advocacy plans include continuing to raise Council's priorities with State Government agencies, MPs and ministers, and asking community to also call for these.	
		Implement Year 1 actions of the Advocacy Plan	Council endorsed its Advocacy Strategy in April 2022. Advocacy plans include continuing to raise Council's priorities with State Government agencies, MPs and ministers, and asking community to also call for these.	

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







H&W	Strategic Action	Year 1 Action	Comments	Status
	[3-18] Progressively install solar panels and batteries, and introduce other energy efficiency initiatives, into our Council buildings	Commence new electricity contract for 100% renewables	On 1 Jan 2022, Council's small market accounts joined its large and street lighting accounts under the Victorian Energy Collaboration. This has resulted in all of Council's buildings and streetlights now being supplied with 100% renewable energy.	
		Increase solar power installed on Council facilities	Projects completed this financial year that include solar panel systems are BT Connor Pavilion, Narrandjeri Stadium, Darebin Community Sport Stadium and Thornbury Family Services. The Northcote Aquatic and Recreation Centre is currently in early stages of construction, and the Bill Lawry Pavilion redevelopment in the design phase both include solar panel systems.	
		Improve energy efficiency of Council buildings	Projects completed this financial year that include solar panel systems are BT Connor Pavilion, Narrandjeri Stadium, Darebin Community Sport Stadium and Thornbury Family Services. The Northcote Aquatic and Recreation Centre currently in early stages of construction, and the Bill Lawry Pavilion redevelopment in the design phase both include solar panel systems.	
	[3-19] Develop and offer to our businesses a Group Power Purchase Agreement	Commence the establishment of a buyers group of Darebin businesses for a Group Power Purchase Agreement	Darebin has partnered with Yarra City Council, City of Melbourne and other metropolitan councils to form the Business Renewables Buying Group. The participating councils signed a Memorandum of Understanding in January 2022 to formalise arrangements and key outcomes of the project.	
		Conduct a market sounding process to identify potential suppliers for a Group Power Purchase Agreement	Following a quotation process in February 2022 undertaken by project lead - Yarra City Council, the Business Renewables Buying Group has engaged a facilitator to help attract businesses to join the group as well as provide professional advice in regard to purchasing renewable electricity.	



● Not Started
 ● Completed
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 ● Off Track
 ● Discontinued



H&W	Strategic Action	Year 1 Action	Comments	Status
	[3-20] Develop an advocacy strategy to drive community and business use of solar panels and batteries, and other energy efficiency initiatives	Develop an Advocacy Plan to drive community and business use of solar panels and batteries, and other energy efficiency initiatives	Council endorsed its Advocacy Strategy in April 2022. Advocacy plans include continuing to raise these priorities with State Government agencies, MPs and ministers, and asking community to also call for these.	
		Advocacy Strategy Year 1 actions implemented	Council endorsed its Advocacy Strategy in April 2022. Advocacy plans include continuing to raise these priorities with State Government agencies, MPs and ministers, and asking community to also call for these.	
	[3-21] Investigate and establish programs to achieve an increase in the uptake of renewable energy sources by our community and businesses	Investigate programs to achieve an increase in the uptake of renewable energy sources by our community and businesses - including the establishment of community batteries, a virtual power plant, facilitation of solar on large roofs, and opportunities for 'off-grid' renewable power networks	Council has developed and endorsed a key advocacy position that Darebin become Australia's first Urban Energy Renewable Energy Zone, and that Darebin industries be supported to switch to electrical, renewable technologies. Council's partnership with Village Power continues, with community battery specifications developed. Council also secured a State Government grant to undertake energy audits at 16 Council-owned buildings leased by community groups to identify options for installing solar and improving energy efficiency.	







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

H&W	Strategic Action	Year 1 Action	Comments	Status
	[3-22] Develop a plan to respond to new State Government requirements for contaminated land	Develop a Management Plan to respond to new State Government requirements for contaminated land	Council has appointed a specialist to staff who is developing this plan, and supporting with site specific management planning in parallel. The scope has been expanded to ensure that Council's approach is best practice and will now continue in 2022-23.	
	[3-23] Increase food waste recycling through Council's food and garden waste service	Develop actions to increase food waste recycling through Council's food and garden waste service	Council is rolling out universal food and green waste bins to all households who use the kerbside collection service. This will expand the service to 22,000 new households. An education campaign has been developed and will support residents to recycle their food and garden waste.	
	[3-24] Undertake waste reform and take action towards establishing a circular economy	Develop a new Education and Communications campaign about our Food Organic and Garden Organics (FOGO) service, including how to use it	In late 2021 Council decided to provide Food and Green Waste bins to all residents. An education and communications campaign to support new and existing users of the service has been developed and will commence in May 2022.	
		Develop Food Organic and Garden Organics (FOGO) options for MUDs	Council has partnered with 9 other councils to secure a State Government grant to develop and trial improved waste infrastructure and education at 60 multi-unit developments (MUDs) across participating councils. All MUDs using Council waste services will receive a food and green waste bin from 1 July, and will be supported with education. This project will continue into the following financial year.	
	[3-25] Undertake waste charge reform in response to changing legislation and future operational requirements	Develop a program and consultation plan for undertaking Waste Charge Reform	A consultation plan was established for the implementation of waste reform in accordance with Council's decision on 22 November 2021 to introduce a universal Food Organics and Garden Organics (FOGO) service and separate waste from general rates.	

 Not Started
  Completed
  In Progress
  Deferred
  Off Track
  Discontinued

H&W	Strategic Action	Year 1 Action	Comments	Status
		Consult with community on the approach to Waste Charge Reform	Council is currently consulting on separation of waste from general rates as part of the Draft Budget 22-23. Engagement on the decision to separate waste from general rates is underway until 1 May 2022. Council has previously undertaken community consultation through the development of the Waste and Recycling Strategy and the 10 year Financial Plan and Council Plan.	
		Provide a Waste Charge Reform proposal to Council for consideration	A Waste Reform Proposal was recommended to Council at its meeting on 22 November 2021 and Council resolved to separate waste from general rates to introduce a service rate for public waste services and a kerbside collection service charge effective from 1 July 2022. This was accompanied by the decision to introduce a universal Food Organics and Garden Organics (FOGO) service from 1 July 2022. This decision was reviewed in December 2021 and determined by Council to proceed.	
		Implement Waste Charge Reform outcomes as determined by Council	Council resolved the direction for the separation of waste from general rates at its meeting on 22 November 2021, to introduce a service rate for public waste fees and a waste fee for kerbside services. This was accompanied by a decision to introduce a universal Food Organics and Garden Organics (FOGO) service from 1 July 2022 to align with State recycling reforms. A Draft Revenue and Rating Plan and Rates Hardship Policy have been endorsed by the Council and are in public consultation period. System changes required to support implementation have commenced. Purchase of additional bins and waste collection vehicles has commenced as has the planning for education required to support universal FOGO. The rates and fees have been determined and will be declared following community engagement on the draft 2022-23 Budget on 27 June 2022.	





 Not Started
  Completed
  In Progress
  Deferred
  Off Track
  Discontinued

H&W	Strategic Action	Year 1 Action	Comments	Status
	[3-26] Reduce the impact of illegal dumping in our city	Review Council's illegal dumping service to identify opportunities to improve effectiveness	Council continues to monitor the known hot spots for illegal dumping and the positive impact of signage installed at these locations. The wording for vehicle decals has been finalised and the decals are in the process of being made.	

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








4.0: Responsible, Transparent and Responsive

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










H&W	Strategic Action	Year 1 Action	Comments	Status
	[4-1] Plan for adjustments in waste services due to the landfill levy and landfill gate fee increases (from 1 July 2021)	Plan for adjustments in waste services due to the landfill levy and landfill gate fee increases	This work is on track and is part of the waste charge implementation which has been endorsed by Council.	
	[4-2] Develop and implement an Advocacy Framework and four year Advocacy Plan, informed by our Council Plan priorities, aimed at influencing public policy change and attracting support and funding for our priorities	Develop an Advocacy Framework	Council endorsed its Advocacy Strategy in April 2022. Advocacy plans include continuing to raise these priorities with State Government agencies, MPs and ministers, and asking community to also call for these.	
		Map Council's stakeholders and relationship leads, and identify gaps in stakeholder management and relationship	Council endorsed its Advocacy Strategy in April 2022. This makes provision for engagement with stakeholders across government, non-government, strategic, and community organisations.	
		Develop a four year Advocacy Plan for each Advocacy Priority included in Council Plan	Council endorsed its Advocacy Strategy in April 2022. This is a four year strategy that also establishes an annual process for establishing priorities for each 12 month period, aligned with the annual term of each Mayor.	
		Identify events and opportunities that align to the Advocacy Plan	Council endorsed its Advocacy Strategy in April 2022. Key events in 2021-22 include Federal and State elections, budget announcements, Australian Local Government Association and Multicultural Arts Victoria conferences, and a wide range of significant dates such as NAIDOC week and IDAHOBIT day. In 2022, key priorities have also established specific plans, for example, Council's Preston Market advocacy is centred around the upcoming Committee Hearings for which a date is currently being considered.	





Not Started
 Completed
 In Progress
 Deferred
 Off Track
 Discontinued






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







H&W	Strategic Action	Year 1 Action	Comments	Status
	[4-5] Review our Asset Portfolio, to ensure maximum benefit for our community is being realised, including the occupancy of unused and under-utilised Council buildings	Develop a Property Strategy that sets a roadmap of action for our property portfolio	Subsequent to an internal review of vacant sites, work is planned to engage a consultant in the fourth quarter to conduct an audit of the Asset Portfolio to assess its delivery of maximum benefit to the community	
		Secure tenant occupancy and use of the Edwardes Lake Boathouse	Work has been delayed on this project due to a challenge in resourcing the position of the Strategic Property Project Manager. It is expected that this position will be filled in the fourth quarter and that this Action will be a priority in the manager's deliverables.	
		Establish the future direction of the former Reservoir Police Station at 25 Edwardes Street, Reservoir	Council has directed Victoria Police to demolish the rear of the Police station. Work is planned in the fourth quarter to commence through the engagement of a consultant to conduct an audit of this site and other underutilised Properties to inform a strategic plan for the future direction of each site.	
		Establish the future direction of the former Reservoir Library site	Work on this project has been delayed due to resources challenges in filling the position of Strategic Property Project Manager. It is expected that this position will be filled in the fourth quarter and that this project will be prioritised.	
		Undertake an Equity Impact Assessment process in line with our Council's policy and commitments to equity, human rights and diversity	Work is planned to commence in the fourth quarter, through the engagement of a consultant to conduct an audit of council properties to inform a strategic plan for the future direction of each. At the completion of this strategic plan, Council will work to ensure that its portfolio provides maximum benefit to the community.	
		Collect baseline data on the usage of Council spaces and services, with a focus on improving access to, and participation of, under-represented and disadvantaged communities	Work is planned to commence in the fourth quarter, through the engagement of a consultant to conduct the audit of the unused and underutilised sites and develop a strategic plan for each site.	

Not Started
 Completed
 In Progress
 Deferred
 Off Track
 Discontinued

H&W	Strategic Action	Year 1 Action	Comments	Status
		Identify options for buildings to be offered to community groups that promote the diversity of our community, and undertake an Expression of Interest process	Work is planned to commence in the fourth quarter, through the engagement of a consultant to conduct an audit of Council spaces and develop a strategic plan for each. At the completion of the audit, Council will be better positioned to offer available spaces to community groups that promote diversity.	
	[4-6] Explore opportunities for Council owned and managed land (including airspace) to be used as temporary housing for people at risk or who are experiencing homelessness	Conduct an audit of the users of Council spaces and services	Progress has been delayed in the third quarter and work is planned to commence in the fourth quarter, through the engagement of a consultant to conduct the audit of the users of Council spaces and services.	
	[4-7] Conduct an audit of the users of Council spaces and services, and develop strategies to increase the participation of underrepresented groups in our community	Conduct an audit of the users of Council spaces and services	Progress has been delayed in the third quarter and work is planned to commence in the fourth quarter, through the engagement of a consultant to conduct the audit of the users of Council spaces and services.	
		Develop a Strategic Plan to increase the participation of underrepresented groups in our community	Work is planned to commence in the fourth quarter, through the engagement of a consultant to conduct the audit of the users of Council spaces and services to inform a strategic plan to increase participation of underrepresented groups.	
	[4-8] Develop specific strategies to increase the participation of under-represented groups and develop responses to support greater inclusion where audit data collected indicates low participation rates	Design and implement an audit of services	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.	
		Establish a baseline data set of participation	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.	
		Identify gaps in representation, to design strategies to increase participation of under-represented groups	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.	

 Not Started  Completed  In Progress  Deferred  Off Track  Discontinued



H&W	Strategic Action	Year 1 Action	Comments	Status
		Develop an Action Plan to increase participation of under-represented groups	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. This action has been deferred and will be referred to the development of the 2022-23 Council Plan Action Plan.	
	[4-9] Explore the opportunities to offer a Council building space each year to one community group or organisation, to promote cultural diversity	Identify and offer spaces to community group or organisation	Work is continuing to identify opportunities.	
	[4-10] Improve delivery of our services to our community by developing an Asset Management Plan for Open Space, establishing a level of service for each class of our assets, and collecting data on our drainage assets	Establish service levels for each class of asset	The development of service levels for each asset class will be deferred to follow the adoption of the 10 year Asset Plan, planned for June 2022. This action will be deferred to the 2022/23 Council Plan Action Plan for delivery.	
Develop an Asset Management Plan for Open Space, informed by consultation		CT Management has been engaged to develop the Open Space Management Plan by 30 June 2022.		
Collect and analyse drainage data for Council's drainage assets		Work is continuing to establish further data on Council's drainage assets within the scope planned for 2021/22.		
	[4-11] Develop a 10 year Asset Plan in compliance with Local Government Act 2020 requirements	Develop a 10-year Asset Plan	A consultant is supporting the development of the 10 year Asset Plan and community consultation to inform the plan commenced on 22 March 2022 and will end on 24 April 2022. The 10 year Asset Plan is on track to be reported to Council at its meeting on 27 June 2022.	

 Not Started
  Completed
  In Progress
  Deferred
  Off Track
  Discontinued

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





H&W	Strategic Action	Year 1 Action	Comments	Status
	[4-12] Transform our models of service delivery through service reviews, to improve and ensure accessibility and consistency of our customer experience	Develop a Plan for a three year program of service reviews, to be undertaken in Years 2-4 of this Council Plan	<p>Work has commenced to develop an assessment tool to inform the nature of reviews required, the resources available and the order of the Review Program. A draft proposal of the schedule is to be presented to Executive Management in July 2022.</p> <p>A service review is in progress for Statutory planning. This started in 2020-21 and identified a range of improvements that are progressively being implemented including: establishment of a priority development team, and a range of customer and efficiency improvement. In Q3, the functionality for online lodgment of objections went live.</p>	
	[4-13] Develop a Communications Strategy that ensures our printed and digital publications feature images of people that reflect the diversity of our community, and that our Darebin Community News includes a diverse mix of language and cultural content	Develop a four year Communications Strategy that ensures strategic planning of effective and reflective communications across our diverse community	The development of the Communications Strategy is running behind schedule and external expertise is being sought to ensure that this can be delivered by June 2022. Work is currently underway on research and workshops, which will be combined with feedback from our diverse community, to inform the development of the Strategy.	
		Commence implementation of the Communications Strategy	Whilst the Communications Strategy is being developed, known components of priority have commenced including photo shoots to build a corporate image library of digital assets which reflect the diversity of the community. Translated articles and imagery of community members from diverse audiences continue to feature in editions of DCN. Implementation will proceed prior to 30 June 2022 following the establishment of the Communications Strategy.	
	[4-14] Review and develop a new Domestic Animal Management Plan	Review, consult and develop a new Domestic Animal Management Plan, in accordance with State Government timeline requirements	Council adopted the Domestic Animal Management Plan on the 28th of February 2022. The plan has been submitted to Department of Jobs, Precincts and Regions.	

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

H&W	Strategic Action	Year 1 Action	Comments	Status
	[4-15] Develop a Leisure Strategy for our city	Develop a Leisure Strategy for our city, informed by community consultation and engagement with key community stakeholders	Key work to deliver this action is unable to be completed in 2021-22 due to the COVID-19 pandemic. The outcomes of the 2015-2020 Leisure Strategy will be reported to Council in February 2022 .	
	[4-16] Undertake a review of the General Local Law	Develop proposal for improvements to the General Local Law including consultation with community.	This project has been delayed as a result of COVID-19 disruptions. Community consultation was deferred to the second half of 2022 to enable COVID-related community messaging to be prioritised and to allow some key staff working on this project to be deployed to help manage COVID-19 disruptions. Technical and preparatory work is being progressed in the current financial year.	

Not Started
 Completed
 In Progress
 Deferred
 Off Track
 Discontinued

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





H&W	Strategic Action	Year 1 Action	Comments	Status
	[4-17] Support our community and businesses during the construction phase of the Preston Level Crossing project	Support our community and businesses during the construction phase of the Preston Level Crossing project, including support for businesses to attract customers during disruption, helping continue to make the area accessible, and facilitating increased support from the State Government	Advocacy for achieving the best community outcomes continued. Preston Market now has dedicated trader parking allocated with signage installed. Data and analysis on the impact of disruption - including valuable information provided by traders - has been shared with the State Government. Preparation is underway for the next major occupation in May 2022 and Council is advocating for further support to the traders' associations, sporting groups and increased communications around proposed disruptions. Council continues to post updates on its own social media sites.	
	[4-18] Protect Preston Market, including advocating Council's position to the State Government during its planning consultation process, and working with our community to advocate for the strongest possible planning controls and Protections	Represent Council through the formal planning process for Preston Market, including at the State Government's standing advisory committee	Council continued its advocacy, meeting with Members of Parliament to strongly represent Council's position. The Victorian Planning Authority released revised plans in March, and Council successfully advocated that the Standing Advisory Committee panel hearing be pushed back from May to allow the community more preparation time. Council has launched a new phase of its advocacy campaign and has engaged legal counsel and a range of experts to strongly prosecute Council's position at the State Government's Planning Committee hearings.	
		Undertaking communications with our community on what Council is advocating for, and how they can participate in any State Government consultation	In the lead up to the Advisory Committee panel hearing, Council communicated with the 11,800+ people who signed the Save Preston Market Petition, shared social media posts encouraging our community to participate in the planning process, and issued media statements. The Mayor was also interviewed on 3AW. A variety of materials such as shopping bags and street furniture advertising has been prepared to reach our community and to promote protecting the market.	

Not Started
 Completed
 In Progress
 Deferred
 Off Track
 Discontinued




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

H&W	Strategic Action	Year 1 Action	Comments	Status
	[4-19] Progressively improve our Darebin Planning Scheme, establishing a new Municipal Planning Strategy and undertake two new major planning reform projects	Draft a new Municipal Planning Strategy update	A draft Municipal Planning Strategy (MPS) is currently being prepared by the Department of Environment, Land, Water and Planning (DELWP) and reviewed by Council and as part of the translation of the current Darebin planning policy into the new mandated State Government format. DELWP officers are currently reviewing the detailed comments provided by Council on the latest version of the revised MPS. The version of the MPS being prepared by DELWP is not expected to reflect all of Council's goals, and so Council will prepare its own version of a Municipal Planning Strategy to better reflect the community's planning objectives. DEWLP's process for approval of a revised MPS will not include community feedback, but Council could seek feedback on its own version in late 2022.	
		Long term program of planning scheme reform priorities developed.	Development of a draft long term program is well advanced and on track for completion by the end of this financial year. Council will review and set priorities annually as part of its budget process.	
	[4-20] Review our Housing Strategy and planning zones including engaging with our community on where housing and development should be, and strengthening neighbourhood character provisions	Undertake Neighbourhood Character Study across our city	A draft of the Darebin Neighbourhood Character Study has been prepared, and a technical review of the draft continued. Formal engagement is expected to start in June 2022 and be completed in July/August.	
		Undertake community engagement on housing growth and development	Research on housing supply and demand across the municipality, as well as local character, has been completed to inform the preparation of the Darebin Housing Strategy and community consultation. Council will consider this in Q4, following which, formal engagement will commence in June 2022 and be completed in July/August.	

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

H&W	Strategic Action	Year 1 Action	Comments	Status
	[4-21] Advocate for higher and mandatory Environmentally Sensitive Design (ESD) standards in building and planning controls	Review proposed changes to the State Government's ESD policy (expected to be released in late 2021) and advocate for stronger controls, if needed	While the State Government has not yet released its reformed Environmentally Sustainable Development (ESD) policy, it has announced it will require 7-star minimum energy efficiency standards. Darebin, as part of the Council Alliance for a Sustainable Built Environment, is moving forward with advocacy and policy development for improved local ESD controls.	
		Advocate for stronger building controls to increase the requirements from 6 star energy efficiency to 7 or higher	Council submitted to the National Construction Code 2022 supporting 7 star efficiency, which would apply to all homes, not just those that require planning permits. While the outcome of this is not yet known, pleasingly, the State Government has announced it will require 7-star minimum energy efficiency standards, even if the Federal government does not. Council has also worked closely with the Council Alliance for a Sustainable Built Environment (CASBE) to advocate for improved Environmentally Sustainable Development planning policy provisions.	
		Advocate for minimum energy efficiency standards for all rental properties	Council has continued to advocate for minimum standards for Environmentally Sustainable Development including submitting to the National Construction Code 2022 review.	
	[4-22] Complete major planning reform work to: <ul style="list-style-type: none"> Introduce an open space levy to fund open spaces in our city Introduce a Developer Contributions Scheme to help fund infrastructure for our growing population Establish Heidelberg Road Corridor controls Establish Thornbury Park Heritage Estate controls 	Progress major planning reform work to: <ul style="list-style-type: none"> Introduce an open space levy to fund open spaces in our city Introduce a Developer Contributions Scheme to help fund infrastructure for our growing population Establish Heidelberg Road Corridor controls Establish Thornbury Park Heritage Estate controls 	Three planning reform projects are in progress and one has been completed: Council has adopted and finalised the Developer Contributions Scheme amendment, which is with the Planning Minister for decision; Council is considering submissions to a second round of community consultation for the Open Space Levy; A mid-April Planning Committee report will consider community feedback regarding the Heidelberg Road Corridor built form, land use and heritage controls, and refer the heritage component to a Planning Panel; Consultation has closed and submissions have been referred to Planning Panel for the Thornbury Park Estate heritage controls.	

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

H&W	Strategic Action	Year 1 Action	Comments	Status
		Represent Council at planning panels for the four reforms	A planning panel was successful for the Development Contributions Overlay and Council has formally adopted the amendment, which is now with the Planning Minister for decision. For Thornbury Park Estate, consultation is closed and Council has referred submissions to Panel. In mid-April Council will consider community feedback on the Heidelberg Road Corridor and Open Space Levy projects, including to refer submissions to panel.	
	[4-23] Complete our Central Preston Structure Plan	Complete drafting of a built form layout for our Central Preston Structure Plan	A Draft Preston Central Built Form Framework and draft vision has been prepared and will be presented at an upcoming Council Meeting for consideration and then community consultation. Formal engagement will commence in June 2022 and be completed in July/August.	
		Consult with the planning, growth and development community to inform our Central Preston Structure Plan	A Draft Preston Central Built Form Framework and draft vision has been prepared and will be presented at an upcoming Council Meeting for endorsement for community consultation. Formal engagement will commence in June 2022 and be completed in July/August.	

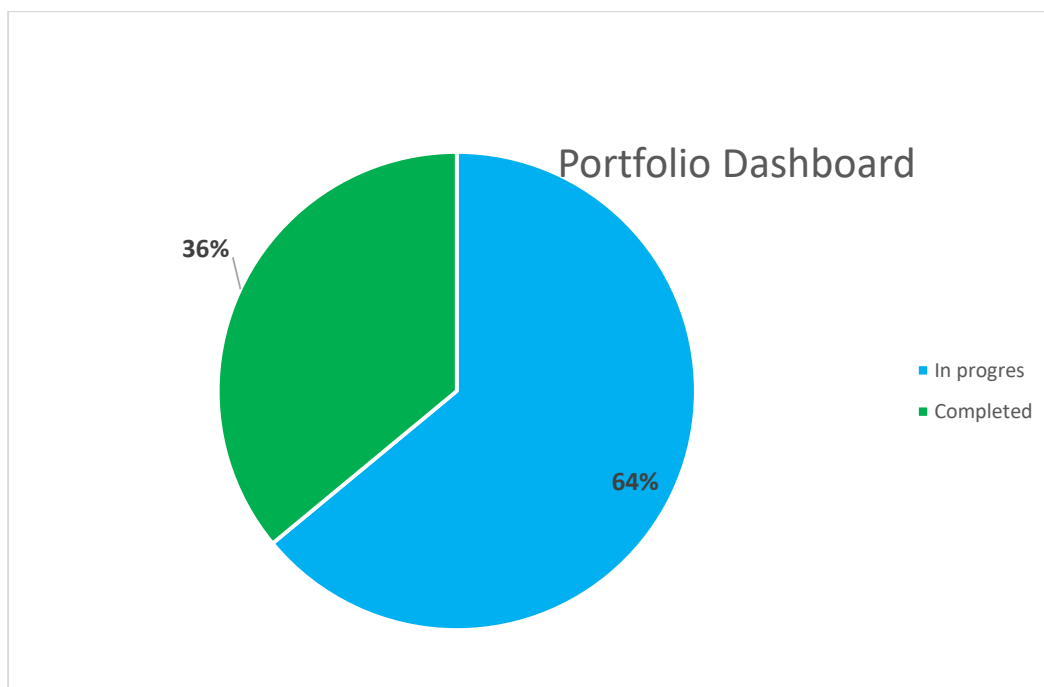
Not Started
 Completed
 In Progress
 Deferred
 Off Track
 Discontinued

CAPITAL WORKS

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

As at 31 March 2022, nine projects had been completed and all others were on track. Council is working to ensure a successful delivery of these projects within the 2021-22 Financial Year. Some of these projects are being delivered over several financial years.

Figure One: Progress Status of 62 projects



CAPITAL WORKS

Project by Asset Class	Progress	Comment
Buildings		
Narrandjeri Stadium 2021-22	●	On track
Northcote Aquatic and Recreation Centre Redevelopment 2021-22	●	On track
Building Renewal Program 2021-22	●	On track
BT Connor Pavilion Redevelopment 2021-22	●	Completed
Reservoir Leisure Centre 2021-22	●	On track
Darebin Resource Recovery Centre Retaining Wall 2021-22	●	On track
Bill Lawry Oval Pavilion 2021-22	●	On track
Funded Three-Year-Old Kindergarten 2021-22	●	On track
Northcote Senior Citizens Roof Renewal 2021-22	●	Completed
Merri Community Child Care and Kindergarten 2021-22	●	On track
Building Essential Safety Measures Program 2021-22	●	On track
Carbon Management- Solar Installation 2021-22	●	On track
Alfred Nuttall Memorial Kindergarten 2021-22	●	Completed
Drainage		
Kerb and Channel Renewal Program 2021-22	●	Completed
Drainage Renewal Program 2021-22	●	On track
Stormwater Pipe Relining Program 2021-22	●	Completed
Footpaths and Cycleways		
Cycling Program 2021-22	●	On Track
Walking Program 2021-22	●	On track
Shared Path - Parks Renewal Program 2021-22	●	On track
Pit lid replacement Program 2021-22	●	On track
Information Technology		
IT Strategy Implementation Program 2021-22	●	On track
IT Infrastructure Program 2021-22	●	On track
Darebin Libraries Technology Action Plan 2021-22	●	On track
Land		
Land Acquisition to Create New Parks	●	On track
Library Books		
Library Collections 2021-22	●	On track

CAPITAL WORKS

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

CAPITAL WORKS

Project by Asset Class	Progress	Comment
Recreation, Leisure and Community Facilities		
Open Space Program 2021-22	●	Completed
Sportsfield Lighting Program 2021-22	●	On track
Bundoora Park Farm Pathway Safety & DDA 2021-22	●	On track
Roads		
Road Rehabilitation Design & Construction Program 2021-22	●	On track
Road Resurfacing Program 2021-22	●	On track
Blackspot Design and Construction 2021-22	●	On track
Safe Travel Program 2021-22	●	On track
Right of Way Rehabilitation Program 2021-22	●	On track
Roundabout Renewal Program - 2021-22	●	On track
Accessible Parking Bays 2021-22	●	Completed

STATUS OF COUNCIL RESOLUTIONS

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

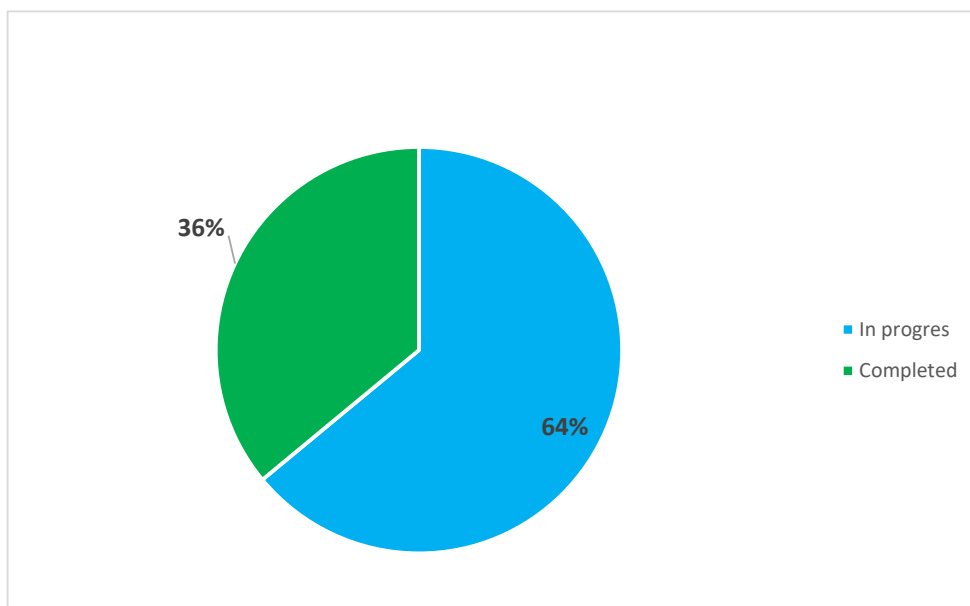
Resolutions, once recorded, take effect immediately. They can vary greatly in scale from writing a letter to communicate Council’s position on a matter, to delivery of a complex capital project. Darebin City Council records and monitors the progress made on the implementation of Council resolutions.

In the third quarter of the financial year to date, 14 resolutions have been completed and 25 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 39 resolutions made by Council and its Delegated Committees since 1 January 2022 is:

- 36% completed
- 64% in progress

Figure One: Progress Status of 28 Council resolutions



FINANCIAL REPORT

Nine months ended 31 March 2022



Financial Report 9 months ended 31 March 2022

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Financial Report

9 months ended 31 March 2022

1 EXECUTIVE SUMMARY

1.2 Operating performance

	YTD Budget \$'000	YTD Actual \$'000	YTD Var \$'000	Adopted Budget \$'000	Annual Forecast \$'000
Operating					
Revenue	174,957	173,094	(1,863)	187,477	177,733
Expenditure	(135,905)	(126,459)	9,446	(181,990)	(181,497)
Surplus (deficit)	39,052	46,635	7,583	5,487	(3,764)
Capital & other					
Revenue / grants	(4,736)	(4,274)	462	(4,736)	(6,556)
Adjusted underlying surplus/(deficit)	34,316	42,361	8,045	751	(10,320)

For the nine months ended 31 March 2022, Council has recorded an operating surplus of \$46.64 million, which is \$7.58 million ahead of the year to date budget. After eliminating capital and other items, the adjusted underlying surplus is \$42.36 million, which is \$8.05 million ahead of budget.

Total revenue year to date is unfavourable by \$1.86 million and forecast to be \$9.74 million less than budget for end of the year. Total expenditure year to date is favourable by \$9.47 million and forecast to be \$0.49 million less than budget for end of year. The forecast operating result for the year ending 30 June 2022 is an operating deficit of \$3.76 million, which is \$9.25 million less than budget. The forecast adjusted underlying deficit is \$10.32 million, which is \$11.07 million less than the budget surplus of \$0.75 million.

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

Revenue in Statutory fees and fines have been forecast down due to traffic enforcement income tracking slower than budget with the expectation revenue will reduce by \$2.09 million.

Revenue from User fees and charges have been forecast down due to the temporary closure of many Council facilities due to COVID-19 with the expectation revenue will reduce by \$1.30 million.

Contributions from developers for public open space are forecast to be \$0.94 million less than budget.

Operating grants have been received for place making and outdoor activation programs which were not budgeted this year \$2.49 million.

The total expense variance of \$9.47 million includes \$1.59 million of employee costs, mainly associated with temporary community facility closures and program deferrals due to COVID-19. Materials and services costs associated with Parks and open space and many of the closed community facilities are also tracking behind the budget due to temporary lockdown from COVID-19.

Financial Report

9 months ended 31 March 2022

1.2 Capital performance

	YTD Budget \$'000	YTD Actual \$'000	YTD Var \$'000	Adopted Budget \$'000	Budget & CFWD's \$'000	Annual Forecast \$'000
Property	21,618	22,423	(805)	39,023	39,794	46,653
Plant & equipment	3,783	3,342	441	6,258	6,538	9,373
Infrastructure	9,717	7,650	2,067	16,372	17,891	17,796
Total capital works	35,118	33,415	1,703	61,653	64,223	70,822

For the nine months ended 31 March 2022, Council has expended \$33.42 million on the capital works program, which is \$1.70 million behind the year to date budget. The variance is due mainly to delays in plant, machinery & equipment, roads, recreation, leisure & community facilities and parks, opens space and streetscapes.

The adopted budget has increased from \$61.65 million to an annual forecast of \$70.82 million. This is due to advance works undertaken at Northcote Aquatic & Recreation Centre \$7.5 million, offset by savings at Narrandjeri Stadium \$2.4 million. Plant and equipment expenditure in relation to the new waste service charge has been brought forward from 2022/23.

1.3 Financial position

	YTD Budget \$'000	YTD Actual \$'000	YTD Var \$'000	Adopted Budget \$'000	Annual Forecast \$'000	Audited 2021 \$'000
Cash and investments	29,674	54,113	24,439	34,544	32,836	64,579
Net current assets	62,876	67,255	4,379	15,544	5,805	36,315
Net assets and total equity	1,571,083	1,535,744	(35,339)	1,537,519	1,485,419	1,489,183

The financial position as at 31 March 2022 shows a cash and investment balance of \$54.11 million which is \$26.44 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 \$54.11 million was sufficient to meet restricted cash and intended allocation obligations of \$32.78 million at the end of March. Restricted cash is the amount of cash holdings Council requires to meet external restrictions such as trust funds, statutory reserves and cash for intended allocations such as cash held to fund future capital works.

The net current asset position is \$67.26 million which is \$4.38 million more than budget. Due mainly to the prior year revaluation decrement of infrastructure assets, the net asset position of \$1.54 billion is \$35.34 million less than budget.

The forecast Financial Position as at 30 June 2022 shows a cash position of \$32.84 million and net current assets of \$5.81 million.

Financial Report 9 months ended 31 March 2022

2. FINANCIAL ANALYSIS

2.1 Operating performance

The information in the table below shows income and operating expenditure for the period ended 31 March 2022. The six columns of data provide information on the following:

- YTD budget to 31 March 2022 (i.e. estimated timing of income and expenditure)
- YTD actual results to 31 March 2022
- YTD variance of actuals compared to budget
- Original budget as adopted by Council
- 3rd Quarter (annual) forecast of the year end position
- Variance of original budget adopted by Council and mid-year (annual) forecast of the year end position.

The report provides year to date (YTD) summary of Council's financial position and is a guide on the timing of receipts and payments. Timing differences can occur during the financial year and year to date variances do not imply that the annual budget will be affected.

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



Financial Report

9 months ended 31 March 2022

DAREBIN CITY COUNCIL

Comprehensive Income Statement

For the 9 months ended 31 March 2022

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Annual Budget \$'000	Annual Forecast \$'000	Forecast Variance \$'000
Income						
Rates and charges	138,113	135,887	(2,226)	139,759	138,132	(1,627)
Statutory fees and fines	6,237	4,666	(1,571)	8,753	6,663	(2,090)
User fees	5,866	4,267	(1,599)	7,931	6,634	(1,297)
Grants - operating	12,945	17,182	4,237	17,075	19,561	2,486
Grants - capital	5,315	4,873	(442)	5,315	7,447	2,132
Contributions - monetary	4,441	3,634	(807)	5,456	4,516	(940)
Net gain (loss) on disposal of property, infrastructure, plant and equipment	396	723	327	631	(7,495)	(8,126)
Other income	1,644	1,862	218	2,557	2,275	(282)
Total income	174,957	173,094	(1,863)	187,477	177,733	(9,744)
Expenses						
Employee costs	70,054	68,461	1,593	93,897	93,410	487
Materials and services	39,018	36,304	2,714	52,632	55,031	(2,399)
Depreciation	18,260	17,048	1,212	24,767	24,691	76
Amortisation - intangible assets	332	378	(46)	29	452	(423)
Amortisation - right of use assets	0	0	0	66	51	15
Bad and doubtful debts	1,097	87	1,010	1,706	605	1,101
Borrowing costs	0	0	0	18	22	(4)
Finance Costs - leases	0	0	0	0	0	0
Other expenses	7,144	4,181	2,963	8,875	7,235	1,640
Total expenses	135,905	126,459	9,446	181,990	181,497	493
Surplus for the year	39,052	46,635	7,583	5,487	(3,764)	(9,251)
Less						
Grants - capital (non-recurrent)	(4,736)	(4,274)	462	(4,736)	(6,556)	(1,820)
Adjusted underlying surplus/ (deficit)	34,316	42,361	8,045	751	(10,320)	(11,071)

Financial Report

9 months ended 31 March 2022

Operating Revenue – notes

1. **Rates and charges:** Major variances include:
 - Supplementary rates are \$155K less than budget. This is due to a reduced number of supplementary valuations occurring after the 2021 general re-valuation undertaken by the Valuer-General. (T)
 - State Government pensioner rate rebate is \$1,215K less than budget. Second and third quarter claim is yet to be lodged with DHS. (T)
 - Special rates and charges related to Solar Saver are \$975K less than budget and it is forecast that this variance will be \$1,205K less than budget at the end of the financial year. There have been delays in the roll-out of the next Solar Saver scheme. (P)
2. **Statutory fees and fines:** Major variances include:
 - Traffic enforcement fees are \$1,894K less than budget YTD and it is forecast that this variance will be \$2,172K less than budget at the end of the financial year. (P)
 - Building and Planning fees are \$385K greater than budget and it is forecast that this variance will be \$451K greater than budget at the end of the financial year. (P)
 - Revenue land information fees are \$150K greater than budget. (T)
3. **User fees:** Major variances include:
 - Bundoora Park fees are \$468K less than budget and it is forecast that this variance will be \$534K less than budget at the end of the financial year. (P)
 - Creative culture and events fees are \$220K less than budget and it is forecast that this variance will be \$249K less than budget at the end of the financial year. (P)
 - Libraries fees are \$104K less than budget and it is forecast that this variance will be \$124K less than budget at the end of the financial year. (P)
 - Reservoir Leisure Centre fees are \$527K less than budget YTD and it is forecast that this variance will be \$572K less than budget at the end of the financial year. (P)
 - Supported and connected living fees are \$154K less than budget at the end of March. (T)
 - Building and Planning fees are forecast to be \$166K greater than budget at the end of the financial year. (P)
4. **Grants operating:** Major variances include:
 - Working for Victoria \$409K. Final installment of the State Government funding received. (P)
 - Supported and connected living service delivery funding is \$1,743K greater than budget and it is forecast that this variance will be \$294K greater than budget at the end of the financial year. Funding received in advance. (P)
 - State Government COVID-19 funding received for Outdoor activation and business support was not budgeted to be received \$1,495K. (P)
 - State Government funding received for environmental and waste programs was not budgeted to be received \$272K. It is forecast that this variance will be \$471K greater than budget at the end of the financial year (P)

Note: (T) Timing, (P) Permanent

Financial Report

9 months ended 31 March 2022

Operating Revenue – notes

- State Government funding received for Place Making is \$1,186K greater than budget and it is forecast that this variance will be \$859K greater than budget at the end of the financial year. Additional funding received in advance. (P)
 - Victorian Grants Commission (Financial Assistance Grants) for 2021-22 were 50% prepaid in 2020/21 and accordingly the grants received are \$1,563K less than budget. (P)
5. **Grants capital:** Major variances include:
- Blackspot and road safety funding is \$301K less than budget and it is forecast that this variance will be \$465K greater than budget at the end of the financial year. Additional funding anticipated as projects are completed. (P)
 - State Government funding for Reservoir activation is \$1,023K less than budget. (T)
 - State Government funding received for Narrandjeri Stadium is \$232K greater than budget and it is forecast that this variance will be \$665K greater than budget at the end of the financial year. Project is in advance of schedule. (P)
 - State Government funding received for Edwardes Lake dog off lead project is \$136K greater than budget. (P)
 - State Government funding received for Penders Park masterplan is \$300K greater than budget. (P)
6. **Contributions - monetary:** Major variances include:
- Public open space contributions are \$835K less than budget and it is forecast that this variance will be \$1,112K less than budget at the end of the financial year. (P)
 - Due to delays in the rollout of the Solar Saver program, small scale technology certificates have not been received \$480K. It is forecast that this variance will be \$642K less than budget at the end of the financial year. (P)
7. **Net gain / (loss) on sale of property, plant and equipment:**
- Proceeds from the sale of plant items at Northcote Aquatic & Recreation Centre is \$166K greater than budget. The auction proceeds of this equipment was not budgeted. (P)
 - Proceeds on sale of motor vehicles is \$227K greater than budget. (T)
 - Proceeds from the sale of discontinued roads is \$465K less than budget. It is forecast that this variance will be \$625K less than budget at the end of the financial year. (P)
 - Write-off of the demolished buildings and infrastructure at the Northcote Aquatic & Recreation Centre was not budgeted. It is forecast that \$8.4 million of asset value will be written-off this year. (P)
8. **Other income:** Major variances include:
- Cost recovery received from Victorian WorkCover Authority is \$324K greater than budget and it is forecast that this variance will be \$324K greater than budget at the end of the financial year. (P)
 - Lower deposit interest rates have resulted in the Interest received to be \$189K less than budget and it is forecast that this variance will be \$227K less than budget at the end of the financial year. (P)
 - Property income from rental and leases is \$196K greater than budget it is forecast that this variance will be \$96K greater than budget at the end of the financial year. (P)

Note: (T) Timing, (P) Permanent

Financial Report

9 months ended 31 March 2022

Operating Expenses – notes

9. **Employee costs:** Major variances are:

- City Development is \$144K less than budget at the end of March. It is forecast that this variance will be \$221K less than budget at the end of the financial year. (P)
- City Safety and compliance is \$450K less than budget at the end of March. COVID-19 has impacted on traffic enforcement and temporary closure of school crossings. It is forecast that this variance will be \$421K less than budget at the end of the financial year. (P)
- Communications & Engagement is \$247K less than budget at the end of March. Lower than expected communications costs. It is forecast that this variance will be \$155K less than budget at the end of the financial year. (P)
- Equity & Wellbeing is \$264K less than budget at the end of March. It is forecast that this variance will be \$434K less than budget at the end of the financial year. (P)
- Families, Youth & Children is \$138K less than budget at the end of March. (T)
- Information services is forecast to be \$234K less than budget at the end of the financial year. (P)
- Parks and Open space is forecast to be \$218K less than budget at the end of the financial year. (P)
- Property & Business improvement is \$154K less than budget at the end of March. Lower than expected property management costs. It is forecast that this variance will be \$250K less than budget at the end of the financial year. (P)
- Supported and Connected living is \$942K less than budget at the end of March. It is forecast that this variance will be \$907K less than budget at the end of the financial year. (P)
- Assets & Capital Delivery is \$187K greater than budget at the end of March. (T)
- City Works is \$472K greater than budget at the end of March. Infrastructure maintenance and waste operations costs are greater than expected. It is forecast that this variance will be \$153K greater than budget at the end of the financial year. (P)
- People and Culture is \$210K greater than budget at the end of March. It is forecast that this variance will be \$425K greater than budget at the end of the financial year. Greater than expected group learning costs and accrued leave paid to Working for Victoria participants. (P)
- Due to Covid-19, accrued leave provisions for both annual and long service leave are forecast to increase. It is forecast that this variance will be \$1,485K greater than budget at the end of the financial year. (P)

10. **Materials and services:** Major variances are:

- Assets & Capital Delivery is \$446K less than budget at the end of March. Less than expected facilities maintenance works. (T)
- City Safety and compliance is \$249K less than budget at the end of March. COVID-19 has impacted on traffic enforcement and animal welfare facility costs. It is forecast that this variance will be \$253K less than budget at the end of the financial year. (P)
- City Futures is \$479K less than budget at the end of March. Lower than expected planning costs associated with the Preston Market and the planning scheme amendments. It is forecast that this variance will be \$199K greater than budget at the end of the financial year. (P)

Note: (T) Timing, (P) Permanent

Financial Report

9 months ended 31 March 2022

Operating Expenses – notes

- Communications & Engagement is \$248K less than budget at the end of March. Lower than expected communications and costs of Darebin Community News. (T)
 - Creative Culture and events is \$385K less than budget at the end of March. The State Government Covid-19 restrictions has forced the temporary closure of many Council facilities and the postponement of programs. (T)
 - Environment & Sustainable transport is \$1,903K less than budget at the end of March. Delays in rollout of the Solar Saver program. It is forecast that this variance will be \$1,715K less than budget at the end of the financial year. (P)
 - Equity and wellbeing is \$295K less than budget at the end of March. Due to Covid-19 restrictions there have been delays in delivering various programs. It is forecast that this variance will be \$204K greater than budget at the end of the financial year. (P)
 - Families, Youth & Children is \$147K less than budget at the end of March. (T)
 - Governance & Corporate strategy is forecast to be \$427K greater than budget at the end of the financial year. Higher than anticipated insurance premiums and excess. (P)
 - Recreation & libraries is \$233K less than budget at the end of March. The State Government Covid-19 restrictions has forced the temporary closure of many Council facilities and the postponement of programs. It is forecast that this variance will be \$308K greater than budget at the end of the financial year. (P)
 - City Works is \$1,611K greater than budget at the end of March. Higher than expected waste management and greater Infrastructure maintenance costs. It is forecast that this variance will be \$166K greater than budget at the end of the financial year. (P)
 - Economic recovery & resilience is \$443K greater than budget at the end of March. Costs associated with Shop local voucher scheme are in advance of forecast. Additional external funding received for Place Making and Outdoor Activation projects. It is forecast that this variance will be \$796K greater than budget at the end of the financial year. (P)
 - Information services is \$1,007K greater than budget at the end of March. Prepaid IT licence agreements are in advance of forecast. It is forecast that this variance will be \$997K greater than budget at the end of the financial year. (P)
11. **Bad and doubtful debts:** Major variance is:
- Traffic enforcement in bad and doubtful debts is \$934K less than budget and it is forecast that this variance will be \$850K less than budget at the end of the financial year. The variance arises mainly as a result of less infringements being sent to Fines Victoria for processing. (P)
12. **Other expenses:** Major variances are:
- 1.5% rebate attributable to general rates and property valuations are \$1,660K less than budget. (T)
 - Governance & Corporate strategy is \$127K less than budget at the end of March. Lower than expected community grants. It is forecast that this variance will be \$113K less than budget at the end of the financial year. (P)
 - Supported and Connected living is \$194K less than budget at the end of March. Lower than expected costs associated with social support. (T)

Note: (T) Timing, (P) Permanent

Financial Report

9 months ended 31 March 2022

2.2 Capital performance

The information in the table below shows capital expenditure for the period ended 31 March 2022. The seven columns of data provide information on the following:

- YTD budget to 31 March 2022
- YTD actual results to 31 March 2022
- YTD variance of actuals compared to budget
- Original budget as adopted by Council
- Original budget plus additional carry forwards not included in the published budget
- Mid-year (annual) forecast of the year end position
- Variance of original budget adopted by Council and mid-year forecast of the year end position.

DAREBIN CITY COUNCIL

Statement of Capital Works

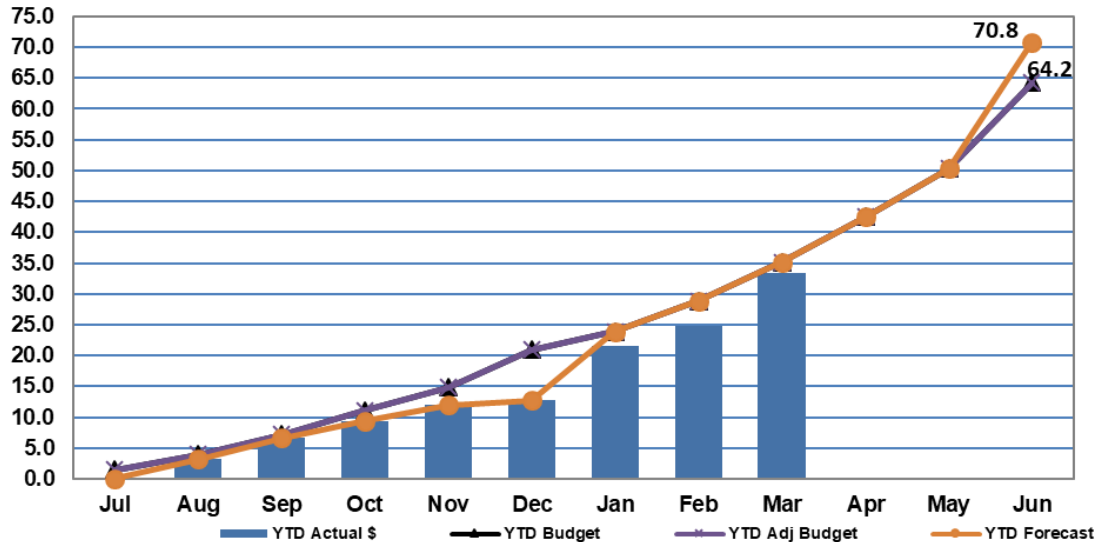
For the 9 months ended 31 March 2022

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Annual Budget \$'000	Budget & CFWDs \$'000	Annual Forecast \$'000	Forecast Variance \$'000
Capital works							
Property							
Land	541	0	541	1,000	1,000	0	1,000
Buildings	21,077	22,423	(1,346)	38,023	38,794	43,653	(5,630)
Total property	21,618	22,423	(805)	39,023	39,794	43,653	(4,630)
Plant & equipment							
Plant, machinery & equipment	1,673	747	926	3,094	3,094	4,914	(1,820)
Computers & telecommunications	1,430	2,122	(692)	2,364	2,644	3,659	(1,295)
Library books	680	473	207	800	800	800	0
Total plant & equipment	3,783	3,342	441	6,258	6,538	9,373	(3,115)
Infrastructure							
Roads	2,628	1,012	1,616	4,556	4,859	3,913	643
Bridges	22	2	20	40	40	105	(65)
Footpaths & cycleways	984	1,066	(82)	1,732	1,820	1,870	(138)
Drainage	461	520	(59)	800	800	700	100
Land Improvements	1,716	2,303	(587)	2,673	3,173	3,730	(1,057)
Recreation, leisure & community facilities	885	124	761	1,568	1,636	1,490	78
Parks, open space & streetscapes	3,021	2,623	398	5,003	5,563	5,988	(985)
Total infrastructure	9,717	7,650	2,067	16,372	17,891	17,796	(1,424)
Total capital works	35,118	33,415	1,703	61,653	64,223	70,822	(9,169)
Represented by:							
Asset renewal	14,310	13,617	693	25,123	27,495	28,860	(3,737)
New assets	11,257	10,711	546	19,762	19,762	22,701	(2,939)
Asset expansion	5,183	4,932	251	9,099	9,099	10,452	(1,353)
Asset upgrade	4,368	4,156	212	7,669	7,867	8,810	(1,141)
Total capital works	35,118	33,415	1,703	61,653	64,223	70,822	(9,169)

Financial Report

9 months ended 31 March 2022

Cumulative capital works actual expenditure



Capital Expenditure – notes

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

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

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

- Building renewal program is \$1.25 million less than budget at the end of March. Progress on works is behind of the project plan. It is forecast that this variance will be \$255K less than budget at the end of the financial year. (P)
- Catalyst project – Preston Civic Centre is \$500K less than budget at the end of March. Progress on works is behind of the project plan. (T)
- Northcote Aquatic and Recreation Centre redevelopment is \$1.07 million less than budget at the end of March. Progress on the works is forecast to be in advance of the project plan at year end. It is forecast that this variance will be \$7,500K greater than budget at the end of the financial year. (P)
- Reservoir Leisure Centre is \$304K less than budget. Progress on works is behind of the project plan. It is forecast that this variance will be \$100K less than budget at the end of the financial year. (P)
- BT Connor Reserve pavilion upgrade is \$629K greater than budget. Progress on works is ahead of the project plan. It is forecast that this variance will be \$300K less than budget at the end of the financial year. (P)
- Narrandjeri Stadium is \$3.64 million greater than budget at the end of March. The Narrandjeri Stadium project is a multi-year project. Progress on the stadium is in advance of the project plan. It is forecast that this variance will be \$2,423K less than budget at the end of the financial year. (P)
- Northcote library and customer service centre facade upgrade is \$201K greater than budget at the end of March. Progress on the works is in advance of the project plan. It is forecast that this variance will be \$164K greater than budget at the end of the financial year. (P)

Financial Report

9 months ended 31 March 2022

Capital Expenditure – notes

3. **Plant, machinery & equipment:** Major variances include:

- Food waste into green bin program is \$108K less than budget at the end of March. Progress on works is behind of the project plan. (T)
- Mobile garbage, recycling and green bin replacement program is \$162K less than budget at the end of March. Progress on works is behind of the project plan. (T)
- Vehicular plant replacement program is \$731K less than budget at the end of March. Progress on works is behind of the project plan. It is forecast that this variance will be \$1.00 million greater than budget at the end of the financial year. (P)
- Youth services equipment renewal program is \$122K greater than budget at the end of March. Progress on works is in advance of the project plan. (T)

4. **Computer & telecommunications:** Major variances include:

- It improvement – Darebin website program is \$349K greater than budget at the end of March. Progress on works is in advance of the project plan. It is forecast that this variance will be \$675K less than budget at the end of the financial year. (P)
- It improvement – IFS project is \$380K greater than budget at the end of March. Progress on works is in advance of the project plan. It is forecast that this variance will be \$675K less than budget at the end of the financial year. (P)
- It infrastructure program is \$167K greater than budget at the end of March. Progress on works is in advance of the project plan. (T)
- Pulse system project is \$149K greater than budget at the end of March. Progress on works is in advance of the project plan. (T)
- It project – EDRMS replacement is \$229K less than budget at the end of March. Progress on works is behind of the project plan. It is forecast that this variance will be \$400K less than budget at the end of the financial year. (P)

5. **Library books:** Major variances include:

- Library product purchase is \$207K less than budget at the end of March. Lower than expected digital product purchases. (T)

6. **Roads:** Major variances include:

- Blackspot design and construction is \$209K less than budget at the end of March. Progress on works is behind of the project plan. It is forecast that this variance will be \$310K greater than budget at the end of the financial year. (P)
- Road Rehabilitation – future design works is \$875K less than budget at the end of March. Progress on works is behind of the project plan. It is forecast that this variance will be \$550K greater than budget at the end of the financial year. (P)
- Road resurfacing works is \$431K less than budget at the end of March. Progress on works is behind of the project plan. (T)
- Safe travel program is \$183K less than budget at the end of March. Progress on works is behind of the project plan. (T)
- Kerbs and channel renewal program is \$179K greater than budget at the end of March. Progress on works is in advance of the project plan. (T)

Note: (T) Timing, (P) Permanent

Financial Report

9 months ended 31 March 2022

Capital Expenditure – notes

7. **Land improvements:** Major variances include:

- Dole Reserve wetland project is \$1.03 million less than budget at the end of March. Progress on works is behind of the project plan. (T)
- Darebin Resource Recovery Centre retaining wall is \$1.66 million greater than budget. Progress on works is ahead of the project plan. It is forecast that this variance will be \$557K greater than budget at the end of the financial year. (P)

8. **Recreation, leisure & community facilities:** Major variances include:

- Sportsfield lighting – JE Moore Park is \$199K less than budget at the end of March. Progress on works is behind of the project plan. (T)
- Sportsfield lighting – IW Dole Reserve is \$190K less than budget at the end of March. Progress on works is behind of the project plan. (T)
- Sportsfield lighting – JC Donath Reserve is \$218K less than budget at the end of March. Progress on works is behind of the project plan. (T)
- Sportsfield lighting – GH Mott Reserve is \$143K less than budget at the end of March. Progress on works is behind of the project plan. (T)

9. **Parks, opens space & streetscapes:** Major variances include:

- Streetscape improvement is \$293K less than budget at the end of March. Progress on works is behind of the project plan. (T)
- Open space works at Penders Park is \$139K less than budget at the end of March. Project is behind of the project plan. It is forecast that this variance will be \$120K greater than budget at the end of the financial year. (P)
- Open space rapid works for 2021-22 is \$371K greater than budget at the end of March. Project is in advance of proposed project plan. (T)
- High on Broadway streetscape is forecast to be \$354K greater than budget at the end of the financial year. (P)

Note: (T) Timing, (P) Permanent

Financial Report

9 months ended 31 March 2022

2.3 Financial position

	YTD Budget \$'000	YTD Actual \$'000	YTD Var \$'000	Adopted Budget \$'000	Annual Forecast \$'000	Audited 2021 \$'000
Cash and investments	29,674	54,113	24,439	34,544	32,836	64,579
Net current assets	62,876	67,255	4,379	15,544	5,805	36,315
Net assets and total equity	1,571,083	1,535,744	(35,339)	1,537,519	1,485,419	1,489,183

Cash balance

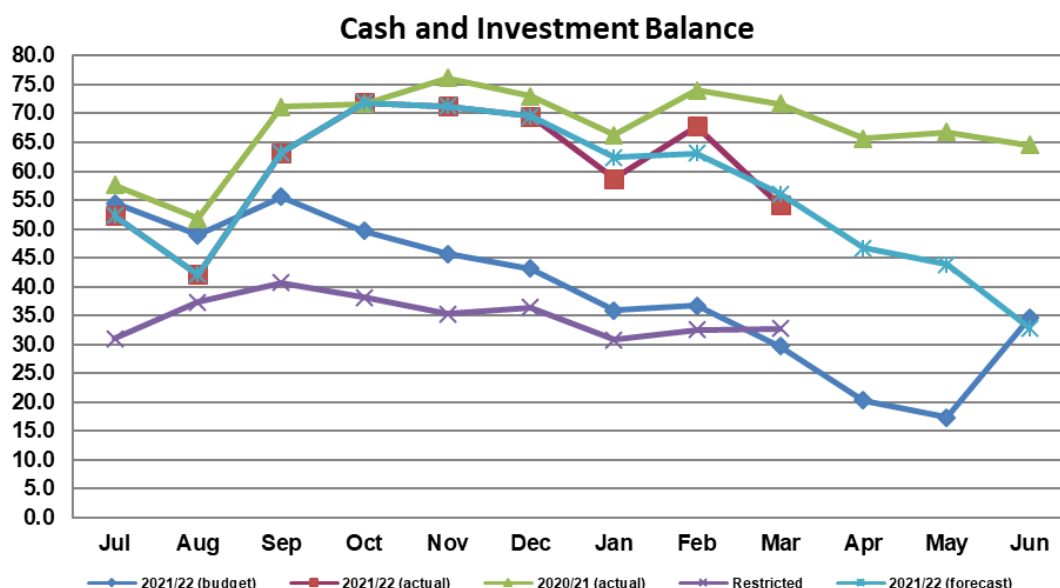
The chart below shows projections of how Council’s cash balance is expected to perform over the course of the 2021/22 financial year. The chart portrays:

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

Restricted cash includes:

- Developer contribution scheme
- Drainage development reserve
- Recreational lands contributions held on behalf of developers
- Carried forward capital works
- Trust funds and deposits.

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



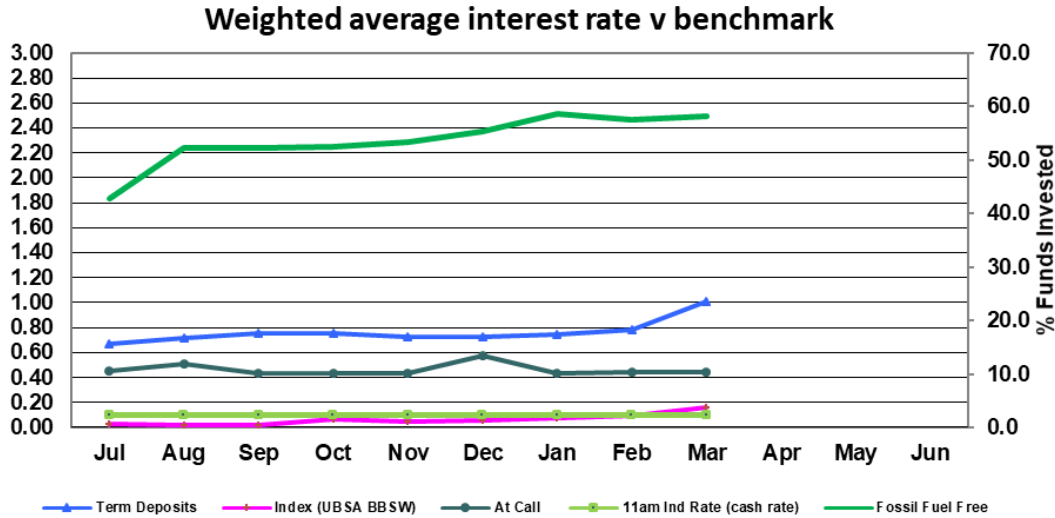
Note: Cash and investments include term deposits with a maturity date exceeding 90 days which are classified as other financial assets in the Balance Sheet (\$23.91M).

The graph below shows Council’s interest performance against the market as well as showing the percentage of investments that were placed with financial institutions and authorised deposit-taking institutions which do not have a record of funding fossil fuels. As at 31 March 2022, 58% of all invested

Financial Report

9 months ended 31 March 2022

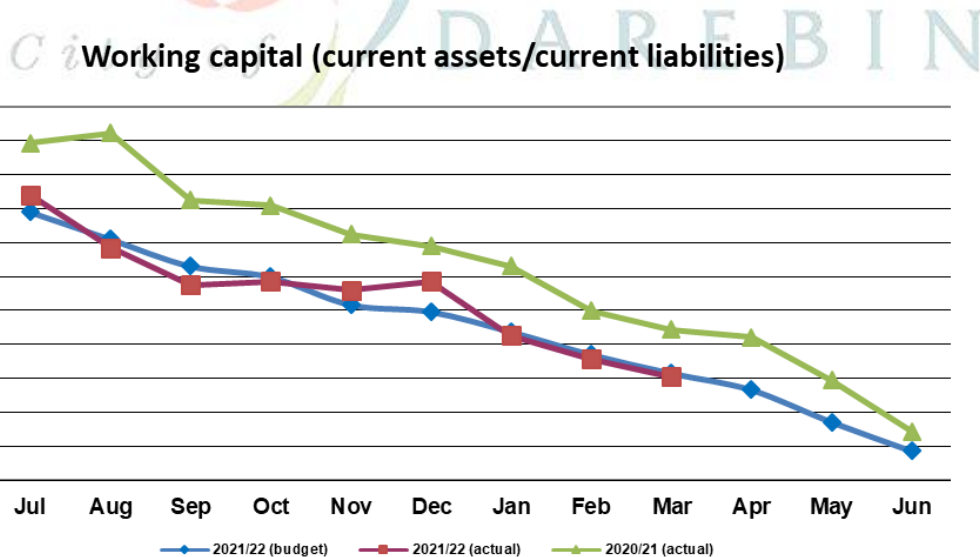
funds were placed with financial institutions and ADIs which do not have a record of funding fossil fuels (30 June 2021 45%).



Working capital

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

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



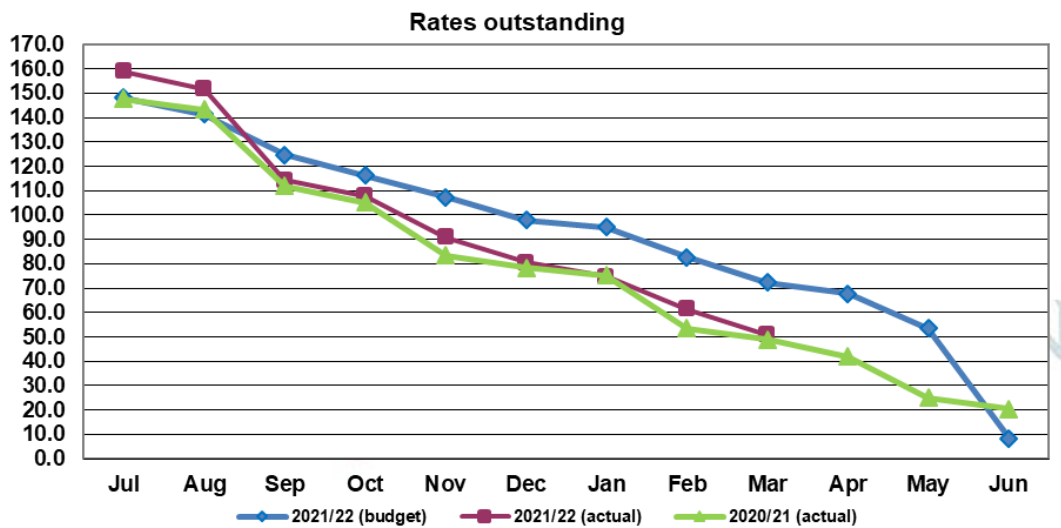
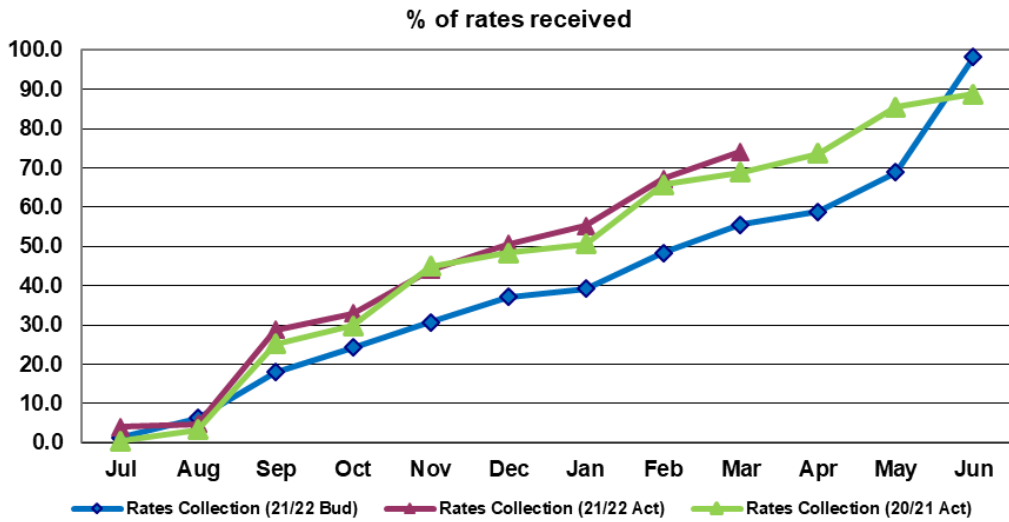
As at 31 March 2022, \$135.89 million was raised in general rates and charges including supplementary valuations generated by changes to council’s property base. At 31 March 2022, 74.1% of the rates raised have been collected compared to the same period of the 2020-21 financial year of 68.9%.

Rates debtors

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

Financial Report

9 months ended 31 March 2022



Financial Report
9 months ended 31 March 2022

APPENDIX A

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



Financial Report

9 months ended 31 March 2022

DAREBIN CITY COUNCIL

Comprehensive Income Statement

For the 9 months ended 31 March 2022

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Annual Budget \$'000	Annual Forecast \$'000
Income					
Rates and charges	138,113	135,887	(2,226)	139,759	138,132
Statutory fees and fines	6,237	4,666	(1,571)	8,753	6,663
User fees	5,866	4,267	(1,599)	7,931	6,634
Grants - operating	12,945	17,182	4,237	17,075	19,561
Grants - capital	5,315	4,873	(442)	5,315	7,447
Contributions - monetary	4,441	3,634	(807)	5,456	4,516
Net gain (loss) on disposal of property, infrastructure, plant and equipment	396	723	327	631	(7,495)
Other income	1,644	1,862	218	2,557	2,275
Total income	174,957	173,094	(1,863)	187,477	177,733
Expenses					
Employee costs	70,054	68,461	1,593	93,897	93,410
Materials and services	39,018	36,304	2,714	52,632	55,031
Depreciation	18,260	17,048	1,212	24,767	24,691
Amortisation - intangible assets	332	378	(46)	29	452
Amortisation - right of use assets	0	0	0	66	51
Bad and doubtful debts	1,097	87	1,010	1,706	605
Borrowing costs	0	0	0	18	22
Finance Costs - leases	0	0	0	0	0
Other expenses	7,144	4,181	2,963	8,875	7,235
Total expenses	135,905	126,459	9,446	181,990	181,497
Surplus for the year	39,052	46,635	7,583	5,487	(3,764)
Less					
Grants - capital (non-recurrent)	(4,736)	(4,274)	462	(4,736)	(6,556)
Adjusted underlying surplus/ (deficit)	34,316	42,361	8,045	751	(10,320)

Financial Report

9 months ended 31 March 2022

DAREBIN CITY COUNCIL

Balance Sheet

As at 31 March 2022

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Annual Budget \$'000	Annual Forecast \$'000	Audited 2021 \$'000
Current assets						
Cash and cash equivalents	29,674	30,205	531	34,544	15,983	47,727
Trade and other receivables	70,215	55,987	(14,228)	14,425	17,628	19,938
Other financial assets	0	23,908	23,908	0	16,853	16,852
Inventories	60	58	(2)	60	58	58
Other assets	2,647	1,122	(1,525)	2,525	2,026	2,212
Total current assets	102,596	111,280	8,684	51,554	52,548	86,787
Non-current assets						
Trade and other receivables	8,603	3,653	(4,950)	9,095	2,909	3,995
Other financial assets	0	6	6	0	6	6
Property, infrastructure, plant & equipment	1,498,337	1,463,392	(34,945)	1,518,590	1,484,489	1,447,095
Right-of-use assets	263	154	(109)	197	103	154
Investment property	2,790	2,714	(76)	2,790	2,714	2,714
Intangible assets	246	590	344	549	517	969
Total non-current assets	1,510,239	1,470,509	(39,730)	1,531,221	1,490,738	1,454,933
Total assets	1,612,835	1,581,789	(31,046)	1,582,775	1,543,286	1,541,720
Current liabilities						
Trade and other payables	12,219	14,139	(1,920)	8,792	14,704	15,004
Trust funds and deposits	4,571	5,066	(495)	4,527	5,123	5,123
Unearned Income	0	2,468	(2,468)	0	2,385	8,044
Provisions	22,818	22,338	480	21,918	23,589	22,227
Interest bearing loans and borrowings	0	0	0	706	942	0
Lease liability	112	14	98	67	0	74
Total current liabilities	39,720	44,025	(4,305)	36,010	46,743	50,472
Provisions	1,876	1,876	0	1,876	1,981	1,981
Interest bearing loans and borrowings	0	0	0	7,236	9,058	0
Lease liability	156	144	12	134	84	84
Total non-current liabilities	2,032	2,020	12	9,246	11,123	2,065
Total liabilities	41,752	46,045	(4,293)	45,256	57,866	52,537
Net assets	1,571,083	1,535,744	(35,339)	1,537,519	1,485,419	1,489,183
Equity						
Accumulated surplus	606,905	611,198	4,293	573,791	557,188	564,636
Asset revaluation reserve	936,646	898,504	(38,142)	936,646	898,505	898,505
Other reserves	27,532	26,042	(1,490)	27,082	29,726	26,042
Total equity	1,571,083	1,535,744	(35,339)	1,537,519	1,485,419	1,489,183

Financial Report

9 months ended 31 March 2022

DAREBIN CITY COUNCIL

Statement of Cash Flow

For the 9 months ended 31 March 2022

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Annual Budget \$'000	Annual Forecast \$'000
Cash flows from operating activities					
Rates	77,598	100,139	22,542	138,425	141,220
Statutory fees and fines	6,237	4,239	(1,998)	9,577	6,663
User fees & charges (inclusive of GST)	8,140	4,858	(3,282)	8,677	7,046
Government receipts	18,260	17,196	(1,064)	22,174	22,149
Contributions - Monetary	4,095	3,634	(461)	5,456	4,516
Other income	1,995	1,872	(123)	2,627	2,275
Employee costs	(69,237)	(68,865)	371	(96,009)	(92,348)
Materials and services (inclusive of GST)	(54,233)	(39,698)	14,534	(70,702)	(71,956)
Net FSPL refund / payment	10	(590)	(600)	0	0
	(7,135)	22,785	29,920	20,225	19,566
Interest	(3)	(41)	(37)	593	201
Trust funds and deposits	0	(264)	(264)	0	(800)
Net GST refund / payment	7,343	6,300	(1,043)	8,915	8,958
Net cash provided by operating activities	204	28,781	28,577	29,733	27,924
Cash flows from investing activities					
Proceeds from sale of property, plant & equipment	611	1,100	488	694	1,244
Payment for property, infrastr, plant & equipment	(35,119)	(40,356)	(5,237)	(67,718)	(70,824)
Repayment of loans and advances	0	9	9	0	9
Proceeds from sale of other financial assets	0	0	0	0	0
Net cash used in investing activities	(34,508)	(39,247)	(4,740)	(67,024)	(69,571)
Cash flows from financing activities					
Finance costs	0	0	0	(18)	(40)
Proceeds of interest bearing loans and borrowings	0	0	0	8,000	10,000
Repayment of borrowings	0	0	0	(58)	0
Repayment of lease liabilities	0	0	0	(67)	(56)
Net cash used in financing activities	0	(0)	(0)	7,857	9,904
Net increase / (decrease) in cash & cash equivalents	(34,304)	(10,466)	23,838	(29,434)	(31,743)
Cash & cash equivalents at the beginning of the year	63,978	64,579	601	63,978	64,579
Cash & cash equivalents at the end of the period	29,674	54,113	24,439	34,544	32,836

Note: Cash and cash equivalents at the beginning of the year includes term deposits with a maturity date exceeding 90 days which are classified as other financial assets in the Balance Sheet (\$16.85M).

Financial Report

9 months ended 31 March 2022

DAREBIN CITY COUNCIL

Statement of Cash Flow

For the 9 months ended 31 March 2022

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	39,052	46,635	7,583	5,487	(3,764)
Items not involving cash or non operating in nature					
Depreciation and amortisation	18,592	17,426	(1,166)	24,767	25,194
Interest expense	0	0	0	0	22
Bad & doubtful debts	1,097	87	(1,010)	1,706	605
	<u>58,345</u>	<u>63,425</u>	<u>5,080</u>	31,329	<u>29,552</u>
Change in operating assets and liabilities					
Decrease / (Increase) in rate debtors	(66,739)	(35,815)	30,924	(3,986)	3,289
Decrease / (Increase) in other operating assets	10,799	728	(10,071)	7,546	(6,921)
(Decrease) / Increase in Trade creditors	(1,729)	4,952	6,681	(3,968)	0
(Decrease) / Increase in other operating liabilities	(1,372)	(4,515)	(3,143)	(1,188)	642
(Decrease) / Increase in provisions	900	6	(894)	0	1,362
	<u>(58,141)</u>	<u>(34,643)</u>	<u>23,498</u>	(1,596)	<u>(1,627)</u>
Net cash provided by operating activities	<u>204</u>	<u>28,781</u>	<u>28,577</u>	29,733	<u>27,924</u>



Financial Report

9 months ended 31 March 2022

DAREBIN CITY COUNCIL

Statement of Capital Works

For the 9 months ended 31 March 2022

	YTD Budget \$'000	YTD Actual \$'000	YTD Variance \$'000	Annual Budget \$'000	Budget & CFWDs \$'000	Annual Forecast \$'000
Capital works						
Property						
Land	541	0	541	1,000	1,000	0
Buildings	21,077	22,423	(1,346)	38,023	38,794	43,653
Total property	21,618	22,423	(805)	39,023	39,794	43,653
Plant & equipment						
Plant, machinery & equipment	1,673	747	926	3,094	3,094	4,914
Computers & telecommunications	1,430	2,122	(692)	2,364	2,644	3,659
Library books	680	473	207	800	800	800
Total plant & equipment	3,783	3,342	441	6,258	6,538	9,373
Infrastructure						
Roads	2,628	1,012	1,616	4,556	4,859	3,913
Bridges	22	2	20	40	40	105
Footpaths & cycleways	984	1,066	(82)	1,732	1,820	1,870
Drainage	461	520	(59)	800	800	700
Land Improvements	1,716	2,303	(587)	2,673	3,173	3,730
Recreation, leisure & community facilities	885	124	761	1,568	1,636	1,490
Parks, open space & streetscapes	3,021	2,623	398	5,003	5,563	5,988
Total infrastructure	9,717	7,650	2,067	16,372	17,891	17,796
Total capital works	35,118	33,415	1,703	61,653	64,223	70,822
Represented by:						
Asset renewal	14,310	13,617	693	25,123	27,495	28,860
New assets	11,257	10,711	546	19,762	19,762	22,701
Asset expansion	5,183	4,932	251	9,099	9,099	10,452
Asset upgrade	4,368	4,156	212	7,669	7,867	8,810
Total capital works	35,118	33,415	1,703	61,653	64,223	70,822

8.2 NORTHCOTE GOLF COURSE SHARED USE RECOMMENDATION

Author: Principal Parks Strategic Planner

Reviewed By: General Manager Operations and Capital

EXECUTIVE SUMMARY

Community engagement on the future shared use of the Northcote Public Golf Course site took place between November 2021 and February 2022 in response to a previous Council resolution. This included the opportunity for public feedback via a survey that was open for 5 weeks between 4 November and 2 December 2021, and two public hearing sessions on 14 and 16 February 2022.

There was significant public interest in the future use of the site, and responses were varied and from a wide-reaching audience. The key themes that emerged were that both golf and other park uses were important to our community, as were issues of equity and inclusivity.

This report presents several options and recommends an option for shared use of the site that would increase open space and retain a 9-hole golf course. After Council's decision, the next steps would be to tender for a golf course management operator and to commence design for any physical works at the site. Tendering may establish an initial 2 or 3 year contract, with the contract option for Council to extend beyond that. Council would make a future decision about a contractor in late 2022.

Officer Recommendation

That Council

- 1) Endorses 'Option A' for shared use of the Northcote Golf Course site including decommissioning the southern most hole, retaining a 9-hole golf course, developing a new northern park, delivering a new eastern boundary path and unlocking approximately 5.72 hectares of park land for broader community shared use (**Appendix B**).
- 2) Seeks briefings from officers on:
 - a. terms and conditions of a new golf course management contract for the course including options that might further activate the course for those looking to participate in golf and non-golf pastimes.
 - b. the condition of the buildings on the site and how these buildings could be used to activate the space and encourage further shared use.
- 3) Calls for a review of fencing of the site to determine how access and security can best be managed for shared use.
- 4) Writes to The Hon. Ros Spence MP to thank the State Government for its contribution towards this project, continues negotiation on grant terms and conditions and seeks a further State Government funding contribution to the capital development of the site as endorsed by Council.
- 5) Incorporates necessary funding into the proposed 2022-23 Budget which will be considered by Council at a meeting in June 2022.

- 6) Commences work related to the recommended option including the reconfiguration of one fairway, changes to tees and greens and other capital improvements for delivery of shared use of the space in the 2022/2023 financial year.
 - 7) Thanks the community for their valuable and considered input made during the community engagement and publishes the Northcote Golf Course Community Engagement Report (**Appendix A**) on the Your Say page.
-

BACKGROUND / KEY INFORMATION

During 2020, community members sought to access the Northcote Public Golf Course site as additional public open space for recreation during Victoria's extended COVID lockdowns. In response to this, early in its new term Council resolved to seek feedback through community engagement on how the Northcote Public Golf Course site might be shared for broader shared uses in the future.

Following a Council meeting in 25 October 2021, community consultation was started and included a survey designed to capture the ideas and feedback on the future shared use of the site, as well as an opportunity to provide verbal submissions to Council through two hearing of community feedback sessions.

This report presents a summary of the key principles for use of the site, feedback from the community and stakeholders, and recommended options to proceed.

Previous Council Resolution

At its meeting held on 25 October 2021, Council resolved:

'That Council:

- 1) *Commences community consultation and invite community feedback regarding the future shared use of the Northcote Golf Course*
- 2) *Notes that community consultation will occur for 5 weeks starting in late October 2021.*
- 3) *Invites those who have provided feedback as part of the consultation to be heard in support of their response at a meeting of councillors at a date to be determined in early 2022.*
- 4) *Notes that in parallel, Council officers will progress discussions with Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation regarding any options relating to future co-management options of the site.*
- 5) *Receives a report making recommendations on the future shared use of the Northcote Public Golf Course in March 2022.'*

And prior to that, on 22 March 2021, Council resolved to:

- 1) *Notes the report.*
- 2) *Upon the adoption of the 2021/2022 budget, immediately commences community consultations by adopting a Collaborative model of consultation to assist Council in developing a vision and plan for the future shared use of the Northcote Golf Course.*
- 3) *Receives a Council report no later than December 2021 on a future vision and plan for the shared use of the Northcote Golf Course after a period of community consultation with the range of key stakeholders as listed in the officer's report, and community members.*

An additional, relevant resolution was made on 26 April 2022. This resolution is not specifically about this site, but more broadly about Council owned land and land management.

That Council:

- 1) *Notes the 2021-2024 Council Plan strategic action commitment to having discussions with Traditional Owners to understand the feasibility and resources required for Council to hand back land and responsibility for land management.*
- 2) *Notes that Council will initiate and jointly design and respectful partnership engagement approach with the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation.*
- 3) *Receives a report on how Council could commence, in collaboration with Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation, the process of identifying and scoping all the opportunities, including any places of cultural significance, for Council to hand back land and responsibility for land management to the Wurundjeri.*
- 4) *Immediately writes to the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation Board to inform them of the above.*

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 1: Vibrant, Respectful and Connected

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 1: Vibrant, Respectful and Connected

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

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

The Council Plan prioritises a number of actions that directly relate to this report. In particular, the future shared use of the golf course is a specific action, while consultation with the Wurundjeri Woi-Wurrung Cultural Heritage Aboriginal Corporation about a range of initiatives (including management/co-management of open space) is also relevant to this report.

DISCUSSION

Engagement Process

The first stage of community consultation on the future shared use of the Northcote Golf Course site took place from 4 November to 12 December 2021 via an online survey on Darebin's Your Say. Additionally, hard copies were available from a variety of locations.

The survey sought feedback on the following questions endorsed by Council:

- 1) What does sharing the space at Northcote Public Course look like to you and our community?
- 2) How do you see the space being shared between the general public uses and a golf course?
- 3) What options can you imagine for shared use?
- 4) Do you have any other comments?

Community participation and interest

The survey was open for 5 weeks between 4 November and 2 December 2021, which saw a large number of responses from the local community and a wider reaching audience including interstate and overseas respondents.

The two public hearing sessions on 14 and 16 February 2022 also attracted a high number of participants. A video recording of each session is available on the Your Say page.

Close to 7,000 surveys were fully completed and approximately 70 attendees presented verbal feedback, sharing views from across the spectrum of single use and shared use feedback for the site.

Promotion of the consultation process followed a detailed community engagement plan to ensure that our community was aware of this opportunity. A total of 11,488 entries were recorded via the online survey tool, with 6,975 complete entries. Some surveys were either incomplete (2,959) or not proceeded as participants were not able to share personal information to complete the survey (1,554). 112 entries were removed as they were duplicates (where the same name and email address were used). In accordance with Council's community engagement policy, anyone who chooses to participate in a consultation process is required to provide personal information. This enables Council to identify demographic data thus ensuring our engagements are representative of the diverse community.

Type of feedback received

Overall, the type of feedback received through the survey was varied. All feedback was coded into themes. The framework is provided as part of the engagement summary in **Appendix A**. In general, community views can be summarised into the following groups and response numbers:

Code	Total	Darebin residents	Moreland (residents and CALD)	Coding framework
Support sharing	2782	1505	57	Includes comments that support sharing the golf course, this includes people who want golf to be retained with additional uses.
Golf only	2985	1470	37	Relates to comments that clearly stated that they only support golfing activities in Northcote Golf Course, without sharing it with other uses.
Park only	697	524	8	Relates to comments that clearly stated that they only support turning Northcote Golf Course into a public park, without sharing it with other uses.
Shared – spatial	802	487	17	Relates to comments that support sharing part of the golf course for other uses, for instance, reduce the size of the golf course and share part of the land; or sharing the club house for non-golf uses.
Shared – temporal	2082	1204	41	Relates to comments that support sharing through allowing different activities at different times, for instance, opening for other uses during summer, some days in the week/ weekends/ evenings or by timeslots for non-golf uses. This option does not involve reducing the size of the golf course.
Non-golf uses	1128	781	22	Relates to any ideas that are non-golf uses, for example picnic, BBQ, events, Indigenous storytelling, playgrounds, exercising, community hubs, community garden, and rewilding.

** Please note that participants expressed many different views within one submission, given this the total figure is higher than the total submissions received.

*** The survey was not designed as a quantitative exercise, therefore use of these numbers should be with caution.

Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation Engagement

Since Council considered this site specifically in October 2021, it has made a broader resolution on 26 April 2022 relating to land across Darebin, which seeks to explore handing back land and responsibility for land management using a respectful partnership engagement approach. Council wrote to the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation to advise of this broader decision and they have responded seeking a meeting between Council and the Board with regards to the resolution. At this time, formal feedback about the Northcote Golf Course site hasn't been provided to Council. The recommendation in this report would not prevent future consideration of any specific feedback about this site that Council may receive in future.

Principles for shared-use of the site

The following principles have guided the engagement process for the future use of the site and support Council's commitment to equity and wellbeing for our community. When evaluating the feedback from our community and stakeholders to develop the potential options, officers continually reflect on how each option measures against these principles:

1. Council is seeking feedback from and exploring options for future use and joint management with, the Wurundjeri Woi-Wurrung Cultural Heritage Aboriginal Corporation. Council wants to ensure that the knowledge, living culture and practices of Traditional Owners are recognised, supported and promoted in the use and management of land as per Council's Statement of Commitment to Traditional Owners and Aboriginal and Torres Strait Islander People.
2. Changes to the Northcote Public Golf Course will also be considered with attention to cultural heritage.

3. Council will consider how feedback aligns with Breathing Space: Open Space Strategy and make recommendations that align with those principles, in particular: 'activating open spaces through making them multi-use and increasing opportunities for social connections and physical activity.'
4. Council might consider perceptions of safety. Recommendations to Council will prioritise the safety of all users.
5. Council is committed to providing accessible, safe, welcoming and inclusive sites. We want our parks and open spaces to be places where all community members feel safe and included regardless of age, gender, culture, and abilities.
6. Council will consider the importance of healthy and active communities, and accessibility for diverse communities to recreational activity.
7. Council consider financial consequences of its decisions. Council will consider multi-year phased improvements and will consider grant applications to fund further improvements in future years.

Shared use recommendations:

Using the ideas and feedback generated from the survey, alignment with the project principles, and opportunities for joint management agreements in the future, the following options are presented for consideration:

Option A (recommended) 'Spatial Shared Use' (Appendix B)

The recommended option includes decommissioning the southern-most hole (the 5th) of the golf course, to create a new southern park connecting to a new northern park via a shared path corridor on the eastern side of the golf course. The golf course will be reconfigured to retain nine holes. This option will also see:

- The adjacent (previously) decommissioned fairway re-commissioned and a new tee and green created
- The slight relocation of 3 tees to ensure shared-use patron safety. These are the 7th, the 8th and the 6th

This option aligns with the principles and has the following benefits:

- This option is a compromise, a 'win – win' that allows golf to be retained on site, whilst allowing additional space to be used by the general public (Principle 3)
- It allows simultaneous use of the site, where golf and other recreational/passive uses can take place, without interference on one or another (Principle 3 & 4)
- This option allows Council to retain options for Wurundjeri when it is in a better position to consider the land for shared management opportunities (Principle 1 & 2)
- This option also allows for significant biodiversity outcomes. Given the proximity of the open space to Merri Creek and Bracken Creek, there are options to prioritise bushland and conservation outcomes (Principle 2 & 3)
- It is also a low-cost option (comparatively) that allows Council to make changes to cater for a variety of shared uses, compromising between various interested individuals and groups in our community (Principle 7)
- The location of the public open space is close to Warrk-Warrk Bridge providing a valuable link across Merri Creek, as well as opening a link along the eastern side of the golf course. There will effectively be two new parks – one at the north of the site near Mayer Park, and one to the south near Warrk-Warrk Bridge (Principle 5 & 6)

- This option will provide an additional 5.72 hectares of open space for community use. For reference, this is between the size of Arch Gibson Reserve in Kingsbury, and TW Blake in Preston (Principle 3, 5 & 6)



Figure 1: Option A for Northcote Golf Course, Arch Gibson Reserve and TW Blake Reserve (indicative only, not to scale)

Alternative Option B (not recommended) ‘Spatial Shared Use’

An alternative option is to retain the golf course on the site north of Bracken Creek and open up the site south of Bracken Creek for public open space (**Appendix C**). If Council’s preference is for this option, the golf course would require a reconfiguration to a six-hole golf course. This would provide the community with approximately 9.11 hectares of new open space. This option is not recommended, as it does not align with the principles, in particular:

- Decommissioning four existing fairways, and installing one new fairway (does not align with Principle 7)
- Low level of support from the golfing community for a six-hole golf course (does not align with Principle 5 & 6)
- Will be very expensive to reinstate fairways if a different decision is made in the future (does not align with Principle 7 or 8)



Figure 2: Option B (not recommended)

Implementation of the recommended option:

The reconfiguration of the site for Option A would include (but not limited to):

- Decommissioning one fairway, and recommissioning one new fairway
- Minor changes to 3 tees
- Minor earth works on the decommissioned sand trap
- Removal of some exotic species of trees
- Installation of a path connecting Warrk-Warrk Bridge and Mayer Park along the eastern side of the site
- Installation of new seating and bins

The estimated cost to reconfigure the fairways and upgrade the open space to a park with a path is \$950,000 (over 2 years and subject to scope and any consultation).

Other options

Council has several other options including:

- 1) Leave the physical site as is, retain golf and tender for a new golf operator. There would be no capital cost associated with this option, however subject to the future tender, there would continue to be operating costs of running the golf course.
- 2) Do nothing and don't tender for a new golf operator. Golf use would cease at the site and while the site would be available as open space it would not have been 'reconfigured' to be open space.
- 3) Change more of the site from golf use to open space and do more extensive capital works at the site. The capital costs of this would be significantly greater given the size of this parcel of land.

Next steps:

A key next step should Council decide to continue golf use on part of the site, is to tender for a golf course operator and to commence design for any physical works at the site. Tendering would establish an initial 2 or 3 year contract, with the contract option for Council to extend beyond that. Council would make a future decision about a contractor in late 2022.

Should Council endorse the recommended design, detailed design could begin early in the new financial year. The design would be shaped by the wide array of community suggestions already provided during the consultation period and balancing it with what is in line with Council's priorities as outlined in Breathing Space. Detailed design would determine the delivery timeline for the changes, however it is hoped that a southern park could be opened to the community by January 2023.

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES**Financial Management**

Subject to Council's decisions about the definition of shared-use of the golf course, additional resources will be required. Financial consequences may include:

- Operational management of the course
- Capital investment into the golf course to deliver on any shared use position Council takes

Council's resolution of March 2021 also seeks State Government financial support for any future project. Officers wrote to the relevant State Government departments seeking a financial contribution towards a site assessment as outlined in the resolution. The State Government has responded with a grant of \$200,000 for a pedestrian cycle pathway and improvements to buildings. No further detail has yet been provided on the grant's terms and conditions.

Recommended option A

Capital Activity	2022/23	2023/24
<i>Design for golf course/construction of new fairway, green and tees/decommission southern fairway</i>	\$150,000	
<i>Design and due diligence of new eastern boundary path</i>	\$100,000	
<i>New eastern path construction</i>		\$350,000
<i>Design and due diligence of new northern park adjacent to Mayer Park</i>	\$100,000	
<i>Construction of northern park</i>		Subject to design
<i>Intense renewal works along the Bracken Creek</i>	\$100,000	
<i>New minor assets</i>	\$50,000	
<i>Approximately 10% contingency (total)</i>	\$50,000	\$50,000
Total	\$550,000	\$400,000

*Council could fund year one activities from the Open Space Reserve

In addition to the capital costs above, Council could expect operating costs in relation to 1FTE for an officer to lead the design, construction, consultation, briefing and review works associated with the recommended option over the next 2 years. The additional annual maintenance costs related to option A would be \$100,000 – largely related to ongoing maintenance of the northern park, the southern park and the linear path.

Option B costs (not recommended)

Capital Activity	2022/2023	2023/2024
<i>Design for golf course/construction of new fairway and tees</i>	\$150,000	
<i>Design and due diligence of new eastern boundary path</i>	\$100,000	
<i>New eastern path construction</i>		\$350,000
<i>Design and due diligence of new northern park adjacent to Mayer Park</i>	\$100,000	
<i>Construction of northern park</i>		Subject to design
<i>Intense renewal works along the Bracken Creek</i>	\$100,000	
<i>New minor assets</i>	\$100,000	
<i>Approximately 10% contingency (total)</i>	\$50,000	\$50,000
Total	\$600,000	\$400,000

*Council could fund year one activities from the Open Space Reserve

Like the operational costs associated with option B, Council can expect costs associated with a project manager to undertake the works (1 FTE) and additional maintenance costs of \$200,000 – a larger park will attract larger costs.

Open Space Levy and Reserve

Council maintains an Open Space Reserve (OSR) which has been created from levies against developments across the municipality. Council is required to draw down on the OSR to improve the quality, and increase the quantity, of open space in the municipality. In 2022/2023, Council has proposed in its draft Budget committing approximately \$7m from the OSR to open space improvement projects in the 2022/2023 capital works program – a similar sum will be proposed in 2023/2024. These projects include the Open Space Improvement Program, Dole Wetland, improvements to public toilets in parks, irrigation works, sportsground enhancement works, playspace renewal program, park asset program and improvements to buildings servicing parks.

The following are some of the projects currently proposed for 2023/2024 (subject to Council's annual budget process and approval) that might also be funded by the OSR (and which might compete with funding for the improvements at the Northcote Golf Course) – open space improvement program, Bill Lawry Oval improvements, parks public toilet strategy, sportsground improvement program, oval reconstruction program, park asset playground, rewinding program and playspace renewal program.

Officers believe that committing an additional \$550k from the OSR in 2022/2023 towards improvements to the open space at Northcote Golf Course is entirely consistent with the principles of the OSR and retains a prudent balance in the reserve for Council priorities in 2023/2024 and beyond. Officers had earmarked the OSR as a the likely and most suitable funding source for any improvements that Council agreed to when it embarked on the community discussion in relation to the golf course.

Operational costs of various options

The following is a summary of the estimated operational costs related to the various options.

Option	Cost	Comment
Existing cost to Council to run the course	\$150,000	Subject to rounds played and any new contract into which Council enters.
Option A (5.72 ha open space) plus a 9-hole golf course	\$250,000	Assumes similar cost to maintain course plus extra \$100,000 for maintenance of open space
Option B (9.11ha open space) plus 6-hole golf course	\$300,000	Assumes reduction by a third in cost to maintain course plus extra \$200,000 for maintenance of open space

*subject to market response to any tender Council releases.

Community Engagement

Community engagement on the future shared use of the Northcote Golf Course site was undertaken between November 2021 and February 2022. It included the following activities:

Engagement activity	Number of participants/people engaged	Target group	Demographic information
Letters to households	5,300	Residents living within 2km of site	Varied
Your Say page	Over 840 registrations	Community	Varied – translated information available in 12 languages on page
Feedback survey 4 November – 12 December 2021	6,975 fully completed survey responses from a total of 11,488 recorded surveys	All community and users of the site	See engagement report for full details
Online Q&A sessions (2)	134	All interested participants	Varied
Your Say Q&A widget	9	All interested participants	N/A
Hearing of Community Feedback meetings 14 & 16 February 2022	97 registered Approx. 70 verbal submissions heard	All interested participants	Varied
Invitation to participate – stakeholders	Approx. 7,000 newsletter subscribers	Advisory committees Stakeholder groups Newsletter subscribers	See engagement report for full details
CALD information packs	Information translated in twelve	<ul style="list-style-type: none"> Darebin Ethnic Community Council, 	CALD specific

Engagement activity	Number of participants/people engaged	Target group	Demographic information
	languages	<ul style="list-style-type: none"> Islamic Museum of Australia and Islamic Society of Victoria, North eastern Melbourne Chinese Association, Northern Migrant Resource Centre, Northcote Italian Pensioners Club, Greek Community of Northcote, Hellenic Stegi Friendly Elderly Citizen Club Preston, Federation of Macedonian Senior Citizens Groups of NE Region of Victoria 	
Invitation to participate – schools and Youth Jury	Approx. 700 responses from students	Local schools	See engagement report for full details
Social media	Information only	Facebook, Instagram and LinkedIn	Various – automatic translation available
Promotional posters	Information only	Libraries, community hubs and youth hubs	Various – translations available

In addition to the survey, Council also received the following submissions which have been taken into consideration.

- A petition presented to Council completed by the 'Unlock Northcote Golf Course' Facebook group in 2020, which received 2,289 responses
- Collection of drawings and letters from 700 students from 4 local primary schools emailed to Council on 12 December 2021
- Submission from Northcote Golf Club and Northcote Community & Golf Hub presented to Council Meeting on 15 December 2021
- Submission from the Normanby Park Golf Club
- Some submissions were also made directly to the Parks & Open Space team via email. The themes of the emails have been captured in the analysis

Other Principles for consideration

Overarching Governance Principles and Supporting Principles

- (d) the municipal community is to be engaged in strategic planning and strategic decision making;

Public Transparency Principles

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

Strategic Planning Principles

- (c) Strategic planning must take into account the resources needed for effective implementation;

Service Performance Principles

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

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

In developing the recommended future shared use options, sustainability considerations have been included as a criteria and the relevant Council units consulted. Any subsequent Council decision can directly contribute to mitigating the climate emergency through, for example, rewilding, tree planting, joint waterway management (with Melbourne Water), weed management and cultural Caring for Country with Traditional Owners.

Equity, Inclusion, Wellbeing and Human Rights Considerations:

Officers worked with the equity impact team as part of a broad communications and implementation plan for the community engagement and consultation. At several check points during the consultation, further advice was sought to boost engagement of particular demographic groups where response numbers were lower than desired. This included additional outreach to schools and the CALD community.

Officers worked closely with the EIA and Communications teams to ensure that all avenues were implemented for improving the number of responses received from CALD community members. Survey participants were asked if they speak a language other than English at home. Overall, most participants spoke English only (87%). Over 500 participants indicated that they speak another language. 8.6% of Darebin residents surveyed indicated they speak another language.

Officers have attempted at all stages of the engagement process to boost the number of CALD participants; however, efforts have not yielded a high number of results. Direct engagement with CALD community groups offering to present at community meetings were declined by most groups, and others did not provide further feedback.

Economic Development and Cultural Considerations

Economic development opportunities, particularly as they relate to local procurement and local jobs, will be explored through any decision Council makes on the future of the golf course in 2022. The recommended option does not prevent Council considering any feedback from the Traditional Owners in future.

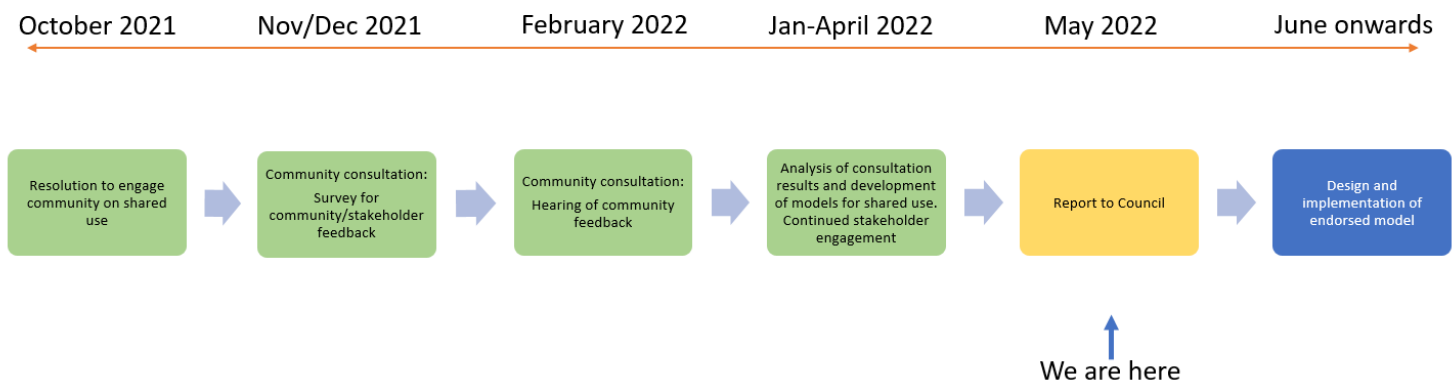
Operational Impacts

Changing part of the use of the site from a golf course to open space will change the nature of the maintenance requirements - discussed in the Financial Management section.

Legal and Risk Implications

An immediate risk to implementing any changes to the existing golf course is in relation to contractual arrangements with the course management operator and the need to engage a management contractor beyond 2022. Assuming Council makes a decision about the future of the space, officers can mitigate this risk by tendering for a management operator in mid-2022.

IMPLEMENTATION ACTIONS



Key dates as follows:

- 24 May 2022 – Contact all registered participants and stakeholders to announce outcome of the consultation, and publish engagement report/update the Your Say page
- June 2022 – Confirmation of budget for 2022/2023 financial year
- July 2022 – Tender for a management operator for the golf course
- July onwards – Design of reconfigured golf course and parklands and implementation of new design

RELATED DOCUMENTS

- Breathing Space: The Darebin Open Space Strategy

Attachments

- Northcote Golf Course Engagement Summary (**Appendix A**) [↓](#)
- Northcote Golf Course Option A Recommendation (**Appendix B**) [↓](#)
- Northcote Golf Course Option B Alternative (**Appendix C**) [↓](#)

DISCLOSURE OF INTEREST

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

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



Consultation on the future shared use of the Northcote Public Golf Course

Engagement Report

Prepared by Capire Consulting Group on behalf of Darebin City Council

capire

Giving every person a voice.

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DEFINITIONS

The following lists the key definitions for common terms used in the design and delivery of community engagement as stated in the City of Darebin's *Community Engagement Policy, 2021*.

COMMUNITY ENGAGEMENT

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

A term used that includes residents, businesses/workers, community leaders/representatives, and community groups and organisations in Darebin.



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1 Introduction

1.1 Project background

The Northcote Public Golf Course (the golf course) site is located on approximately 25 hectares of Council owned land adjacent to the Merri Creek, Mayer Park and Normanby Avenue. The site is within the area bounded by Leinster Grove, Beavers Road, Merri Creek and Normanby Avenue (see Figure 1).

The site of the golf course is Council-owned land and is currently leased as a nine-hole public golf course with a contract in place until 30 June 2022. During the COVID-19 pandemic, since the golf course had paused their activities, the community petitioned to Council to allow use by the wider public, where it became a popular destination for different uses including walking and picnicking.

This triggered a discussion within Council to investigate shared use of the site. On 22 March 2021, Council decided to undertake community engagement to explore options for the future shared use of the site. This decision has also been listed as part of the *Council Plan Action Plan 2021/2022*.

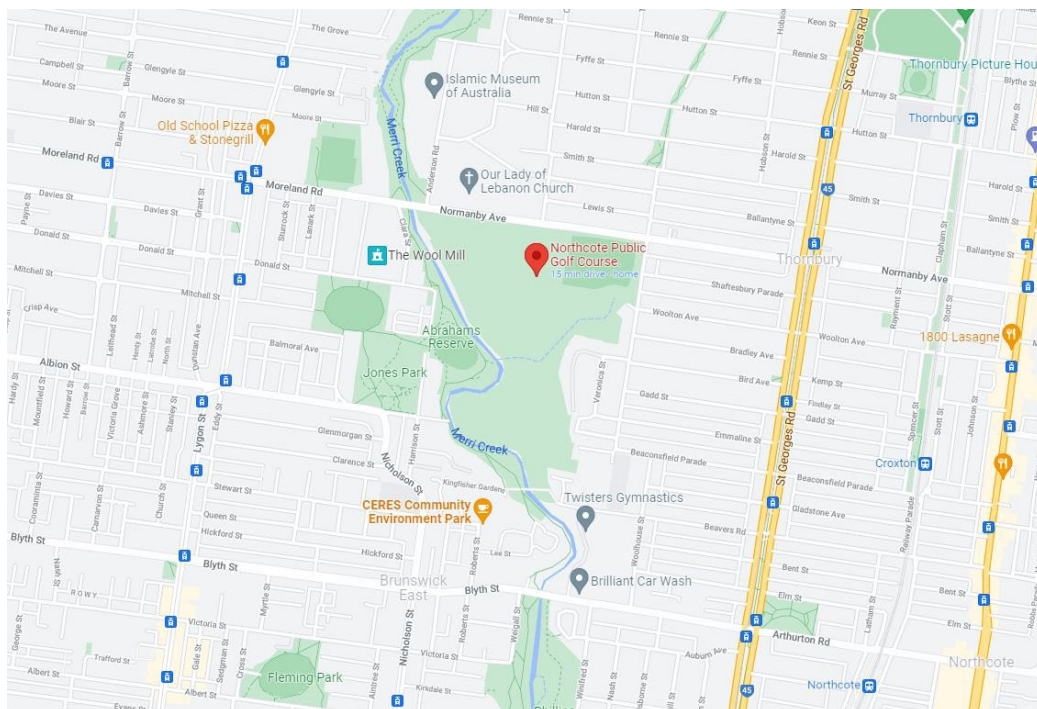


Figure 1 Map showing the location of Northcote Public Golf Course (the site)

1.2 About this report

Between 4 November and 12 December 2021, Council invited the community to complete an online survey, via Darebin's Your Say, to better understand community priorities. Council engaged Capire Consulting Group (Capire) to collate and analyse survey responses, as detailed in this report. These findings will be presented to Council in January 2022 and will inform the development of draft models for shared use of the site.

1.3 Limitations

The limitations of the engagement process are outlined below.

- The COVID-19 pandemic and social distancing requirements meant that planned in-person engagement activities could not proceed. An alternative approach was undertaken. Hard copy surveys were delivered upon request to ensure community members were informed about the project and had the opportunity to provide feedback.
- Council made every effort to reach a diverse representation of the Darebin community through a range of promotion activities (see Section 2 of this report).
- Participants volunteered to share their views and opinions. These findings do not represent a statistically valid¹ sample of the Darebin community.
- The engagement was designed to target the local community and site users. However, the engagement attracted individuals from outside Darebin who were highly interested and passionate about the topic.

The limitations of the analysis of findings are outlined below.

- This report is a summary of the public engagement, and an analysis of the feedback received via the survey. All feedback has been carefully analysed as part of preparing this report. This report presents items that were frequently raised to support Council in its decision-making, it does not include individual participant's contributions. All feedback has been provided to Council for their review and consideration.
- This engagement aims to explore shared options for the Northcote Public Golf Course. Hence the survey was designed to collect ideas for shared options, but not single-use options for the site. However, some participants have used the survey to share their support for single use of the site.
- Participants' sentiment was understood based on human interpretation of survey response, and hence is a subjective analysis. This report does not provide a quantitative analysis of participant's sentiment.
- During the engagement process, Council received contributions other than the online survey, including email contributions, and a collection of drawings and letters from over

¹ This means that Capire cannot say with confidence that the views collected represent the views of the Darebin community.

500 students from Darebin schools. These contributions have not been included in the overall analysis detailed in this report. They have been shared with Council alongside this report.

- Capire has faithfully reported on information documented by participants and has interpreted the information to represent the views of participants as closely as possible. Capire has tried to retain the voice and language used by participants.
- This report might include information shared by participants that is factually incorrect, infeasible or outside the scope of the project. It may also reflect individual experiences or misunderstanding of the existing use of the site. Capire has faithfully recorded participants' opinions, ideas and aspirations and has not fact-checked them.
- Duplications of survey entries were identified and consolidated to avoid double-counting. Duplications were identified by the email addresses and names provided in the survey. In the instance where the same email address was used but the names were different, these entries were not counted as duplicates.
- The analysis of data collected through the engagement was undertaken by Capire's engagement consultants and even with a thorough quality assurance process there may be a small margin of error due to individual interpretation.

1.4 Next steps

This report will be presented to Council in January 2022. All participants who have provided a response to the survey will also be provided with an opportunity to speak to Council. Council will make further decisions on this project in March 2022.

2 Engagement approach

This section outlines the engagement objectives and approach. This includes approaches to raise awareness about the project and collecting community feedback.

2.1 Engagement objectives

The engagement objectives are outlined below:

- To inform the community of Council’s decision to explore shared options for the Northcote Public Golf Course
- To provide opportunities to existing and potential users, and the wider Darebin community to share their views on potential shared use options of the Northcote Public Golf Course.

Parallel to this community engagement, Council was also in discussion with the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation to explore co-management options for the site.

2.2 Raising awareness

To ensure the broader Darebin community were aware of the project and were able to participate in the engagement process, Council used a range of tools (listed in Table 1) to promote the engagement.



Table 1 Tools used to build awareness and drive participation

Tool	Description
Your Say page	<p>Online engagement via Council’s Your Say page (yoursaydarebin.com.au), including an online survey that gather community ideas on the shared use option.</p> <p>Community could ask questions using the Q&A tab, find out more about the project via the Frequently Asked Questions (FAQs). These were live FAQs updated throughout the engagement process, such as following the online Q&A sessions.</p>
Social media promotion	<p>A series of social media posts were published to invite participation through Council’s website and social media accounts (Twitter, LinkedIn, Instagram and Facebook platforms). The posts were published throughout the engagement period; and promoted through the Mayor’s and Councillors’ social media pages.</p> <p>These posts were automatically translated by social media platforms into Darebin’s key community languages to target residents who do not speak English as their first language.</p>

Tool	Description
Online Q&A Webinar sessions	<p>Council hosted two 1-hour online Q&A webinar sessions to answer questions about the project. Participants were able to submit their questions prior to the session through the Your Say page, or project email address or directly in the session.</p> <p>All questions and answers were either answered by Council staff during the sessions or posted as written responses in the FAQ section on the Your Say page. The sessions were recorded and shared via the Your Say page.</p> <p>Closed captions was used in both sessions to support participant accessibility.</p>
Direct mail	<p>Direct mail out was sent to nearby residents within the local precinct area as well as those residents who had previously proactively contacted Council and expressed interest in this project (Council has a register of these contacts).</p>
Language packages	<p>Language packages were mailed out to the following CALD groups:</p> <ul style="list-style-type: none"> • North Eastern Melbourne Chinese Association • Northern Metropolitan MRC • Federation of Macedonian Senior Citizens Groups of North East Region of Victoria • Northern Migrant Resource Centre • Northcote Italian Pensioners Club • Hellenic Stegi Friendly Elderly Citizen Club Preston • Greek Community of Northcote • Islamic Society of Victoria • Islamic Museum of Australia
Posters	<p>Posters with a QR code to the Your Say page were displayed on site, at local community hubs, youth hubs, customer service centres and libraries in Darebin.</p>
Phone	<p>Participants could contact Council by phone to request hard copy surveys to provide their feedback.</p>
Stakeholder email	<p>Emails to promote the engagement opportunities were sent to ‘friends of’ groups, environmental groups, aged and disability groups, CALD community groups. Additional outreach to stakeholder groups including local schools, faith leaders, Darebin Ethnic Community Council and the Islamic Museum.</p>
Council’s advisory groups	<p>All Council’s advisory committee groups received an email notification about this project. The project was tabled at the Youth Jury Session on Thursday 15 November 2021.</p>

Tool	Description
Newsletter	The engagement was promoted in the Sustainable Darebin e-newsletter (3,279 subscribers); in Healthy and Aging Darebin Newsletter (more than 2000 hard copy subscribers and 900 email subscribers); and in the Darebin Disability Access Update e-newsletter (521 subscribers).

2.3 Data collection

An online survey was designed by Council to collect ideas from the community about possible shared use of the golf course site. This survey focuses on ideation and exploration of possible ideas, but not intended to determine the most preferred option for implementation of shared use.



Apart from the online survey, the community could request for a hard copy survey from Council.

While Council did not aim to seek feedback through channels other than the online survey, during the five-week engagement period, comments from the public were received through Council’s email address and mail. This included a collection of drawings and letters from over 500 students. These contributions have not been included in the overall analysis detailed in this report but have been shared with Council alongside this report.

3 Participation

This section provides a breakdown of the demographic data collected through the survey, this includes postcode, gender, age group, language spoken at home other than English, whether the person identifies as having a disability, identifies as Aboriginal or a Torres Strait Islander. This provides an observation on the reach of the engagement. The collection of this demographic data is in line with Council’s Community Engagement Policy.

3.1 Overview

Over 7,000 participants participated in the engagement through the Your Say project page, this includes the survey and the two online webinar Q&A sessions. The following table provides a snapshot of the number of participants for each activity.

Table 2 Number of participants across activities

Your Say Darebin Page	
Overall site visits	11,900
Overall downloads of documents	184
Overall views of the Frequently Asked Questions	762
Online webinar Q&A sessions	
83 participants at the two Q&A sessions:	
<ul style="list-style-type: none"> Thursday 2 December 2021 - 6:00pm-7:00pm (55 participants) Tuesday 7 December 2021 - 10:00am-11:00am (28 participants) 	
51 participants viewed the session recordings.	
Survey	
A total of 11,488 entries were recorded via the online survey tool, with 6,975 complete entries. Some surveys were either incomplete (2,959) ² or not proceeded as participants were not able to share personal information to complete the survey (1,554). 112 entries were removed as they were duplicates. There was one hard copy survey received.	

3.2 Demographic data

The following section provides an analysis of participants’ demographic data as self-declared by participants themselves.

Postcodes

Participants were asked to indicate the postcodes of where they live. The table (Table 3) below listed the 10 most frequently indicated postcode and suburbs. The top three most frequently cited postcodes were 3070 (Northcote), 3071 (Thornbury) and 3072 (Preston).

² These were participants who entered their personal details but have skipped through the survey, or did not respond to all the questions.

Table 3 Top 10 postcodes and suburbs

No.	Postcode (Suburb)	Number of responses
1	3070 (Northcote)	1,551
2	3071 (Thornbury)	1,110
3	3072 (Preston)	656
4	3058 (Coburg)	297
5	3057 (Brunswick East)	291
6	3056 (Brunswick)	286
7	3073 (Reservoir)	258
8	3078 (Alphington/ Fairfield)	148
9	3068 (Fitzroy North)	120
10	3055 (Moonee Vale)	79

A total of 3,921 participants used a postcode in Darebin.

The maps below (Figure 2 and Figure 3) represent the location of the postcodes.³ The online survey gathered interest from participants outside of Darebin, people cited postcodes from other states and one participant was living in the United Kingdom (not shown in the map).

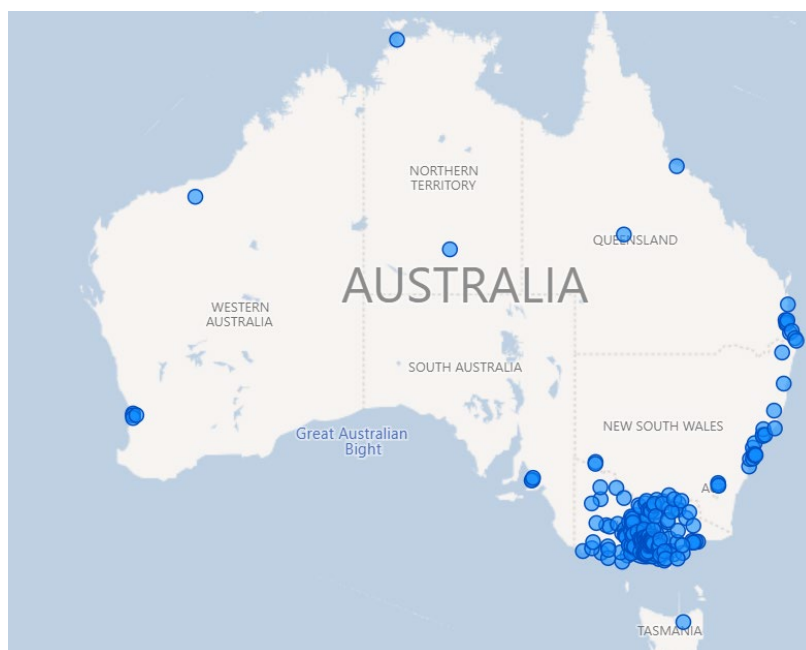


Figure 2 Dot map showing the location of postcodes (self-declared by participants) across Australia (N=6,975)

³ The larger the size of the dot, the more participants it represents.

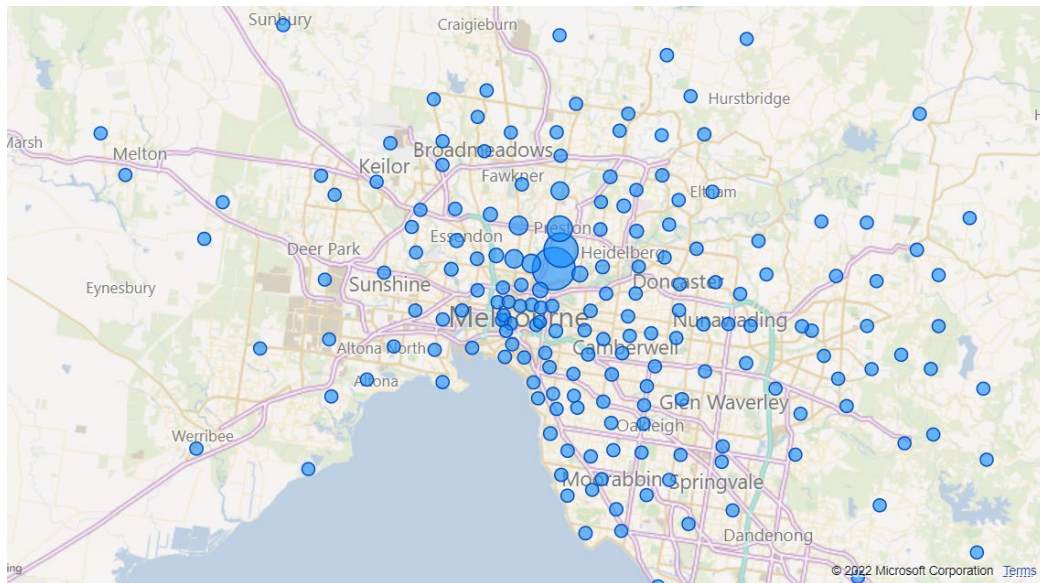


Figure 3 A dot map showing the location of postcodes (self-declared by participants) across Melbourne (N=6,975)

Further analysis: Participants' IP addresses

As participants completed their surveys online⁴, the survey also collected information about participants' devices, which included IP addresses⁵.

A map showing participants' IP addresses is shown in Figure 4.

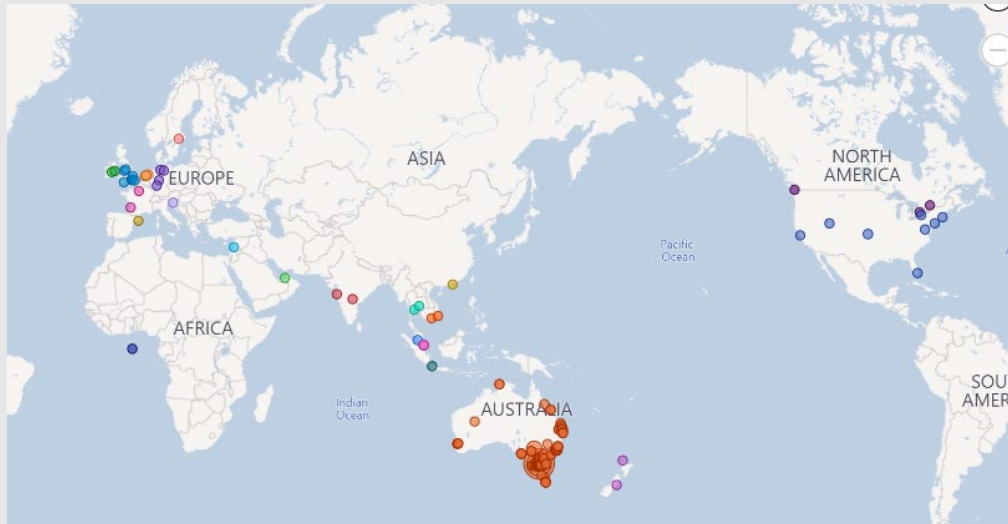


Figure 4 A map showing locations of participant's IP addresses (N=6,975)

83 out of 6975 surveys were submitted by a device with an IP address located outside of Australia, locations included the United States (33), United Kingdom (8), Germany (8), the Netherlands (8) and anonymous locations (11). It is important to note that IP addresses do not directly indicate one's physical location. Some participants maybe be using a Virtual Private Network Server that was located overseas.

369 out of 6975 surveys were submitted by a device with an IP address located within Darebin. This may be a surprising contrast when comparing to over 3,900 participants self-declared as Darebin residents. However, it is reminded that participants may have completed the online survey when they were away from home and the IP address was only their location at the time of completing the survey. Hence, this is not an indicator that these participants were not from Darebin and IP addresses should not be used to verify participants' locations.

However, Council officers were aware of external stakeholder campaigns that were intended to boost numbers for a particular outcome that would have triggered this external engagement.

In the following demographic analysis, Capire used self-declared postcodes for analysis, and provided an observation of the differences (if any) when filtered by IP addresses as a point of reference.

⁴ Only one participant submitted a hard copy survey.

⁵ An IP address represents the internet address of one's device, this could be a mobile, a computer or a router. IP addresses also provides a rough indication of physical location of the device.

Gender

Referring to Figure 5, the overall participation data shows that there were more male participants than female participants (a difference of over 1,000 participants). However, when looking at the demographics of Darebin residents (Figure 6), there was an equal split between female and male participants. Overall, there were 81 participants who identified as non-binary (or other), of which 54 of them lived in Darebin.

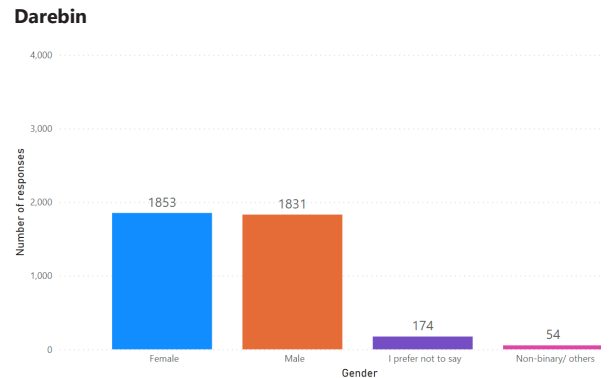
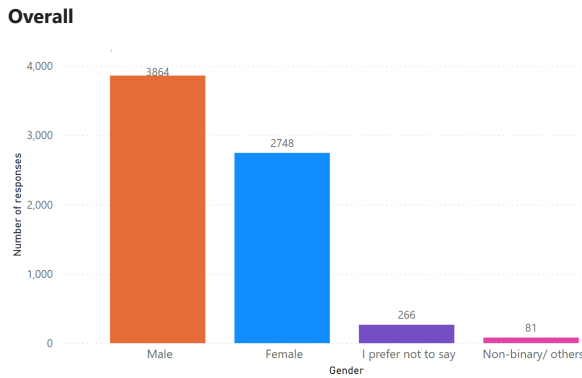


Figure 5 Gender of participants - Overall (N=6,959)⁶

Figure 6 Gender of participants - Darebin (N=3,921)

There was no difference in the distribution of gender when using IP addresses to determine participants' location.

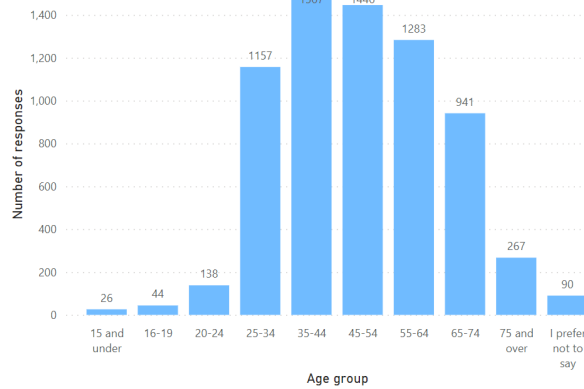
Age group

Participants represented a wide range of age groups. Figure 7 represents the age groups of overall participation and Figure 8 represents the age groups of Darebin residents. For both datasets, the most frequent age group was 35-44 years (with over 3,800 participants, of which over 1,800 of them lived in Darebin), followed by age group 45-54 (with over 1,400 participants, of which more than 900 of them lived in Darebin). This distribution is similar to 2016 Census data of Darebin⁷, where the largest age groups were 15 and under (18%), 25-34 (16%), 35-44 (14%) and 45-54 (13%).

⁶ 16 participants did not provide demographic data.

⁷ Source: <https://profile.id.com.au/darebin/five-year-age-groups>

Overall



Darebin

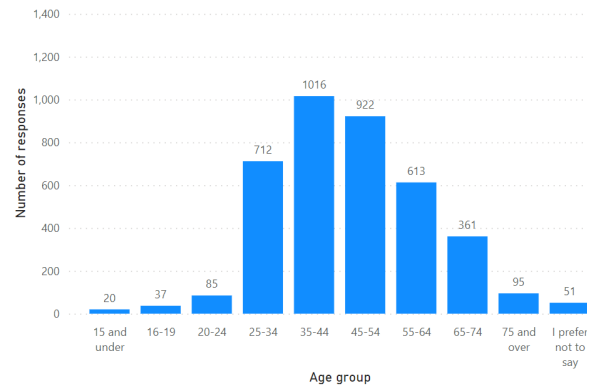


Figure 7 Age group of participants - Overall (N=6,959)⁸

Figure 8 Age group of participants - Darebin (N=3,921)

When filtered by IP addresses to identify Darebin residents, the most popular age group is 45-54, followed by age group 35-44.

Figure 9 below illustrates a comparative bar chart that showing the above two data sets. Only half of the participants aged 55-64 years lived in Darebin; and more than half of the participants aged 65-74 years did not live in Darebin. In contrast, most of the younger participants (age groups 15 and under, and 16-19) lived in Darebin.

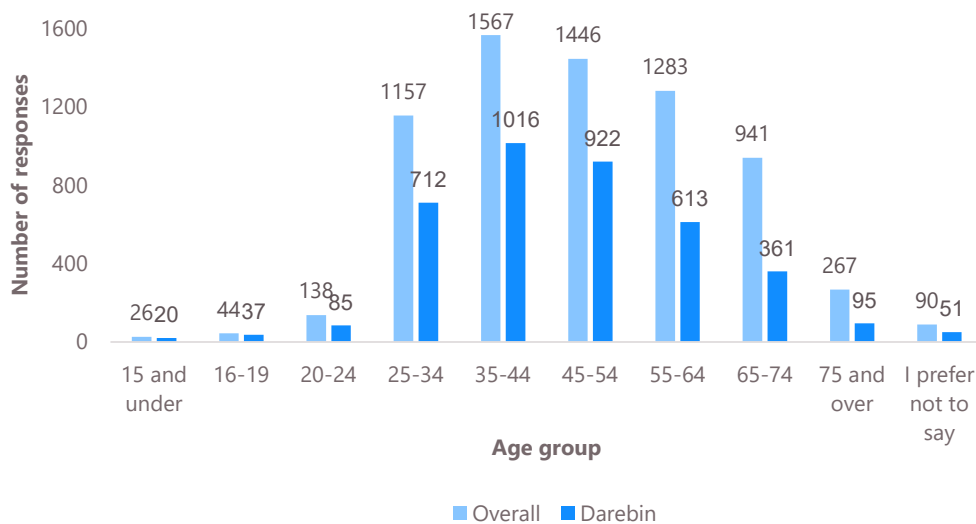


Figure 9 Age group of participants – Overall (N=6,965)⁷ vs Darebin (N=3,921).

⁸ 16 participants did not provide demographic data.

Language spoken at home other than English

Participants were asked if they speak a language other than English at home. Overall, most participants spoke English only (87%), over 500 participants indicated that they speak another language. The top 10 most frequently cited languages are listed in Table 4. The same distribution of responses can be observed in both overall dataset and Darebin residents dataset.

Table 4 Top ten most frequently cited languages spoken at home

No.	Language spoken at home (other than English)	Number of responses
1	Italian	106
2	Greek	52
3	German	34
4	French	33
5	Spanish	29
6	Vietnamese	12
7	Dutch	10
8	Macedonian	10
9	Mandarin	10
10	Chinese	9

Similar pattern was observed when using participant's IP address to determine their postcodes. Of all participants, 7.8% of them spoke a language other than English at home, when filtering down to only Darebin residents, the percentage increases to 8.6%. The 2016 census data showed that 56% of Darebin residents spoke English only and 36% of them speak another language. Since the survey did not ask participants for the proficiency in English, the census data is not directly comparable. However, this survey still managed to capture the voice of the multicultural communities in Darebin. The percentage of participants who speak English only is relatively higher when compared to 2016 census (56% in census compared to 87% in this survey), while the most popular language spoken at home (other than English) were similar (Italian, Greek and Mandarin in 2016 Census).

Identify as having a disability

As shown in Figure 10 below, most participants did not identify as having a disability. Amongst the 343 participants who identified as having a disability, 219 of them were from Darebin. In this survey approximately 5.5% of Darebin participants identified as having a disability, this percentage is similar to 2016 Census data (6%).

Similar distribution pattern was observed when using IP addresses to identify participants' postcode.

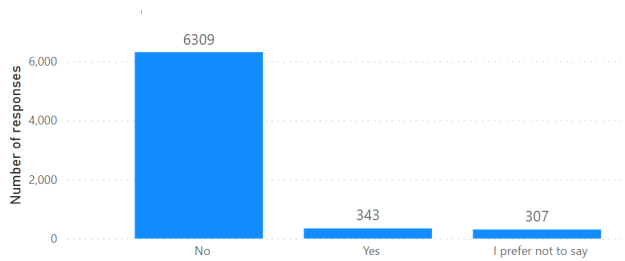


Figure 10 Participants who identified as having a disability (N=6,959)⁹

Identify as Aboriginal or a Torres Strait Islander

As shown in Figure 11 below, most participants did not identify as Aboriginal or a Torres Strait Islander. Amongst the 101 participants who identified as Aboriginal or a Torres Strait Islander, 65 of them were from Darebin. Approximately 1.6% of total Darebin residents identified as Aboriginal or a Torres Strait Islander, this is slightly higher in percentage compared to 2016 Census data (0.8%). Similar distribution pattern was observed when using IP addresses to identify participants' postcode.

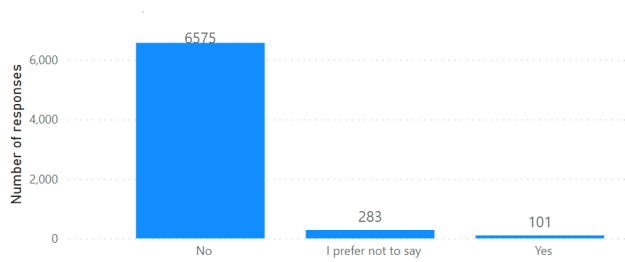


Figure 11 Participants who identified as Aboriginal or a Torres Strait Islander (N=6,959)⁹

⁹ 16 participants did not provide demographic data.

User type

Participants were asked to indicate their relationship to the project site. Participants could select multiple answers for this question. As shown in Figure 12, more than half of the participants were nearby residents, followed by visitors to the golf course during lockdown and regular golfers. Many participants also chose ‘others’, most frequently cited relationships were infrequent golfers, former golf members of the golf course, ratepayers, former nearby residents, or residents of nearby suburbs.

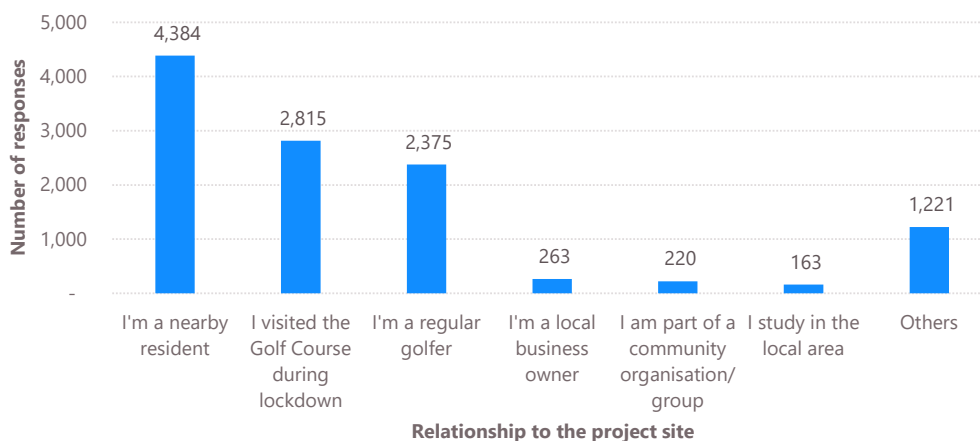


Figure 12 Participants' relationship to the project site (N=11,441). Note that participants can select multiple answers

Some participants specified the community groups or organisations they belong to, they included Golf Australia (60 participants), Friends of Merri Creek (17), Northcote Golf Club (6), a few participants from other Golf Clubs (Morack Seniors, Mornington, Mt Martha, Harp, Albert Park Women's) and members of the 'Unlock Northcote Golf Course' group, and 'Save the Northcote Golf Course' group. There were also representatives from Multicultural Arts Victoria, Victorian Golf Association and CERES.

Reasons for visiting the golf course

Participants were asked to indicate their reasons for previous visits to the golf course. In the overall participation dataset (Figure 13), most participants indicated that they have visited to play golf, followed by walking and picnic. In contrast, there were more Darebin residents (Figure 13) indicating they went for a walk than people who indicated “play golf”. Note that the golf course was only open for non-golf uses during lockdown (2019-2021)¹⁰, and hence the short period of opening time may have influenced the results of this question.

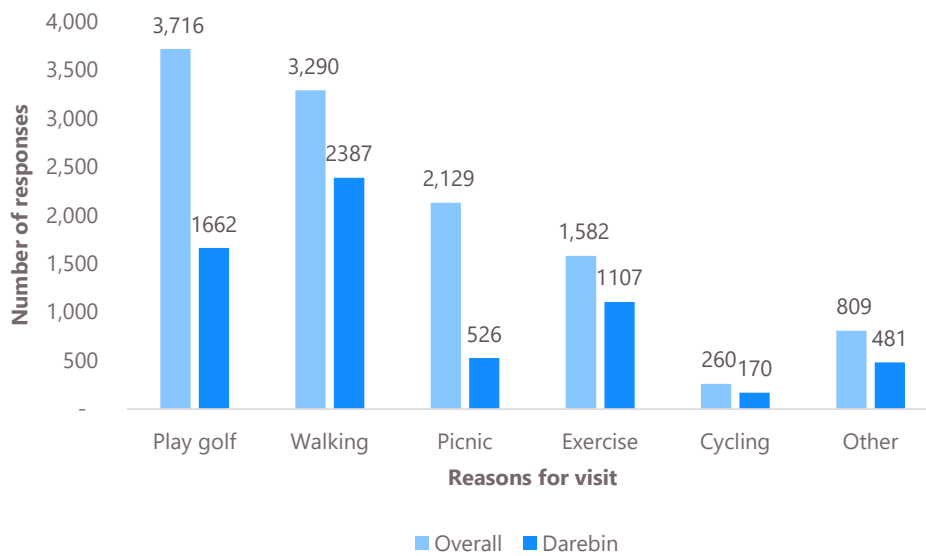


Figure 13 Reasons for participants to visit the site (Overall N=11,786) (Darebin N=6,333). Note that participants can select multiple answers.

¹⁰ In 2019-2020, the golf course was open for 321 days and closed for 43 days; in 2020-21 the golf course was open for 234 and closed for 130 days.

4 Engagement findings

This section outlines an overview of the engagement findings and the methodology used for the analysis.

4.1 Overview

The online survey collected approximately 7,000 pieces of survey responses. The survey included four open-text questions to explore shared options for the site, they were:

1. What does sharing the space at Northcote Public Golf Course look like to you and our community?
2. How do you see the space being shared between the general public uses and a golf course?
3. What options can you imagine for shared use?
4. Do you have other comments?

This report presents a high-level qualitative thematic analysis that consolidates key emerging trends. The findings detailed in this report are ideas, comments and suggestions frequently raised by participants through the survey. This report does not provide a quantitative analysis of these trends. All other comments and ideas captured through the process have been shared with Council.

4.2 Survey analysis methodology

Capire has undertaken a comprehensive data approach commonly referred to as 'thematic analysis' in the research field. This is a widely accepted and commonly used methodology for qualitative research. Many researchers use the six-step approach as outlined by Braun & Clarke (2006)¹¹, Capire's data analysis uses a similar approach, as outlined below:

1. Development of a coding framework: This involved reviewing 15 per cent of the survey data¹² to determine the common themes that were emerging through the engagement findings. This threshold is developed based on Capire's years of experience in data analysis and research experience. For each theme a description was developed to form a code which became part of the coding framework.
2. Testing and reviewing the coding framework with Council: The coding framework was shared with Council for refinement.
3. Finalising the coding framework: The complete set of survey data was then coded using the agreed coding framework. At regular intervals spot checks of the data were undertaken to ensure the codes were being applied correctly, to determine if additional codes were needed, or descriptions needed refinement. This set of data was concurrently coded by four Capire

¹¹ Braun, V., Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3, 77–101.

¹² There is no industry standard regarding the sample size needed to develop codes. This threshold is developed based on Capire's years of experience in data analysis.

consultants. The consultants undertook peer review of each other's work to ensure consistency. Note, even with a thorough quality assurance process there may be a small margin of error due to individual interpretation.

4. Thematic analysis: Capire undertook further thematic analysis to determine any trends in responses across different perspectives. Through this analysis, Capire determined that themes were consistent across the different users. Where there were differences, these have been highlighted in the report.

5. Quality Assurance: Capire has followed a robust quality assurance process during the coding and analysis process. Four consultants who have coded parts of the dataset cross-checked the analysis section of this report, to ensure it truly reflects the survey responses.

4.3 Summary of findings

This section focuses on frequently raised views emerged from the survey. These views were grouped under each theme.

4.3.1 General sentiment towards sharing the site

Although the survey did not ask participants about their views on whether the site should be shared use, many participants used the survey as an opportunity to express their sentiment towards the idea of sharing the site. In general, their views can be categorised into three groups:

- Those who spoke positively about sharing the site between golf and non-golf uses through spatial and temporal sharing
- Those who desired the site to remain primarily as a golf course; with some participants welcoming the idea to share the access of the site to the broader community during non-golfing hours
- Those who desire the site to be turned into a park.

Participants' sentiment was understood based on human interpretation of survey responses. This report does not provide a quantitative analysis of participant's sentiments.

Sharing the site spatially or temporally

Participants who spoke positively about sharing the site cited their positive experience sharing the course during lockdown and how it had provided opportunities for social interaction. They also believed that by sharing the site, there will be more accessible green open spaces for the community in Darebin. There were both golfers and non-golfers who supported sharing the site.

Participants generally discussed two ways of sharing: spatially and temporally. For temporal sharing, participants discussed sharing by time slots, where the golf course could be used by the general community during quieter golf times. In practice, this could be splitting hours during the day or days in the week. Respondents who favoured sharing the grounds spatially, suggested creating safe recreational zones throughout the golf course, or splitting the course in half and reducing the number of holes.

Desire to retain the site as primarily a golf course

Although single use options were not intended for this engagement, some participants used the survey to express their desire for the site to be used for golf only. They emphasised that the site provides an accessible and affordable golf course for the public. As one of the few public golf courses in the Melbourne's metropolitan area, it offers the opportunity to access golf and club memberships to a broad range of the community including lower socioeconomic participants. The course is open to players of all backgrounds, which allows opportunities for social interaction, physical exercise, and hence beneficial to the wellbeing of the overall community.

These participants raised several concerns over sharing the site. These issues include public safety and golfers' liability as it is an inherently dangerous activity. Questions were raised over the cost of maintenance and who will pay for the site if it is to be shared. Some participants also raised concerns about overdevelopment or selling of the site.

Although this group of participants stressed that the site should primarily remain as a golf course, many of them also acknowledged the need for changes and improvements in the site to allow for greater accessibility for the overall community. Suggestions include upgrading existing facilities like the Clubhouse and improving the golf course by installing additional walking tracks, carparks, restaurants, and cafes. It was stated that this would enhance the site as an inclusive space and be of greater benefit to a wider part of the community.

Convert the site to parkland

Some participants used the survey to express their desire for the site to be used as a parkland. It was suggested that this would create a more inclusive community space for the overall community in Darebin. Community members would have constant access to a space that is safe, without the risk of injury from sharing the site with golfing.

Multiple suggestions were put forward by respondents including the opportunity to run events, such as festivals, outdoor cinemas, and sporting competitions. By allowing for a variety of recreational uses, both active and passive, it was thought that the site will have more accessible and inclusive spaces for a wider user group, shared amongst people of different ages, abilities, and interests.

4.3.2 Sharing the site by space (spatial sharing)

Participants who supported a spatial sharing option of the site emphasised that any public space and the golf course should co-exist in a safe manner. Participants would like to see this as an inclusive green open space, that can cater for the diverse Darebin community, particularly those with limited access to private outdoor space and people with a disability. This will also help improving people's mental health, whilst continuing to provide a golf course for golfers to enjoy.

A summary of suggestions to spatially share the site, grouped by theme, are detailed below. Figure 14 presents a map of the site, its key landmarks and surrounds.

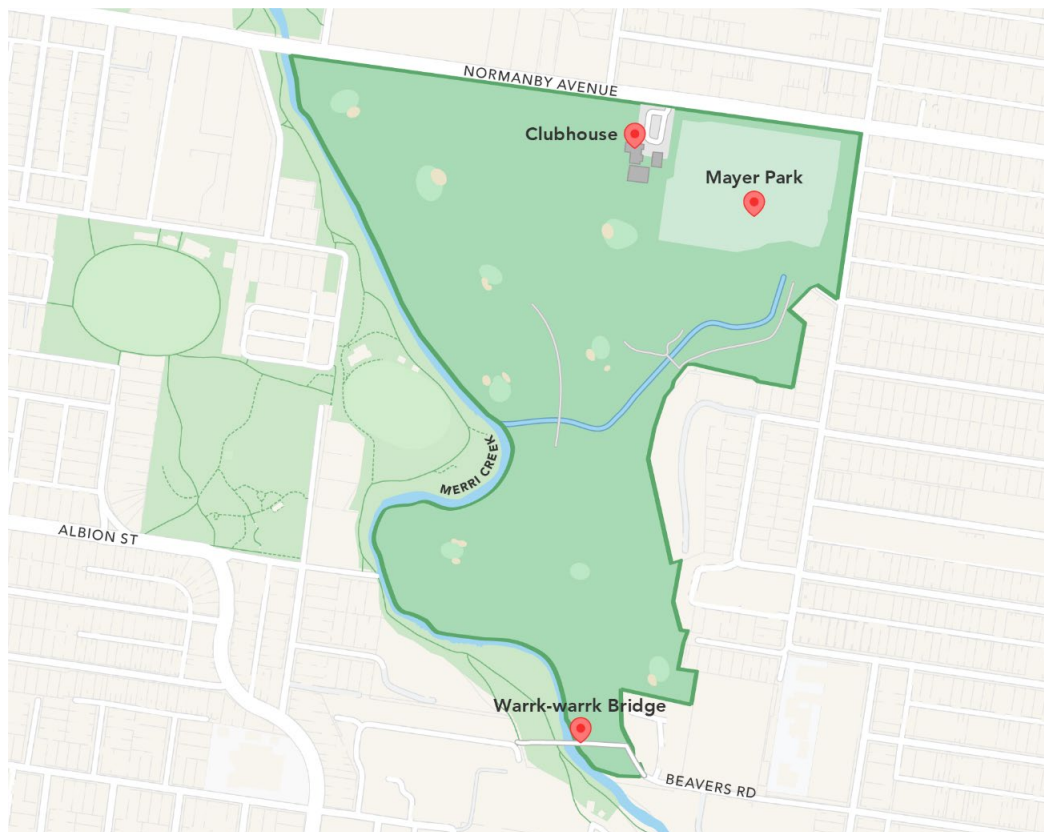


Figure 14 A site map showing key landmarks and immediate surrounds of the site

Modifying the number or size of holes

- Reduce the number or size of the current nine-holes. This would reduce the size of the golf course and provide public open space to the community whilst maintaining safe separation.
- Suggestions include reducing the current nine-hole course to a six- or three-hole course, revegetating every second hole, reducing all holes to par 3, or modifying the direction of holes.

Creating public space on the eastern side of the site

- Turn the eastern side of the site into public space would allow for improved north-south connection and access.
- Improve the connection such as a protected footpath between Mayer Park and the Merri Creek Bridge, install a pedestrian gate near Mayer Park, and introduce a track around the golf course to connect with Merri Creek trails.
- Remove the current fence so that the public space could be accessed by community members to walk around the site in a safe manner similar to Royal Park and Yarra Bend golf courses

- Improve the site surrounding the Clubhouse as the location provides a beautiful outlook for public space.

Public Space along the western side along Merri Creek

- Provide public space along Merri Creek including a separate walking and cycling path along Merri Creek between Normanby Avenue and Beavers Road. This would allow pedestrian access to Merri Creek's eastern bank and improve north-south movement along the creek.
- To accommodate this, it was suggested that the holes nearby Merri Creek could be removed to create more public space.

Creating public space on the southern end of the site

- The southern end of the site was suggested as it currently provides a nature and wildlife zone.
- The size of golf course could be reduced in the south end of the site to provide permanent public space.
- The nine-hole golf course could be reduced to a six-hole course in the Normanby Road, Mayer Park quadrant of the site to provide public space south of the Warrk Warrk Bridge.

4.3.3 Sharing the site by time (temporal sharing)

Participants suggested the golf course should be shared on a temporal basis to allow the community to use the site for both golfing and other uses. Participants generally suggested two ways of sharing the site on a time basis:

- Splitting hours per day
- Or splitting days of the week.

Outlined in the tables below are the options, rationale and suggestions for the two proposed ways.

Splitting hours per day

Table 5 Options for sharing by timeslots

Options	Rationale	Suggestions
Specific times in the day	Golf has peak periods and off-peak periods of play. During the off peak times the site will be better used by the public so more people can enjoy the site.	For example, golf peak period: Weekdays until 4pm; Weekend mornings (before 11am). For example, non-golf uses: Weekdays after school pick-up and night-time (after 4pm); early morning (before 8 am).
Even split between golf and non-golf uses	Allocate 50% of the time for golfers that includes the peak golfing times	For example: splitting 7 out of 14 fortnightly morning and evenings;

	and the other 50% for other uses such as walking and picnics.	alternating Fridays and Saturdays evenings for golf and non-golf uses.
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Splitting days of the week

Table 6 Options for sharing by different days of the week

Options	Rationale	Suggestions
Specific days to golf and other days to non-golf uses	To continually provide golfers and non-golfers the opportunity to use the site while reducing the risk of safety concerns.	Other uses, for example: Sunday and Wednesday; three weekdays and one weekend day; days later in the week; both weekend days; one day per-month Golf, for example: Monday and Friday; one day per-month
Evenly split weekend access	To fairly allow golfers and non-golf users to use the site on the weekend and allowing golf tournaments to continue on Saturdays.	Golf on Saturday and other uses on Sunday.

4.3.4 Ideas for other non-golf uses

Participants provided several suggestions for non-golf, shared uses for the golf course. These responses related to the access, environment, and infrastructure for the site. Suggestions for the site to be used for walking has been combined with the provision for increased trails and paths and dedicated sections of the site. Suggestions for the provision of public-access open space has been combined with unspecified general access, including picnicking.

Many of these responses have been reflected in the suggestions for spatially and temporally shared options for the site.

Below is a summary of the ideas, grouped by theme.

Recreational uses

- The temporal sharing of uses was considered by respondents and considered in depth in Section 4.3.3 The allocation of designated “golf” and “non-golf” times, ranging from specific hours to days of the week, was an appealing option for supporters of shared non-golf uses.
- The uses undertaken during these hours was predominantly unspecified. Many respondents supported access to the site for all users during the designated “non-golf” times, irrespective of use.
- Respondents frequently suggested using the site for picnicking during designated “non-golf” times. Respondents also frequently suggested using public-access sections of the site for picnicking. This highlights that many respondents consider picnicking and golfing incompatible uses at the same time.

- Suggestions for recreational non-golf uses were often considered with other suggestions, including access to walking trails and barbecue facilities. They were also often considered alongside opportunities to provide a wilderness area like Darebin Parklands where varied native ecology is re-generated.

Walking and cycling trails

- The inclusion of new trails, and strengthening of the existing walking trails, featured heavily in responses.
- Respondents expressed a desire to increase or improve upon the walking trails and paths for the site, separately from its shared golf use. This may be done through areas of the site being dedicated for walking, for connectivity or leisure, or through the temporal limitation of golfing to ensure visitors can walk safely on the site.
- Some distinctions were made between the inclusion of walking and cycling trails. Many responses suggested the inclusion of both walking and cycling, provided that they were separate or dedicated to their respective uses. However, others suggested the inclusion of mixed or shared-use walking and cycling paths.
- Footpaths and cycling tracks should be located at the perimeter, or through the golf course whilst maintaining the site as a golf course. This allows access to other green spaces and maintain uninterrupted golfing activity.
- Walking and cycling trails were suggested for connectivity as well as for leisure. Some respondents desired the site will be used leisurely by recreational walkers, with additional walking paths adding to the site's appeal.
- Walking and cycling trails were often suggested in combination with other recreational activities, like the provision of open space for picnics, dog off-leash areas, children's playgrounds, and outdoor exercise and gym equipment.

Recognition of Traditional Custodians and Aboriginal heritage

- Respondents suggested that any improvements to the site should reference the rich Aboriginal heritage of the area.
- Shared use of the site could include events centring the voice and culture of Traditional Owners.
- Aboriginal culture and knowledge of Country should be integrated into shared uses of the site. This could be embedded in place, through education informational trails, or in establishing an information hub.
- There were suggestions to ensure Traditional Owners have a strong voice in the management of the site, as well as its ongoing management.

Native revegetation and renewal

- Various iterations of native revegetation and renewal were suggested by respondents
- The degree of revegetation varied, ranging from partially planting native flora into dedicated areas of the site, to the complete dedication of sections of the golf course for wetland regeneration and revegetation.

- Biodiversity and regeneration suggestions included maintaining habitat trees, promoting and re-generating native indigenous plants including along Bracken Creek next to the golf course, providing artificial habitat/nest boxes, and reintroducing native animals.
- These responses were often related to walking paths and trails, where paths would be established through revitalised sections of the site.

Equitable access

- Equitable access to the site was important to many respondents.
- Accessibility related to the degrees of access to the site, and its uses as a golf course, including its perceived exclusivity.
- Suggestions included increasing affordability for golfing admission, increasing the amount of beginner lessons especially for women and young people and having an open day of the golf course to promote golfing in the community.
- Changing the site to shared use was considered one way to provide more equitable access, as it disallows the exclusive use of the site by one group of users. Many respondents felt that partially transitioning the site to shared public use would provide equitable access to open green space to the residents of Darebin.

Other uses

- Non-golf temporary uses for the site suggested included using the site for live music and charitable events.
- A mixed and shared use open venue was also suggested, with respondents proposing the site be used for pop-up events, open-air markets, night-time cinema, and community gardens.

4.3.5 Out of scope feedback

Respondents highlighted several concerns, suggestions and perspectives that fall out of the scope of the engagement.

These responses cover a wide range of topics, including the general management of Darebin's open spaces, safety, and anti-social behaviour concerns, as well as funding and management of the golf course. Respondents also specified methods to enforce shared use at the golf course, rewilding the golf course and ways to keep non-golfers away from fairways and bunkers. A few respondents also noted other issues relating to the consultation process and the overdevelopment of Darebin.

A summary of responses, grouped by themes, are detailed below.

Implementation concerns

- Potential loss of Council revenue, increase in Council costs (or cost to ratepayers) if the golf course is opened for public use.
- Suggestion that a pay-per-use model is needed to ensure sustainable financing of the golf course if its uses are shared.

- Noting anti-social behaviour and vandalism in the golf course has led to the damage of the fairway and bunkers.
- There are liability and safety issues caused by golfing when non-golfers are in the area.
- There is a perceived unfairness around why other sporting venues are not being considered for shared use.

Golf improvement suggestions

- Footpaths and cycling tracks should be located at the perimeter, or through the golf course whilst maintaining the site as a golf course. This allows access to other green spaces and maintain uninterrupted golfing activity.
- There should be reductions in fees and open days so that people can try out golfing.

Shared use of the Clubhouse

- The current Clubhouse could be improved, updated, and further used to provide additional community uses like the Yarra Bend Clubhouse.
- Suggested alternate or dual uses include a community hub, a community centre in consultation with local first nations groups, café/restaurant/bar, social housing, a space for events and markets, soccer club rooms for Mayer Park and allowing public access to the toilet facilities.

Flora and fauna

- Wildlife located in the area may be threatened if the golf course is abolished.
- Snakes that live along the Merri Creek area may be a threat to non-golf users who are unfamiliar with the golf course.

Consultation

- The questions in the survey seemed to be pre-determined and positioned on the premise that shared use has already been agreed to by Council.
- There was a perceived lack of transparency, communication, and information available during the consultation process.

Council performance and priorities

- Council should improve maintenance of other existing open spaces in Darebin instead of changing this golf course, which would divert public funding.
- Council should focus on areas with a shortage of open spaces instead, as highlighted in its Open Space Strategy.
- Concerns about how converting the golf course to a park may set a precedent for future development on public space.

5 Consultants' observation

- i. During the five-week engagement period, approximately 6,975 participants have completed an online survey to share ideas for future uses of the Northcote Public Golf Course. This survey has attracted interest from not just Darebin residents, but also residents across Australia.
- ii. Participants provided a wide range of options for shared use of the site. These options include ways to accommodate different uses by time or by location (meaning splitting the existing site into several uses.) There were also participants who expressed their desire for the site to remain as single use, this included solely for golf or solely as a park.
- iii. Participants also shared their past experiences using the site, both from those who played golf in Northcote Public Golf Course, or those who had used the site for non-golf uses during lockdown. Participants expressed a strong connection to the site, and regarded it as a valuable public asset for the community.

Appendices

Appendix A: Online survey

1. How have you previously used the Northcote Public Golf Course? (choose all that apply)

- Play golf
- Picnic
- Walking
- Cycling
- Exercise
- Other (please specify)

2. What does sharing the space at Northcote Public Golf Course look like to you and our community? (open text)

3. How do you see the space being shared between the general public uses and a golf course? (open text)

4. What options can you imagine for shared use? (open text)

5. Do you have other comments? (open text)

About you

The following questions will help us understand more about you.

6. What is your relationship with the Northcote Public Golf Course? (choose all that apply) *

- I'm a regular golfer
- I'm a nearby resident
- I visited the Golf Course during lockdown
- I study in the local area
- I work in the local area
- I'm part of a community organisation/ group that have an interest in this project (please specify your organisation/ group)
- I'm a local business owner
- Other (please specify)

7. What is your age group? *

- 15 and under (note: please let a parent or guardian know you are completing this survey)
- 16-19
- 20-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65-74
- 75 and over
- I prefer not to say

10. What is your gender? *

- Male

- Female
- I prefer not to say
- I identify as: _____

11. Do you speak a language other than English at home? *

- No - English only
- Yes (please specify)
- I prefer not to say

12. Are you Aboriginal or a Torres Strait Islander? *

- Yes
- No
- I prefer not to say

13. Do you identify as having a disability? *

- Yes
- No
- I prefer not to say

Appendix B: Number of responses by postcode

Table 7 Number of responses by postcode (self-declared by participants)

Number of responses	Postcode
1,551	3070
1,110	3071
656	3072
297	3058
291	3057
286	3056
258	3073
148	3078
120	3068
79	3055
60	3044
50-59	3040
40-49	3079, 3084, 3083
30-39	3085, 3121, 3186, 3032
20-29	3065, 3146, 3039, 3054, 3101, 3193, 3206
10-19	3000, 3002, 3008, 3013, 3030, 3031, 3041, 3046, 3051, 3052, 3060, 3064, 3066, 3067, 3081, 3088, 3089, 3095, 3102, 3103, 3104, 3106, 3113, 3122, 3123, 3124, 3127, 3130, 3133, 3134, 3135, 3136, 3141, 3142, 3144, 3145, 3149, 3181, 3182, 3187, 3188, 3192, 3195, 3196, 3199, 3204, 3207, 3216, 3220, 3350, 3550, 3754, 3939, 3977
1-9	2010, 2022, 2042, 2061, 2112, 2159, 2173, 2227, 2250, 2282, 2285, 2300, 2321, 2324, 2429, 2454, 2470, 2486, 2488, 2500, 2603, 2612, 2640, 2643, 2646, 2913, 3001, 3003, 3004, 3006, 3011, 3012, 3015, 3016, 3018, 3020, 3023, 3024, 3025, 3026, 3027, 3028, 3029, 3033, 3034, 3036, 3037, 3038, 3042, 3043, 3047, 3048, 3049, 3050, 3053, 3059, 3061, 3074, 3075, 3076, 3082, 3086, 3087, 3090, 3091, 3093, 3094, 3099, 3105, 3107, 3108, 3109, 3111, 3114, 3115, 3116, 3125, 3126, 3128, 3129, 3131, 3132, 3137, 3138, 3140, 3143, 3147, 3148, 3150, 3151, 3152, 3153, 3154, 3155, 3156, 3160, 3161, 3162, 3163, 3165, 3166, 3167, 3168, 3169, 3170, 3172, 3174, 3178, 3180, 3183, 3184, 3185, 3189, 3190, 3191, 3194, 3197, 3198, 3201, 3202, 3205, 3212, 3214, 3215, 3217, 3218, 3219, 3222, 3223, 3224, 3225, 3226, 3227, 3228, 3230, 3232, 3233, 3250, 3264, 3270, 3272, 3280, 3300, 3304, 3305, 3328, 3331, 3336, 3337, 3338, 3340, 3341, 3342, 3352, 3355, 3356, 3357, 3370, 3377, 3380, 3395, 3400, 3423, 3429, 3431, 3434, 3437, 3438, 3440, 3441, 3442, 3444, 3450, 3451, 3453, 3460, 3461, 3463, 3467, 3488, 3496, 3500, 3523, 3551, 3555, 3556, 3561, 3564, 3579, 3585, 3608, 3614, 3616, 3629, 3630, 3631, 3634, 3636, 3639, 3644, 3658, 3666, 3677, 3678, 3689, 3690, 3699, 3701, 3717, 3722, 3723, 3728, 3730, 3747, 3749, 3750, 3752, 3753, 3756, 3757, 3764, 3766, 3767, 3770, 3775, 3777, 3782, 3788, 3791, 3793, 3796, 3799, 3804, 3805, 3806, 3807, 3808, 3809, 3810, 3815, 3816, 3818, 3820,

	3823, 3824, 3825, 3840, 3844, 3850, 3851, 3858, 3860, 3875, 3878, 3880, 3896, 3904, 3909, 3910, 3912, 3914, 3915, 3916, 3922, 3925, 3926, 3928, 3929, 3930, 3931, 3934, 3936, 3937, 3938, 3940, 3941, 3942, 3943, 3944, 3950, 3953, 3957, 3959, 3971, 3975, 3978, 3984, 3995, 3996, 4017, 4051, 4065, 4068, 4209, 4272, 4500, 4573, 4814, 5061, 5158, 5159, 6052, 6076, 6152, 6164, 6760, 6968, 7248, 8002
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Addendum

Council has requested further analysis to outline participants' sentiments towards sharing the site, against a breakdown of Darebin residents, Moreland residents and whether they were from the CALD community.

Readers should note that the survey did not ask participants to indicate their preference for sharing options. Participants' sentiment was understood based on human interpretation of survey response, and hence is a subjective analysis. This report did not intend to provide a quantitative analysis of participants' sentiment; the following table has been provided to Council for internal reference.

Table 8 Coded survey responses, by Darebin residents, Moreland residents and CALD community of each







Code	Total	Darebin residents	Darebin (residents and CALD)	Moreland residents	Moreland (residents and CALD)	Coding framework
Support sharing	2782	1505	113	603	57	Includes comments that support sharing the Golf Course, this includes people who want Golf to be retained with additional uses; and those who do not want Golf to be retained and support a complete redesign of the open space.
Golf only	2985	1470	145	373	37	Relates to comments that clearly stated that they only support golfing activities in Northcote Golf Course, without sharing it with other uses.
Park only	697	524	46	138	8	Relates to comments that clearly stated that they only support turning Northcote Golf Course into a public park, without sharing it with other uses.
Shared – spatial	802	487	35	150	17	Relates to comments that support sharing part of the golf course for other uses, for instance, reduce the size of the golf course and share part of the land; or sharing the club house for non-golf uses.
Shared – temporal	2082	1204	81	475	41	Relates to comments that support sharing through allowing different activities at different times, for instance, opening for other uses during summer, some days in the week/ weekends/ evenings or by timeslots for non-golf uses. This option does not involve reducing the size of the golf course.
Non-golf uses	1128	781	56	202	22	Relates to any ideas that are non-golf uses, for example picnic, BBQ, events, indigenous storytelling, playgrounds, exercising, community hubs, community garden, and rewilding.

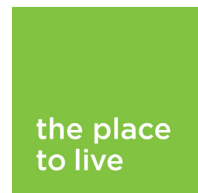
Note:

Multiple codes could be applied to a single survey response.

Residents were determined by participants' self-declared postcodes.

NORTHCOTE GOLF COURSE OPTION A







-  Formalised Path
-  Recreation zone total 5.72 Ha
-  New Trees
-  Existing Trees to be retained
-  Area for park benches & bins
-  Creek



NOT TO SCALE
INDICATIVE ONLY



NORTHCOTE GOLF COURSE OPTION B

-  Formalised Path
-  Recreation zone 9.11 Ha
-  New Trees
-  Existing Trees to be retained
-  Area for park benches & bins
-  Creek



NOT TO SCALE
INDICATIVE ONLY 



8.3 EARLY YEARS INFRASTRUCTURE PLANNING FRAMEWORK**Author:** Planning and Project Officer**Reviewed By:** Acting General Manager Community

EXECUTIVE SUMMARY

Council is developing an Early Years Infrastructure Planning Framework 2021-2041 (the Framework); a high-level strategy that will guide future decision making and associated actions aimed at ensuring Darebin's children and their families have equitable access to the facilities and high-quality early years services they need to thrive.

It focuses on facilities used for maternal and child health, kindergarten, long day childcare, occasional care, playgroups and toy libraries and sets out principles and strategic actions to meet Darebin's early years infrastructure needs over the long term. It responds to kindergarten supply and demand modelling completed with the Department of Education and Training (DET), supply and demand modelling for other early years services and a review of current Council infrastructure.

The Framework (Attachment A) incorporates feedback received through engagement with the Wurundjeri Woi wurrung Cultural Heritage Aboriginal Corporation and a public consultation process

An outcome of the consultation is the change of name from Early Years Infrastructure Plan to Early Years Infrastructure Planning Framework as it better reflects the strategic purpose of the document and aligns with the Community Infrastructure Plan (in development).

Overall, the results of the engagement indicate that the principles and actions outlined in the Framework are strongly supported by the community.

Officer Recommendation**That Council:**

- (1) Adopts the Early Years Infrastructure Planning Framework 2021-2041 (Attachment A).
- (2) Receives a report on the delivery of the Early Years Infrastructure Planning Framework through the annual Council Plan Action Plan reporting process.

BACKGROUND / KEY INFORMATION

The review of Darebin's Early Years Infrastructure Plan commenced in 2018. Initially driven by the 2017-21 Council Plan Big Action to "Create a new park, playground, oval and children's hub on the site of the old Ruthven primary school in Reservoir". Planning in response to this action initiated a review of supply and projected demand for early years infrastructure over the next 15-20 years.

The 2019 announcement by the Victorian Government to introduce funded three-year-old kindergarten, commencing in 2022 in metropolitan areas, led the Families, Youth and Children Department to commission a fuller early year's infrastructure review.

The Framework is informed by the infrastructure review, as well as by Darebin's Kindergarten Infrastructure and Services Plan (KISP), which was negotiated with the Victorian Department of Education and Training (DET).

The KISP outlines agreed estimates of the supply and demand for kindergarten in each of the eight localities comprising Darebin during the roll-out period of funded three-year-old kindergarten to 2029, highlighting which areas will need additional capacity to meet demand.

On 23 August 2021, Council endorsed the draft Early Years Infrastructure Plan to go to public consultation. A consultation process ran from September to November 2021. Due to the COVID-19 restrictions during this period, the consultation period was extended to March 2022 to allow time for face-to-face engagement and further targeted promotion of the online engagement opportunity.

The consultation process on the draft Early Years Infrastructure Plan was designed to gather feedback from service users, service providers and the community on the principles and actions contained in the draft Plan.

The details of the engagement process are summarised in the Community Engagement section of this report and in the Community Engagement Results Report attached (Appendix B).

Previous Council Resolution

At its meeting held on 23 August 2021, Council resolved:

'That Council

- (1) Endorses the draft Early Years Infrastructure Plan 2021-2041 to proceed to community consultation.
- (2) Receives a further report on community feedback received and a final proposed Early Years Infrastructure Plan 2021-2041 for adoption.'

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 2: Prosperous, Liveable and Flourishing

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 2: Prosperous, Liveable and Flourishing

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

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

The development of the Early Years Infrastructure Plan is a Year 1 Action in the Council Plan Action Plan under Council Plan Strategic Action 2.6: Expand funded 3-year-old kindergarten.

DISCUSSION

The early years are a crucial period in children's development, with impacts that can last a lifetime. High quality, inclusive and accessible services for children, and their families, from birth to the time they enter school, play an essential role in providing children with a good start in life. High quality services require high quality, inclusive and accessible facilities, a key objective of the Framework.

As a result of projected population growth, and the roll-out of a second year of funded kindergarten, demand for early years services will grow significantly over the next twenty years. The Framework analyses the supply and demand for early years services over this period, trends in early years facilities design, the geographic distribution of Council's facilities currently, and the condition and functionality of Council's facilities.

The Plan lays out an approach for Council to play its role in meeting these growing needs through 21 big actions to:

- Optimise the use of existing Council facilities.
- Expand the capacity of existing Council facilities where feasible, desirable and cost effective.
- Build new facilities in areas of high need, with a focus on delivering integrated service hubs.
- Invest in, and support, community managed services to ensure equitable and affordable access to community-based services for the whole community.
- Work with early years' service providers to optimise the level, accessibility and equity of service delivery utilising spare capacity where needed, adopting agile operational models, utilising innovative, flexible and best practice approaches including outreach and pop-up models that meet the needs of a changing and diverse community.

Addressing unmet need in communities experiencing disadvantage and inequities in access to services are central considerations for Council's future investment in early years services. These equity considerations will drive decisions about which locations are prioritised for investment.

The Plan also emphasises the importance of addressing condition and functionality issues across Council's suite of facilities to create the best possible environments for children, families, staff and the broader community.

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES

Financial Management

As the Framework is a high-level, long-term strategy, it does not commit Council to the funding nor delivery of any specific projects.

Council has included an expected envelop of funding for early years infrastructure projects in its 10-year Financial Strategy and 10-Year Capital Works Plan. This would be subject to review as part of the annual budget cycle.

Council will continue to seek additional funding from the State Government and through other sources such as developer contributions to contribute, accelerate or expand the implementation of projects to meet community needs.

A total of \$18.85M has been included in the 10-Year Capital Works Plan to 2029-30 for the delivery of early years infrastructure projects; including a further \$3.25M for three-year-old-kindergarten in 2030-31, followed by an investment of \$18M from 2030 through to 2038 for three intergenerational hubs which would include kindergarten rooms as well as other early years and broader community services. This represents a total planned investment of approximately \$40M identified for early years infrastructure over the next 20 years.

One of the key sources of potential additional funding is the State Government Building Blocks Grants program which are available to both increase kindergarten capacity and deliver improvements to the quality of learning environments.

Part of State Government's approach to funding kindergarten infrastructure is to seek to develop Building Blocks Partnership Agreements with Councils. These are long-term, in-principle agreements between the State Government and Councils for co-investment in early care and education facilities.

Specific projects, timelines and funding requirements will be identified as part of the next phase of work – the development of an Early Years Infrastructure Delivery Plan which will align with Council's annual budget cycle and its annual capital works program.

Community Engagement

Details on the engagement process, participant demographics and responses are provided in the Community Engagement Results report (Appendix B).

The public consultation was open from September to November 2021 and then extended from December 2021 to March 2022. This was promoted to service providers and the community via a range of channels including:

- Distribution to over 60 Early Childhood Education and Care (ECEC) services on Darebin's Early Years database and to early childhood educators from across these services.
- Promotion through the Your Darebin, What's On For Families and What's On Disability Access and Inclusion e-newsletters and Council social media channels.
- Distribution to clients of Council early years services.
- Distribution through a range of community stakeholders and Council networks including Community Playgroup Leaders, Your Community Health, PRACE, Northern Autism Network, Down Syndrome Australia MyTime group coordinators, targeted primary schools, VACCA, Preston Mosque and VICSEG New Futures and Darebin Best Start Aboriginal Advisory Committee.

- Presentations at four ECEC network meetings attended by community-managed and commercial operators, staff and volunteer committee members.

Promotional materials were developed with input from the Equity and Diversity team to ensure that they were culturally inclusive and accessible. Information regarding the Framework was provided in 12 languages on the Your Say Darebin page.

Five face-to-face sessions and one online discussion session were also conducted:

- An informal 'pop-up' session at a community event in Reservoir East (African Drumming and Dancing at T.W Andrews Reserve).
- One-on-one engagement with parents at three Supported Playgroup sessions in Reservoir East, Thornbury and Bundoora.
- Focus group with parents of children attending the early years program at Croxton School.
- Council's Gender Equity Advisory Group was consulted via an online meeting.

Two cultural consultation meetings were held with Cultural Consultant Elders from the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation.

The overall response to the consultation is summarised as follows:

- 438 visitors to the Your Say Darebin page.
- 71 respondents to the survey, of whom 47 provided personal information and completed the survey in full.
- 48 people engaged through face-to-face or online meeting methods.

Survey respondents were drawn from across Darebin with all postcode areas represented. Reservoir (32%), Northcote (23%) and Preston (19%) had the highest proportion of respondents. Respondents represented a mix of current service users (68%), service providers (15%), volunteers (13%) and former service users (9%) (respondents could fall into multiple of these categories). 89% of respondents identified as female, 11% as speaking a language other than English at home, and 6% as having a disability. No survey respondents identified as being Aboriginal or Torres Strait Islander.

The face-to-face engagement sessions were targeted to try to ensure diversity in the responses. Detailed demographic data was not collected at all these sessions as it was not always deemed appropriate within the setting.

Children were not engaged directly during the consultation on the draft framework. An online activity was developed to get children's input but received no responses during the initial consultation phase. This is a limitation of the consultation, which will be addressed as a priority going forward.

In lieu of receiving children's input directly on the draft, Council drew on insights from the 700+ submissions received from primary school children in response to the Northcote Golf Course (NGC) consultation, which were received during the same period as the Planning Framework consultation. Whilst the focus of these submissions was on a specific area of public open space, there are several relevant themes which provide insight into some of the things that children value in public spaces and facilities:

Other Principles for consideration

The principles and actions in the Framework align with the Community Vision and have been specifically designed to deliver on the vision of an equitable, vibrant and connected community. The changes incorporated following consultation significantly strengthen the Framework's alignment with the Community Vision of respecting and supporting First Nations People and valuing Country.

Overarching Governance Principles and Supporting Principles

- (d) the municipal community is to be engaged in strategic planning and strategic decision making;

Strategic Planning Principles

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

COUNCIL POLICY CONSIDERATIONS

Environmental Sustainability Considerations (including Climate Emergency)

Environmental sustainability is one of the principles in the Framework to guide Council's approach to early years infrastructure planning and provision. The Framework proposes that Council should aim to ensure that current and future facilities are sustainable, have low emissions and are resilient to changing climatic conditions. The principle of 'environmental sustainability' received strong endorsement through the consultation process and has been retained with no change.

Equity, Inclusion, Wellbeing and Human Rights Considerations:

Equity, inclusion and wellbeing are foundational considerations within the Framework.

Ensuring that all children and families have access to the services they need during a child's early years is fundamental to the promotion of wellbeing and equity within our community, due to the lifelong impacts that early childhood experiences have on development, health, educational achievement and life chances.

The equity focused principles in the Framework were strongly endorsed by respondents to the online survey, with 'equity', 'access' and 'diversity and inclusion' all featuring amongst the top four most highly ranked principles in response to the question about which principles were most important, alongside the principle of 'quality'. This indicates strong support for prioritising these principles in our infrastructure planning.

Engagement with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation has resulted in stronger and clearer articulation of principles and actions that will support cultural safety and inclusion for Aboriginal and Torres Strait Islander families in early years services and facilities. In line with the principles of 'equity', 'access' and 'diversity and inclusion', Council will also prioritise addressing barriers to inclusion and participation for all cohorts of children and families who may be at greater risk of exclusion including, but not limited to, families from culturally and linguistically diverse backgrounds, children and carers with disabilities and families experiencing disadvantage.

Economic Development and Cultural Considerations

'Economic development' and 'Access to arts and creative culture' are included as principles within the Framework. The Framework notes that investment in future early years infrastructure has the potential to deliver significant economic benefits to the Darebin community. The Framework proposes that procurement of the proposed works be guided by Council's Social and Sustainable Procurement Policy to deliver social, economic and environmental value to the community.

The Framework also notes that creative and cultural experiences in early childhood play an important role in learning and the development of identity and proposes that opportunities to facilitate creative and cultural expression be considered in the planning and design of new facilities or upgrades to existing facilities.

Operational Impacts

Delivery of the Framework is a major project at scale requiring significant involvement from operational teams over the life of the Framework and beyond. Capital Delivery, Parks & Open Space and Facilities Management will be key partners in providing operational support to existing and new Council facilities through the implementation of this Framework. Operational supports from other teams such as Property, Families, Youth and Children and IT will also be significant during the implementation of this Framework.

Legal and Risk Implications

Key risks associated with early years facilities that the Framework seeks to mitigate include:

- Social impacts and reputational risk to Council if families are not able to access a service in their local area due to capacity shortfalls.
- Inequalities in access and participation in early years services with impacts on child development if investments are not appropriately targeted to address equity issues.
- Risk that existing facilities will cease to provide high-quality and fully functional environments if not maintained and renewed.
- Failure to deliver required infrastructure in a timely fashion to meet demand if planning and project management are not adequately resourced.

Robust mitigating actions will be required for the duration for this project, including:

- Effective collaboration across several key departments within council and strong partnerships with external stakeholders, for example community based early years' service providers, other levels of government, developers, community organisations and the for-profit sector.
- Ongoing communication and engagement with children, families and the broader community, which are targeted to ensure that the full range of diverse cohorts in the Darebin community are well informed and have a voice in the planning and delivery of the Framework.
- Targeted investment to address current inequities in access to early years services across the municipality.

- Maximising external funding opportunities including state government infrastructure grants and developer contributions.
 - Evidenced based decision making over the life of the Framework guided by the latest demographic insights from ID and participation data provided by DET and Department Health.
 - Continued investment in Council's facilities maintenance and renewal program.
 - Strong asset management and financial planning, project planning and management capabilities and resourcing.



IMPLEMENTATION ACTIONS

- Communication of adopted Early Years Infrastructure Planning Framework – May-June 2022.
- Development and Implementation of the Early Years Infrastructure Delivery Plan – Dec 2022.
- Annual review of the Early Years Infrastructure Planning Framework and Delivery Plan through the annual Council Plan Action Plan and Budget reporting process.

RELATED DOCUMENTS

- Darebin Kindergarten Infrastructure and Services Plan (KISP)

Attachments

- Darebin Early Years Infrastructure Planning Framework 2021-2041 - DRAFT May 2022.pdf (**Appendix A**) [↓](#) 
- Early Years Infrastructure Planning Framework Community Engagement Results Report March 2022.pdf (**Appendix B**) [↓](#) 

DISCLOSURE OF INTEREST

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

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



**Darebin City Council
Early Years Infrastructure Planning
Framework 2021-2041**

**Draft
May 2022**

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.

DRAFT

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EXECUTIVE SUMMARY

The early years are a crucial period in children's development, with impacts that can last a lifetime. High quality, inclusive and accessible services for children and families from birth to the time they enter school play an essential role in providing children with a good start in life.

High quality services require high quality facilities. Councils have an important role in planning for, providing and maintaining high quality early years infrastructure to ensure that families have access to the services they need. This Early Years Infrastructure Planning Framework (the Framework) seeks to provide a strategic framework to ensure that Darebin City Council provides its community with a suite of early years facilities that provide safe and high- quality environments for children, families and staff, meet the increasing demands for service created by population growth and the roll-out of funded three-year-old kindergarten, and promote equity and inclusion.

Council's approach to early years infrastructure planning and investment is guided by principles of equity, access and inclusion, choice, service integration, a whole of community approach, environmental sustainability and community engagement. The Framework also recognises the important role that access to natural environments, arts and creative culture play in the development of children's wellbeing and identity.

As a result of significant population growth and the roll-out of a second year of funded kindergarten demand for early years services in Darebin will grow significantly over the next twenty years:

- By 2041 an additional 100 Maternal & Child Health sessions per week will be required.
- The estimated total demand for funded kindergarten places is expected to grow from 1,628 places in 2021 to 4,196 in 2029 and 4,756 in 2041.
- An additional 1,173 long day care places will be required by 2041 to maintain the current provision rate of 1 place to every 3.9 children aged 0-6.

These needs will be met by actions and investment from a range of actors in the early years sector including Council, state government, community-managed and not-for profit organisations and private for-profit organisations.

The Framework lays out an approach for Council to play its role in meeting these growing needs through key actions to:

- Ensure equitable distribution of council facilities within the City of Darebin and direct future capital investment to where the community needs it most
- Optimise the use of existing Council facilities
- Expand the capacity of existing Council facilities where feasible, desirable and cost-effective
- Build new facilities in areas of high need, with a focus on delivering integrated service hubs
- Drive innovative, integrated and flexible service models and delivery that meet changing and diverse community needs and enable all children and families to thrive.

The Framework also emphasises the importance of addressing condition and functionality issues across Council's suite of facilities to create the best possible environments for children, families and staff.

Delivery of the Framework will require significant investment by Council over the next twenty years, as well as investments from the Victorian Government and other stakeholders. The Victorian Government's Building Blocks Infrastructure Strategy provides an exciting opportunity to access state government funding as co-contributions to projects that will deliver new and improved infrastructure for Darebin residents. Council will be working in close partnership with the Department of Education and Training, partners across the early years sector and other stakeholders to deliver the Framework.

The Framework is a living document and will be regularly reviewed and updated to ensure that it remains relevant and provides a useful and contemporary roadmap for Council's investment in early years infrastructure over the next twenty years.

DRAFT

1. INTRODUCTION

The early years of life are crucial to children's health, development and learning, and provide the foundations for lifelong wellbeing. High quality, inclusive and accessible early years services play an essential role in supporting the care, education, health and wellbeing of children and their families.

Darebin City Council (Council) plays many roles in the system of services that support children in the early years, including planning and coordination, service provision, facilities planning, advocacy, and strengthening community capacity. One of Council's key roles is to plan for, provide and maintain a range of early years infrastructure from which critical services are delivered.

In the context of a growing population, significant service reforms and changing community expectations, the Early Years Infrastructure Framework (the Framework) aims to provide Council with a strategic framework for the future provision of early years facilities across the municipality, which will ensure that early years services are able to respond to the diverse and changing needs of our community and enable all children and families to thrive.

The Framework focuses on facilities used for maternal and child health services, kindergarten programs, long day childcare, occasional care, playgroups and toy libraries. It is concerned primarily with council-owned facilities, from which services are delivered either by Council or community groups. Services operating from other facilities have been considered for contextual purposes, particularly in the supply and demand assessment.

The key objectives of the Framework are to:

- Analyse the planning context in which early years facilities operate and identify the implications of this context for the future provision of facilities.
- Assess the suitability of the facilities for their current and future use in light of relevant legislation and policy, community expectations and anticipated future need.
- Identify the anticipated need for refurbishment and replacement of Council owned early years facilities and construction of new facilities over the next 20 years.
- Identify opportunities for service integration and flexibility in the utilisation of early years facilities.
- Propose a sustainable strategy to address the anticipated needs of early years services operating from Council owned buildings so that Council can effectively manage the upgrading, refurbishment and replacement of these buildings over the next 20 years.

The Framework aims to inform the provision of a suite of Council owned early years facilities that:

- Can satisfy existing and future demand
- Comply with relevant legislation and building codes
- Are fit for purpose and highly functional
- Are accessible, conveniently located and equitably distributed across the municipality
- Are optimally used
- Promote service integration
- Are sustainable in terms of maintenance
- Provide safe environments for staff, children and families.

The Framework has been informed by a comprehensive assessment report by ASR Research and the *Kindergarten Infrastructure and Services Plan for Darebin*, jointly developed with the Department of Education and Training.¹

2. OVERVIEW OF SERVICES AND KEY TERMS

The Framework is focused on the facilities from which the following early years services are currently provided:

Maternal and Child Health

The Maternal and Child Health (MCH) service is a free, universal service delivered by Council that supports children's health and development from birth until school age (generally from 0-4 years). The service supports children, parents, carers and families with an emphasis on health promotion, prevention, parenting, developmental assessment, early detection and referral and social support. Key elements of the service include key ages and stages consultations to assess children's physical, emotional and cognitive development assessed, new parent groups, parent education sessions and other parenting supports.

Kindergarten

Kindergarten programs offer developmental and education experiences for children in the two years prior to school entry. The programs are delivered at licensed education and care centres and are run by qualified teachers and support staff. In Victoria, **four-year-old kindergarten** programs are currently funded for 15 hours per child per week. **Funded three-year-old kindergarten** is currently being rolled out in Victoria and will be introduced in Darebin from 2022. Kindergarten programs are delivered at both standalone kindergartens and at long day care centres. At **standalone kindergartens** children attend for set kindergarten sessions on certain days and times of the week. The length of these sessions varies by service and can include part days or full days. At long day care centres, **integrated kindergarten** programs are integrated into longer days of education and care.

Long Day Care

Long Day Care (LDC) services provide centre-based care for children aged 0-6 years whose families are working or studying, or just need some regular time off. Centres are licensed and generally operate for at least eight hours a day on normal working days. Most centres offer integrated kindergarten programs.

Occasional Care

Occasional childcare programs (OCC) provide centre-based care and education for children 0-6 years on a casual basis for short periods of time. Typically, OCC programs offer three to five-hour blocks of care and children can attend for up to 15 hours per week.

Playgroups

In playgroups groups of preschool aged children and their caregivers come together to learn and develop through informal play activities and social interaction. Playgroups support children's development and provide social support and connection for parents. There are two main types of playgroups: **community playgroups**, which are usually funded, led and organised by the parents who attend, and **supported playgroups** which receive external funding, are led by a paid facilitator and are usually targeted to families who meet specific eligibility criteria. Council is funded by the state government to deliver supported playgroups in Darebin.

Toy Libraries

Toy Libraries provide families access to a range of toys, games, puzzles and activities to borrow or hire for a minimal fee. The service also provides a space for services to connect with local families through information sessions and individual consultations.

Some of the other key terms used in the Framework are:

- **Local areas** or **localities** refer to the geographic areas that Darebin has been divided into for population profiling and forecasting purposes. To align with the Department of Education and Training's planning for kindergarten infrastructure, the Framework has used the ABS Statistical Area 2 (SA2) boundaries to define local areas. These boundaries divide Darebin into eight local areas: Alphington-Fairfield, Kingsbury (which includes the parts of Bundoora and Macleod that lie within the City of Darebin), Northcote, Preston East, Preston West, Reservoir East, Reservoir West, and Thornbury. The local areas boundaries are shown on the map at Appendix 3.
- **Licensed number of places** refers to the number of places that a kindergarten or childcare service is licensed to provide by the relevant licencing authority. This is the maximum number of children the service is legally allowed accommodate at any one time.
- **Licensed capacity** or **licensed enrolment capacity** refers to the maximum number of children that a kindergarten or childcare room could accommodate in a week if the service provided the maximum number of places it is licensed to provide each day. For example, a kindergarten program licensed for 30 places at any one time has a licensed capacity of 60 children in a week as it could accommodate two groups of 30 children over the week.
- An **MCH session** refers to half a day of service. Therefore, a single MCH consulting room operating for five days a week during normal working hours can be used for 10 sessions.
- **Spare capacity** refers to the gap between the actual usage level and the maximum potential usage level of a facility. For example, an MCH consulting room can typically be used for five days or 10 sessions per week. If it is used for six sessions, the room has spare capacity of four sessions per week.
- **Types of management in kindergarten and childcare.** The kindergarten and childcare sector in Darebin includes a range of organisation that have different management and governance structures. **Community-managed kindergarten or childcare services** are not-for-profit services that are managed either by a committee of volunteer parents or by an Early Years Management service. Most but not all community-managed services in Darebin operate out of facilities owned and maintained by Council. **Other not-for-profit organisations** that provide services include universities (La Trobe University Community Children's Centre), independent schools (East Preston Islamic College) and the national not-for-profit organisation Goodstart. **Commercial services** are private businesses providing childcare and kindergarten services on a for-profit basis.

3. CONTEXT: DEMOGRAPHICS, POLICY AND REGULATION

3.1 Young children in Darebin

In 2020 there were an estimated 14,813 children aged 0-6 living in Darebin, out of a total estimated resident population of 166,430.

The Australian Early Development Census (AEDC) measures children's developmental health and wellbeing when they start school. The 2018 AEDC results show that most children in Darebin are doing well developmentally. A higher proportion of children in Darebin are developmentally on track across each of the five measured domains (physical, social, emotional, language and communication) than the Victorian and Australian averages and fewer are developmentally vulnerable. The AEDC 2018 results vary across local communities in Darebin as shown in Table 1.²

Table 1: 2018 AEDC results and 2016 SEIFA scores

Area	2018 AEDC			2016 SEIFA score (Index of Relative Socio-economic Disadvantage)
	Number of children included in census	Vulnerable on one or more domains %	Vulnerable on two or more domains %	
Alphington	63	15.3	6.8	1095
Fairfield	70	8.8	2.9	1068
Kingsbury	48	31.8	15.9	938
Northcote	281	13.2	4.9	1064
Preston	398	20.7	10.2	997
Reservoir	586	18.1	10	952
Thornbury	194	14.2	4.9	1038
DAREBIN	1,640	17.4	8.3	1004
VICTORIA	76,245	19.9	10.1	1010
AUSTRALIA	308,953	21.7	11	1002

Children are vulnerable to the impacts of poverty, inequality and disadvantage during their early years. As table 1 shows, there is a correlation between the AEDC results and the Socio-Economic Indexes for Areas (SEIFA) scores, which measure relative socioeconomic advantage and disadvantage. The areas with the lowest SEIFA scores (Kingsbury, Preston, Reservoir) also had the most children identified as being developmentally vulnerable. At a more granular level the small areas of Cheddar, Oakhill and Merrilands (all in Reservoir) and Kingsbury were all ranked in the bottom fifth of areas on the SEIFA Index of Relative Socio-economic Disadvantage in 2016.³

Aboriginal and Torres Strait Islander children and children from culturally and linguistically diverse backgrounds can have lower levels of participation in early childhood services due to barriers to access and engagement. Barriers that have been identified for Aboriginal and Torres Strait Islander children include out of pocket costs, limited awareness of services, administrative complexity, lack of transport or locally available services, a perception that the child is too young to participate, a lack of confidence in the value of early education services or fear of racism and judgment.⁴ For children from culturally diverse backgrounds barriers can include racism,

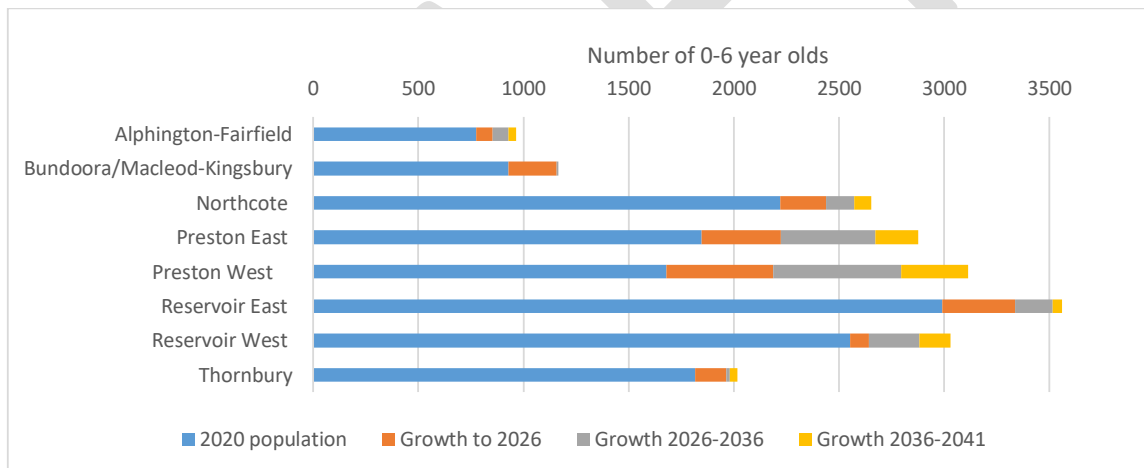
limited awareness of services and their benefits, communication and language barriers, distrust of services, fear of being judged, and structural barriers.⁵

3.2 Population growth

The City of Darebin is expected to see significant population growth over the next 20 years. From the baseline of 2016 through to 2041, the population of the City of Darebin is forecast to increase by 75,102 persons from 155,016 to 230,118 (48.45% growth), at an average annual change of 1.59%. In 2020 there were an estimated 14,813 children aged 0-6 living in Darebin. By 2041 there are expected to be 19,388 children of this age, an increase of 4,575.⁶

As figure 1 shows, the distribution of the growth in the 0-6 population will vary widely across the different local areas. For example, Preston West is expected to have 1436 more 0-6 year-old children in 2041 than it does now, whilst Alphington-Fairfield will have only 191 more. Collectively, Preston East and West are expected to account for over half of the growth in Darebin’s 0-6 year-old population in this period. Whilst growth will not be as great in Reservoir East and West, these areas have the largest 0-6 populations currently, and will continue to be home to nearly a third of Darebin’s 0-6 year-olds in 2041.

Figure 1: Forecast change in 0-6 population by area



Much of the projected growth, particularly in Preston, is expected to occur through the development of high-density housing. Some of the larger developments may provide opportunities for social infrastructure to be included as part of the development.

Forecast population growth in Darebin is informed by development assumptions across the municipality, including expected dwelling yields at identified major development sites such as the Polaris Development (Kingsbury), Oakover Village (Preston West) and others in Northcote, East Preston and Alphington-Fairfield. An additional strategic development site not included within current projections is the Preston Market site. The Preston Market has been designated as a strategic development site by the Victorian Planning Authority (VPA) and is part of the VPA’s Fast Track Program. The draft precinct structure plan released for public consultation in May 2021 outlines that the Preston Market Precinct is anticipated to accommodate between 4,500 to 6,000 new residents by 2041, which is expected to generate sufficient demand for 2-3 MCH rooms and a 66-place kindergarten.⁷ Another major development that is not included in current projections is La Trobe University’s

University City of the Future vision for the Bundoora campus, which envisages additional housing for 12,000 students, staff and private residents as part of the La Trobe National Employment and Innovation Cluster.⁸ Developments such as these would significantly impact demand for services if they go ahead and would require appropriate infrastructure responses.

Developments on Darebin's borders may also impact demand for kindergarten in Darebin. One of the major developments that we are aware of is the Alphington Paper Mill site in the City of Yarra. The approved development plan for this site endorsed by the City of Yarra in 2016 included an estimated 2500 dwellings in the form of town houses and apartments.

The context of the COVID-19 pandemic is a new factor that may have an impact on demographic trends within Darebin. Whilst there is a lot of uncertainty about how the pandemic may affect population growth in the coming years, some insights have been provided by .id who suggest that COVID-19 may impact the following factors that contribute to population growth:

- Overseas migration – potential negative impact on growth
- Internal migration – potential negative impact on growth
- Natural increase (births and deaths) – some potential negative impact on growth
- Economic resilience – some potential negative impact on growth
- Resident vulnerability – some potential negative impact on growth
- Local amenity including housing affordability – potential mixed impact on growth⁹

In addition to impacts on population growth, the COVID-19 pandemic may have other long-term impacts on the Darebin community which could have flow-on impacts to demand for early years services. The uncertainty created by the pandemic underscores the importance of flexible approach to early years infrastructure planning that involves constantly monitoring key indicators of future need and demand and responding accordingly.

3.3 Key policy drivers

Funded three-year-old kindergarten

In an Australian first, the Victorian Government has committed to implement funded three-year-old kindergarten for all children.¹⁰ Darebin will join the statewide roll-out schedule in 2022. In 2022 three-year-old children in Darebin will have access to five hours of funded kindergarten per week. From 2023 services will be able to set the number of hours they offer from a minimum of five hours per week up the full 15 hours. By 2029 at full roll-out all three-year-old children should have access to 15 hours per week of funded kindergarten.

The Three-Year-Old Kindergarten reform will require a large expansion of kindergarten programs and services, supported by investment across the kindergarten and childcare sector. The Victorian Government is partnering with Local Governments to plan for this expansion. All Victorian Local Governments have been invited to agree an individual Kindergarten Infrastructure and Services Plan (KISP) with the Department of Education and Training (DET). The KISPs represent an agreed view of existing kindergarten capacity in a local government area and estimates of future supply and demand of three and four-year-old kindergarten places driven by the reform and population growth. Agreed KISPs are published on the DET website as a resource for the whole Victorian early childhood sector. Darebin agreed its KISP with DET in February 2021.¹¹

The state government has allocated \$1.68 billion in infrastructure funding over the roll-out period to support the infrastructure expansion required for the reform. The KISPs will guide where DET will invest this money –

projects will only be eligible for funding in locations where the relevant KISP shows that new infrastructure is needed in order to meet demand for kindergarten places over the roll-out period.

Early Years Compact

In Victoria, the state government and local governments have agreed to work together to improve outcomes for young children and their families through the Early Years Compact.¹² This ten-year agreement (2017-2027) sets out five outcomes for young children and their families which provide a guiding framework for early years policy and strategy:

1. All young children are engaged, confident and creative learners.
2. All children are safe, cared for and experience optimal health and development.
3. Families feel well supported by high quality, inclusive services for children and families in the early years.
4. Vulnerability, location and disadvantage do not determine outcomes for young children.
5. Families are connected to culture, actively participate in community life and can access help when and where they need it.

Family Violence Reforms

Wide-ranging reforms are being implemented in Victoria as part of a 10-year plan to implement the recommendations of the Royal Commission into Family Violence.¹³ Reforms that are relevant to services that work with children and families include the Child Information Sharing Scheme, the Family Violence Information Sharing Scheme, and the Multi-Agency Risk Assessment and Management Framework (MARAM). Services prescribed under these information sharing schemes include Maternal and Child Health Services, kindergartens, long day care centres and DHHS funded Supported Playgroups, and there is an expectation that all Council services will use the MARAM if they come into contact with individuals and families experiencing family violence. A key direction of many of these reforms is towards increased collaboration and integration between services to promote the wellbeing and safety of children and to improve responses to family violence.

3.4 Regulation of early childhood education and care services

Most services for children are regulated to ensure children are protected from harm and that their opportunities for learning and development are maximised. Long day care and kindergarten services are regulated by the Australian Children's Education & Care Quality Authority under National Quality Framework which provides a national approach to regulation, assessment and quality improvement of these services.¹⁴ Occasional Care services operate under the Victorian Children's Services Act and Children's Services Regulations.¹⁵

There are many aspects of the regulatory frameworks that are relevant to the provision of infrastructure for early years services. Amongst the most significant considerations for infrastructure planning are factors that relate to the physical environment and those that cover educator to child ratios:

- The maximum number of places that a kindergarten, long day care or occasional care centre can be licensed for is determined by the eligible floor area of its children's playroom (3.25m² per place) and outdoor play area (7m² per place).
- Educator to child ratio requirements for kindergarten and childcare services are an essential consideration when thinking about the optimal size of rooms due to the impact on staffing and financial viability. The ratios in Victoria are:
 - Birth to 36 months: one educator for every four children
 - 36 months up to and including preschool age: one educator for every 11 children
 - Over preschool age: one educator for every 15 children.

4. PRINCIPLES

Darebin City Council's approach to early years infrastructure planning and provision will be guided by the *Darebin 2041 Community Vision*:

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

Our approach will also be guided by Council's *Statement of Commitment to Traditional Owners and Aboriginal and Torres Strait Islander people* and *Towards Equality – Darebin City Council's Equity, Inclusion and Human Rights Framework 2019-29*, which affirm Council's obligation to respect, protect and promote the cultural rights of Aboriginal and Torres Strait Islander people, our responsibility to respect self-determination and recognise sovereignty, and our commitment to place recognition and rights of all Aboriginal and Torres Strait Islander people as a priority consideration in planning and decision-making.¹⁶ Recognising their sovereignty we will consult with Traditional Owners via the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation on all Early Years Infrastructure developments on their land. The following planning principles will also guide our decision-making:

- **Equity.** Ensuring equitable access to affordable and high-quality services across Darebin is a key objective of the Framework. Guided by *Towards Equality – Darebin City Council's Equity, Inclusion and Human Rights Framework 2019-2029*, we aspire to create a community where everyone can thrive and belong. The provision of early years infrastructure should contribute to reducing the impact of poverty and disadvantage on our community by ensuring that all children and families have access to the services they need to thrive.¹⁷
- **Access.** All early years facilities should be accessible and inclusive for all children and families, including those with disability, underpinned by the application of universal design principles and a commitment to inclusive spaces and practice.¹⁸ Children and families should be able to access the services they need in facilities that are conveniently located, well serviced by public transport, have adequate parking and infrastructure to support active travel and operate at hours that suit the community's needs.
- **Diversity and inclusion.** Facilities and services should be welcoming, culturally safe and inclusive for all children and families across all dimensions of diversity including, but not limited to, cultural background/identity, language, socioeconomic status, gender identity, sexual orientation, religion and family structure.
- **Connection to culture and country.** To support children's connection to culture and country we will work to recognise and respect Wurundjeri Woi-wurrung and other Aboriginal and Torres Strait Islander cultures in infrastructure planning and provision, for example through naming, building design, landscaping and signage.
- **Yoorrook* /truth-telling.** Recognition of, and respect for, Wurundjeri Woi-wurrung and other Aboriginal and Torres Strait Islander cultures in infrastructure planning and provision will also be used, as and when deemed appropriate by the Wurundjeri Woi-wurrung Corporation and other local Aboriginal communities,

* Note – we are awaiting confirmation from the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation on whether the use of "Yoorrook" is appropriate in this context. "Yoorrook" is a Wemba Wemba word that has been adopted as the name for the Yoorrook Justice Commission, the first formal truth-telling process into injustices experienced by First Peoples in Victoria.

as an opportunity for education and to enhance the knowledge and understanding of non-Aboriginal children and families, in the spirit of truth-telling.

- **Choice.** Council values a mixed market in the childcare and kindergarten sector, so that families are able to choose services that suit their circumstances, preferences and needs from diverse options across community-managed services, other not for profits and commercial services, and from a range of service delivery models including both sessional and integrated kindergarten programs. We are committed to ensuring a strong community-managed childcare and kindergarten sector.
- **Quality and safety.** High quality standards in early years services are fundamental to delivering the best possible long-term impacts on children's development, wellbeing and learning. High quality physical environments are critical to enabling high quality service provision, keeping children, families and staff safe, and providing the best possible experiences for children and families in all services. Council is committed to ensuring that all our early years facilities are fit-for-purpose and well-maintained.
- **Integrated services for the whole community.** The integration of early years services provides significant benefits to the whole community and is recognised to be particularly important for families who experience disadvantage or other barriers to accessing services.¹⁹ Whenever possible facilities should enable children and families to access a range of services at the same location and create opportunities for 'wrap-around' service delivery for the whole community. , They should be flexible and active community spaces that bring the community together across generations. Integration requires more than just the co-location of services; it is supported by high quality shared spaces and amenities, organisational commitment from all relevant parties, governance mechanisms, collaborative and integrated service planning and programming, facilitation and resourcing of shared functions.
- **Community engagement and collaboration.** The planning and design of early years facilities must be informed and guided by strong community engagement, to ensure that the views of the community are central to decision-making and co-design about the facilities that they will use.²⁰ Collaboration and engagement with services is also essential to ensure a cohesive and effective response to the community's needs. Place-based planning models that bring together local stakeholders and community to develop locally tailored solutions are particularly important in areas of vulnerability.²¹ Engagement with Traditional Owners and Darebin's Aboriginal and Torres Straits Islander communities will be prioritised. Engagement will include the voices and views of children and young people in line with Council's commitment as a signatory to the Victorian Child Friendly Cities and Communities Charter.²²
- **Environmental sustainability.** Council is committed to a safe climate future for all. We aim to ensure that current and future facilities are sustainable, have low emissions and are resilient to changing climatic conditions.²³
- **Access to natural environments.** Council recognises the important role that access to natural environments plays in the healthy development of children and is committed to increasing opportunities for children to engage with nature.²⁴ Bush kindergarten programs are an important contributor to this goal. The incorporation of natural features in outdoor play spaces in early years facilities creates a stimulating environment for play, as well supporting children to become environmentally responsible and show respect for the environment.²⁵ We will recognise and respectfully draw on the knowledge of Wurundjeri Woi-wurrung and other Aboriginal and Torres Strait Islander peoples in supporting children's connections to nature.
- **Arts and creative culture.** Access to arts and cultural experiences in early childhood settings plays an important role in supporting children's development and wellbeing and creates important connections between children and the wider community in which they live. Early years facilities that enable and support

creative and cultural expression including through artist and community-led collaborations have the potential to deliver wide-ranging benefits to children, families and the wider community.²⁶

- **Economic development.** The significant investments in early years infrastructure recommended by the Framework have the potential to deliver substantial economic benefits to the Darebin community, during both the construction phase of infrastructure projects and on an ongoing basis through the delivery of more jobs in early years' service delivery. In line with Council's Social and Sustainable Procurement Policy, planning and procurement for these investments should aim to ensure social, economic and environmental value and benefit for our community.²⁷

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5. SUMMARY ASSESSMENT BY SERVICE

5.1 Maternal and Child Health (MCH)

Overview of facilities

Darebin has 21 MCH consulting rooms across 14 locations (see list at Appendix 1). Seven of the locations have two consulting rooms and seven are single room facilities. Eight of the MCH facilities are co-located with kindergarten or childcare services, four are co-located with other community facilities, one is co-located with Council's immunisation service and one centre is stand-alone. 12 of the facilities are in Council-owned buildings. For operational reasons, two of the locations are not currently being utilised.

On a geographical basis, the distribution of the MCH centres across the municipality is satisfactory (see map at Appendix 2). There are centres in each local area. There are some centres in relatively close proximity, but they are separated by major barriers such as major roads or train lines. All centres are accessible by at least one mode of public transport.

Condition and functionality

The design of MCH centres is not subject to special regulation or standards. Suggestions relating to the design and configuration of centres are outlined in the Design Guide for Victorian Children's Services²⁸ and the Maternal and Child Health Service Program Standards²⁹.

Council's preferred facility model for MCH centres is for centres to have at least two consulting rooms operating in an integrated setting with other children's services, health or community service programs. In terms of design, a modern MCH centre comprises at least two good sized consulting rooms, parent education/meeting room, suitably sized dedicated or shared waiting room, kitchen, staff amenities area, family amenities area with baby changing facilities, storage room, pram parking and nearby carparking area. In many local government areas MCH consulting and waiting rooms are increasingly being used by other family and children's service professionals and for small group activities when not required for MCH sessions.

Darebin MCH centres are generally in fair condition and most centres function reasonably well from a physical perspective. There are some functionality concerns. The most pressing issues are a lack of suitable space for the delivery of new parent groups at several locations. These groups are a core part of the MCH service and having to deliver them at a different location to individual consultations can be a barrier to parents' participation and engagement.

Supply and demand

Including the two centres that are not currently operational, Darebin's 14 MCH centres have the spatial capacity to provide 210 sessions per week. They currently provide 154 sessions, around 73% of their potential capacity. Eleven centres have spare capacity to provide more sessions if required.

There were an estimated 10,988 children aged 0-4 years resident in Darebin in 2020. Current provision of 154 sessions per week equates to one session per 71 children, which compares to a ratio of one session per 60 children commonly applied by metropolitan councils when planning the provision of MCH services. Alphington-Fairfield has the highest actual provision rate at 1:47 children, Reservoir West the lowest at 1:94 children.

Table 2: MCH supply and demand to 2041

Local Area	0-4 population 2020	Current provision (sessions)	Current ratio: children per session	Potential capacity existing facilities (sessions)	Projected 0-4 population 2041	Sessions required to achieve 1:60 children ratio 2041	Additional sessions required 2041
Alphington-Fairfield	562	12	47	20	698	12	-8 (surplus capacity)
Kingsbury	679	8	85	10	827	14	4
Northcote	1653	22	75	30	1955	33	3
Preston East	1376	24	57	40	3126	52	12
Preston West	1276	20	64	20	2303	38	18
Reservoir East	2197	28	78	40	2625	44	4
Reservoir West	1881	20	94	30	2232	37	7
Thornbury	1364	20	68	20	1483	25	5
Darebin	10988	154	71	210	15249	254	44

The 0-4 year-old population of Darebin is expected to grow to 15,249 by 2041. This will see demand for the MCH service increase by an estimated 100 sessions to 254 sessions per week by 2041. If the current centres are used to their full capacity of 210 sessions, they could cater for most of the additional demand but an additional five rooms would be needed to meet demand by 2041. The number of sessions offered will need to increase in all local areas except Alphington-Fairfield. Additional room capacity is likely to be required in Preston East and Preston West. The potential development of the Preston Market would further add to the need for additional rooms in Preston.

Maximising the number of sessions provided at existing facilities might require some families to have to travel more than they currently do to access a service. The distance families need to travel to attend sessions needs to be considered in decision-making about adjusting catchment areas for centres, to enable families to access the service as close to home as possible.

5.2 Kindergarten and Long Day Care

Overview of current provision

As of June 2021 there are 15 stand-alone kindergartens and 45 long day care services licensed to operate in Darebin. These services are listed in full at Appendix 3 and their distribution across Darebin is provided at Appendix 4.

14 of the stand-alone kindergartens are operated by not for profit community-managed organisations and one by an independent school. 11 of the stand-alone kindergartens operate in Council facilities. In total the stand-alone kindergartens are licensed for 643 places, and the services in Council facilities account for 449 of these places (69.8%).

11 of the long day care centres are community-managed services, eight are other not-for-profit services and 27 are commercial for-profit providers. Eight community-managed services operate from Council facilities. The services in Council facilities provide 520 licensed places out of a total of 3,806 licensed places across all LDC centres in Darebin (13.7% of places).

In 2019 55 services in total offered a funded four-year-old kindergarten program; this included 15 stand-alone kindergartens and 40 long day care services. 29 services offered an unfunded three-year-old kindergarten program in 2019.

Functionality and condition

Kindergarten and LDC programs operate in a highly regulated environment. The venues they operate from must be licensed with the State and Federal Government as education and care centres and venues must comply with the facility requirements specified in the National Education and Care Act and Regulations (2011 and 2012 respectively) and other relevant legislation.

The Council owned facilities are in reasonable to good condition and all comply with the requirements of the National Care and Education Act and Regulations and the building/access codes that were in place when they were constructed or redeveloped. Some centres may not comply with current access codes and would have to be made compliant, probably at significant cost, if their facilities were substantially redeveloped. A full audit of compliance issues that could be triggered across all sites has not been completed as they would be dependent on the nature and extent of any redevelopment.

The Council facilities are reasonably functional. Functionality issues have been identified in some of the facilities including: lack of staff rooms, meeting rooms or planning rooms; undersized offices; limited storage; connectivity and visibility issues.

Sector design trends

The following trends are occurring in the design of new stand-alone kindergarten facilities: a minimum of two playrooms, often three, sometimes four; the rooms are mainly 33 places to enable optimal capacity in line with the required ratio of 1 educator to every 11 children; two storey facilities are being developed on confined or constrained sites; full Disability Discrimination Act compliance; centres are being built in a manner that allows them to be converted to another use when no longer required for kindergarten.

Councils are making the following improvements/changes to the design of existing kindergarten facilities: single room facilities are expanding to 33 places and double room facilities to 66 places or 55 places if the second room is solely for three-year old kindergarten and/or occasional care; larger staff areas are being provided including bigger offices, staff planning and meeting rooms, particularly as staff numbers increase with the expansion of services; visibility is being improved to allow children to be seen at all times; playgrounds are being redeveloped to offer a mix of fabricated and natural play elements; second storeys are being constructed if an additional playroom is required and the site cannot accommodate a ground floor extension; disability access and toilets are being provided.

The trends in long day care centre design are similar to those occurring in stand-alone kindergartens: program rooms are being extended or reduced in size to match the child to staff ratios (rooms of 12 places for 0-3 year-olds and of 22 or 33 places for 4-5 year-olds); larger staff areas are being provided; visibility is being improved to allow concurrent inside and outdoor play and improve internal and external surveillance. The predominant facility model for new long day childcare centres is 100+ place facilities. Small existing centres, where feasible, are being redeveloped as 90+ place centres.

Supply and demand - kindergarten

In 2019, the 53 kindergarten programs operating in Darebin were licensed for 1514 places. 49% of these places were provided by sessional kindergarten programs and 51% by integrated programs in long day care. The estimated maximum capacity or full licensed capacity of these programs was 2654 children for 15 hours each per week. Many programs have not operated at their full licensed capacity historically and in 2019 offered places for a total of 2012 four-year-old children (their offered capacity). There are many reasons for centres not operating at full licensed capacity including operational and financial decisions, workforce availability, and real or perceived lack of demand for a higher level of service offering.

1575 children attended a funded four-year-old kindergarten program in 2019. Therefore, the programs had spare licensed capacity for 1079 children and unutilised offered places for 437 children. Enrolment numbers were close to evenly split between sessional and integrated kindergarten programs.

The four-year-old kindergarten participation rate for Darebin was 85.9% in 2019, up slightly from 83.4% in 2018. In 2018 the participation rate for local areas varied from a low of 68% in Bundoora-Macleod-Kingsbury to 99% in Northcote.³⁰ 29 services offered unfunded three-year-old kindergarten programs in 2019. As an unfunded program data on participation in these programs is not available.

The introduction of funding for three-year-old kindergarten from 2022 onwards will significantly increase demand for kindergarten places over the coming decades. The additional demand for kindergarten places that funded three-year-old kindergarten creates will be determined by a number of variables including the size of the three-year-old population, the participation rate for three-year-olds in kindergarten and the number of hours that services offer in three-year-old programs (from 2023-2028 services have flexibility to choose how many hours of funded three-year-old kindergarten they offer, between 5 and 15 hours per child). The estimated demand for funded kindergarten places to 2029 is based on assumptions about these variables agreed with the Department of Education and Training.

As shown in table 3, demand for funded kindergarten could increase by 157% over the next eight years to 2029 as operational funding for three-year-old kindergarten is rolled out at the same time as the three- and four-year-old population is expected to grow in most areas of Darebin.

Table 3: Total estimated demand for funded kindergarten places (three and four-year-old children) 2021-29

	2021	2022	2023	2024	2025	2026	2027	2028	2029
Darebin	1,628	2,141	2,499	2,778	3,018	3,406	3,642	3,888	4,196

Joint planning completed with the Department of Education and Training, summarised in table 4, indicates that an additional 907 places will be required by 2029 to meet this demand.³¹ Three local areas (Alphington-Fairfield, Bundoora/Macleod-Kingsbury and Preston East) will have sufficient supply to meet demand through to 2029.[†] The other local areas will need additional capacity. Reservoir East will require the most additional capacity. The figures are inclusive of assumptions that current services will increase the number of kindergarten places they provide within existing infrastructure through operational changes. In total with operational changes it is estimated that current services could provide places for 3,365 children for 15 hours per week. The figures in table 4 are the unmet demand after operational changes have been factored in.

[†] The figures for Bundoora/Macleod-Kingsbury differ to those published in the Kindergarten Infrastructure and Services Plan (KISP) due to subsequent identification of a new service under construction in Kingsbury.

Table 4: Projected unmet demand to 2021-29, 3 and 4yo kindergarten, number of places (children)

Local area	2021	2022	2023	2024	2025	2026	2027	2028	2029
Alphington-Fairfield	0	0	0	0	0	0	0	0	0
Kingsbury	0	0	0	0	0	0	0	0	0
Northcote	0	0	0	0	0	3	42	78	123
Preston East	0	0	0	0	0	0	0	0	0
Preston West	0	0	0	0	0	44	84	124	167
Reservoir East	0	0	0	1	24	191	240	284	343
Reservoir West	0	0	0	0	0	6	40	73	117
Thornbury	0	0	0	0	32	66	97	123	157
Total	0	0	0	1	56	310	503	682	907

Council's population forecasts project that the three- and four-year-old populations will continue to increase beyond 2029 and there will be an additional 561 children by 2041. As shown in Table 5, in Preston West, Preston East and Reservoir West this increase will be substantial and will significantly add to demand. These figures do not include the potential Preston Market or La Trobe University developments.

Table 5: Increase in 3 and 4 year old population 2029-41

Local area	Increase between 2029 and 2041
Alphington-Fairfield	24
Kingsbury	4
Northcote	46
Preston East	135
Preston West	204
Reservoir East	41
Reservoir West	93
Thornbury	14
Total	561

The analysis indicates that significant additional capacity will be required for three and four-year-old kindergarten in five of Darebin's eight local areas over the roll-out period for three-year-old kindergarten to 2029, and that additional capacity will also be required in at least three local areas in the following years to 2041.

Supply and demand – Long Day Care

The 45 long day care centres in Darebin are licensed for 3,806 places. This is 1 place for every 4.0 children aged 0-6 years. This is higher (better) than the Melbourne Metropolitan Area provision rate of 1: 5.3. Provision rates vary across the local areas in Darebin. Alphington-Fairfield has the highest rate 1: 2.3 and Reservoir East the lowest 1: 18.2. Reservoir East is the only area where provision is below the Melbourne average.

The distribution of Council-owned facilities is uneven. There are two Council-owned facilities in each of Northcote and Thornbury, but only one in each of Preston East, Reservoir East and Reservoir West, and none in Preston West or Kingsbury.

The services operating in Council facilities are running at very close to capacity and have waiting lists. It is understood that the private centres 'on average' are operating at about 85% capacity. The unused capacity in Centres varies across the week, with some days harder to fill than others, e.g. Fridays.

The target age cohort for long day childcare (0-6 year-olds) is forecast to increase by 4,575 in Darebin from 2020 to 2041. Applying the current provision rate in Darebin of 1 place to 4.0 children, the increase in population could generate demand for an additional 1,143 places. Demand will increase in all local areas, most significantly in Preston East and Preston West which currently have a good supply of childcare places and Reservoir East which has a poor supply. Based on recent trends, the private sector can be expected to increase supply in many locations. Council's focus will need to be on addressing areas where the market has not provided adequate capacity (as seems to be the case in Reservoir East) and ensuring access to affordable childcare for vulnerable and disadvantaged groups.

Table 6 – current provision and future growth in demand for long day care places

Area	2020			2041		
	0-6 year-olds	Approved places	0-6 year-olds per place	Forecast 0-6 year-olds	Increase in 0-6 year-olds 2020-41	Increase in demand – places at one place per 4 children
Alphington-Fairfield	775	333	2.3	966	191	49
Kingsbury	930	382	2.4	1165	235	60
Northcote	2221	532	4.2	2654	433	111
Preston East	1848	661	2.8	2878	1030	264
Preston West	1679	526	3.2	3115	1436	368
Reservoir East	2992	164	18.2	3561	569	146
Reservoir West	2552	642	4.0	3031	479	123
Thornbury	1816	445	4.1	2018	202	52
Darebin	14813	3684	4.0	19388	4575	1143

Note: The above figures are based on current population projections. Additional developments not factored into current projections, such as at Preston Market and La Trobe University, will generate additional demand if they proceed.

Equity and choice in a mixed market

The principles of equity and choice outlined in section four of this plan have a particular bearing in relation to the provision of kindergarten and long day care services in Darebin. In kindergarten and long day care, Council is committed to supporting a mixed market that ensures families have a choice of sessional or integrated kindergarten programs, and to maintaining a strong community-managed kindergarten and long day care sector.

Supporting community-managed services

Kindergarten and long day care services are provided by organisations that operate under a range of management types including community-managed not for profits, other not for profits and commercial for profit organisations. Council provides supports to all of these providers through a range of support services including the professional development programs and networks that we run. In our role as an infrastructure provider we are committed to providing facilities for community-managed services. We support the community-managed sector in this way for several reasons: to enable not for profit kindergarten and long day care to be financially viable; to provide families with a choice of services including community-managed services; because we believe that community-based organisations deliver positive community development benefits and social capital. Council also notes that that community-managed services have better quality ratings than private for-

profit services – the State of Early Learning 2019 report shows that a higher proportion of community-managed services received Exceeding NQS ratings than private for profit services.³²

Currently, the distribution of standalone kindergarten and community-managed long day care places is uneven across Darebin. In relation to the size of the three- and four-year old population, Kingsbury, Preston East and Preston West have fewer places in both standalone kindergarten and community-managed long day care than the Darebin average, whilst Northcote and Thornbury are above average for both these service types. Reservoir East has a high provision of standalone kindergarten places, but low provision of community-managed long day care, whilst Reservoir West is the opposite.

This is an important equity and affordability issue because of the difference in fees that families can be required to pay between sessional kindergarten programs and integrated programs in long day care due to the different state and federal government funding structures of these two service types. Affordability can be a significant deterrent or barrier to kindergarten participation particularly where there is limited access to sessional kindergarten services with lower fees in a local area. The finances of kindergarten mean that sessional kindergartens are almost exclusively run by community-managed not for profit organisations, and in Darebin the majority of these operate out of Council facilities.

Through its infrastructure investments and advocacy strategy, Council will seek to ensure equitable access to sessional kindergarten across Darebin by expanding sessional places in areas where there is currently lower provision, lower participation rates and in areas of high population growth. Council will also seek to ensure equitable distribution of council facilities within the City of Darebin and direct future capital investment accordingly.

5.3 Occasional care (OCC)

Three occasional childcare (OCC) programs operate in Darebin. The programs are licensed for a total of 67 places. Two operate from Council facilities. One is located at a recreation centre, one at a neighbourhood house and one at La Trobe University. Three other programs recently closed, at Jika Jika Community Centre, The Bridge Preston and Reservoir Leisure Centre – representing a loss of 75 OCC places. Appendix 5 provides details of the current and recently closed OCC programs.

OCC services are licensed by the Victorian Government as children's services. New Children's Services Regulations came into effect in May 2020. The new regulatory requirements applied immediately to all new providers and new services. For former licensed children's services, the changes will be phased in over two years. The main operational changes will commence on 1 January 2022. These include a new requirement that occasional care services must provide seven square metres of outdoor space per child.

The actual provision ratio for occasional childcare places across Melbourne is 1 place: 58 children aged 0-6 years. Darebin has 67 places at a provision ratio of 1 place: 221 children. To meet the 1:58 ratio, 188 places are needed immediately and a further 79 will be required by 2041. On a local area basis, there are currently no occasional care programs in Fairfield-Alphington, Preston East, Preston West, Reservoir East or Reservoir West. Considering recent closures of programs, the financial viability of OCC programs needs to be examined alongside any planning for infrastructure.

5.4 Playgroups

Facilities used for playgroups are not required to be licensed. They can be held in community centres, halls, parks, cafes or even private homes. There are currently 41 known playgroup locations across Darebin, of which 16 are Council facilities (see Appendix 6 for a list of known locations). There are playgroup locations in all localities in Darebin, but Northcote and Preston East have fewer identified locations than would be expected for their population size. As neither playgroups nor the facilities in which they operate need to be licensed, other locations may be in current use for playgroups and some of the identified locations may no longer be hosting groups. Outdoor only playgroups also operate in various locations along the Merri Creek, Darebin Creek and Bundoora Park, these have not been included.

A suitable playgroup venue should provide an accessible, safe and stimulating environment for children, carers and facilitators, preferably with both indoor and outdoor play areas that are large enough to allow children of different ages (including babies) to play safely, access to storage, toilet facilities and ideally a kitchen. A full functionality audit of current venues has been conducted, but it is known that some playgroups are currently running in small venues with functionality issues such as lack of privacy, no pram parking, noise issues, accessibility and security issues.

Council is funded by the State Government to deliver 10 supported playgroups across Darebin, with a focus on delivering these in areas of disadvantage as indicated by current AEDC and SEIFA data. Venues for supported playgroups need to provide a welcoming, inclusive and safe environment for vulnerable and disadvantaged families. The preferred model for delivery of supported playgroups is to run them at venues where MCH and other services operate to facilitate access for eligible families. Kingsbury, Reservoir and Preston East have been identified as areas of significant demand and low suitable venue availability for supported playgroups.

Population growth, particularly in Preston East and Preston West, will add to the demand for playgroup venues. The roll-out of three-year-old kindergarten may also reduce the availability of rooms in kindergartens and childcare centres for use by playgroups

5.5 Toy Library

Darebin City Council operates a Toy Library that provides families with children aged 0 – 6 years access to high quality, age-appropriate toys and play equipment. The Toy Library currently operates from the Northcote Family Centre at 185-187 High St, Northcote for one session a week from 10am-12. The Toy Library previously also operated from a second location at Reservoir Community & Learning Centre. The service ceased to operate from this location in 2020 as the site was not deemed suitable to provide the service under COVID-safe requirements. As of March 2021 Council's Toy Library had 381 borrowers. Membership has remained steady over the past five years. A community-run Toy Library also operates from the Alphington Community Centre.

There are no regulations or official guidelines relating to the physical space requirements of a Toy Library. Toy Library Australia outlined the ideal elements for Toy Libraries of various membership sizes. For a large toy library of 200+ members the recommendation is for 300m² of dedicated space including a main toy library room (minimum 200m²), an adjoining storage area, and a smaller side room for informal meetings. Toy Library Australia also recommends that the library be located close to or on the same site as other early years services, community groups or services such as MCH, library, kindergarten, childcare or playgroups, close to public transport, and close to a playground and open play space.³³

Council's Toy Library service is currently being reviewed to ensure that it continues to be contemporary, accessible, affordable and responsive to Darebin's diverse community, particularly those most vulnerable and/or experiencing disadvantage. Any recommendations from the Toy Library review relating to infrastructure needs for the service should be integrated into this Framework, when available.

DRAFT

6. LOCALITY SUMMARIES

6.1 Alphington-Fairfield

Population

- The smallest of the localities in Darebin by population, with an estimated resident population of 10,145 in 2020. This includes an estimated 775 children aged 0-6.
- Limited population growth expected to 2041: 191 more 0-6 year-olds by 2041 compared to 2020. The growth that is projected is almost all in Fairfield.
- The development of the Alphington Paper Mill site in the City of Yarra (an estimated 2500 dwellings) may create additional demand on some services in Darebin.
- Alphington and Fairfield are two least disadvantaged suburbs in Darebin on the SEIFA index of Relative Socio-economic Disadvantage.

Service provision

- Two MCH rooms at the Fairfield Community Centre with capacity to satisfy projected needs to 2041.
- Five kindergarten locations provide sufficient kindergarten capacity to meet projected demand to 2029 and likely to 2041 based on current population projections. Low access to sessional kindergarten with just one stand-alone kindergarten.
- Four long day care centres provide 2.3 LDC places per 0-6 year-old – the highest provision rate in Darebin. Low access to community-managed LDC.
- No Occasional Child Care program in the locality.
- Three known playgroup locations.
- Community-run Toy Library located at Alphington Community Centre.

6.2 Kingsbury

Population

- The Kingsbury locality (which incorporates the City of Darebin parts of the suburbs of Bundoora and Macleod) is the second smallest locality in Darebin by population with an estimated resident population of 13,490 in 2020. This includes an estimated 930 children aged 0-6.
- Relatively low population growth forecast: 235 more 0-6 year-olds in 2041 compared to 2020. Potential major development at La Trobe University of housing for an additional 12,000 people would significantly increase this if it proceeds.
- The suburb of Kingsbury is the second most disadvantaged suburb in Darebin on the SEIFA Index of Relative Socio-economic Disadvantage. Bundoora-Macleod is relatively advantaged. The locality recorded the poorest AEDC results in Darebin.

Service provision

- One MCH room. An additional four sessions per week beyond this centres full capacity may be required by 2026.
- Four current kindergarten programs plus a new service expected to open in 2022. Capacity expected to be sufficient to meet demand to 2029. Low access to sessional kindergarten with just one stand-alone kindergarten.
- High rate of long day care provision with three current services and new private centre expected to open in 2022. However, La Trobe University facility services a wider catchment than just the local area. No community-managed childcare.

- Occasional Child Care is provided at La Trobe University – mainly used by staff and students.
- Three known playgroup locations.

6.3 Northcote

Population

- Estimated resident population of 28,172 in 2020, of whom an estimated 2221 were children aged 0-6.
- 0-6 year-old population expected to grow by 433 from 2020 to 2041.
- Lower levels of disadvantage than the Darebin average and lower levels of developmental vulnerability in the AEDC.

Service provision

- Two MCH locations providing sufficient capacity to meet demand until at least 2026, with a small shortfall in capacity after that.
- Eight kindergarten locations including two stand-alone kindergartens and four community-managed services. Unmet kindergarten capacity expected from 2027 onwards. Unmet demand of 123 children by 2029, and another 46 children by 2041.
- Six long day care centres including two community-managed services. Current provision of LDC a little below Darebin average but above Melbourne average. Population growth will create demand for approximately 100 more places by 2041.
- One Occasional Child Care service providing 21 places.
- Three playgroup locations identified.
- Current location of Darebin Toy Library.

6.4 Preston East

Population

- Estimated resident population of 20,430 in 2020, of whom an estimated 1848 were children aged 0-6.
- Significant population growth projected. 1030 more 0-6 year-olds from 2020 to 2041, with much of the growth expected from 2036 onwards. Preston Market precinct development would add a further 4500 – 6000 to overall population growth. Note also that some of the major areas of population growth are in the central are of Preston. Services in this central area may see an increase in demand from population growth in both Preston East and Preston West.
- Locality ranks below the Darebin average on the SEIFA Index of Relative Socio-economic disadvantage and includes some of the most disadvantaged small areas in Darebin.

Service provision

- Three MCH locations with sufficient capacity to meet demand until the mid-2030s on current population projections. 12 additional MCH sessions required by 2041 – at least one new MCH room required.
- Nine kindergarten locations, plus an additional centre opening soon. On current population projections surplus kindergarten capacity is expected to 2029 and current capacity should meet most demand to 2041. Low access to sessional kindergarten: one small community-managed stand-alone kindergarten plus one larger kindergarten at East Preston Islamic College which draws families from a wider regional catchment.
- High level of long day care LDC provision with eight centres plus an additional centre opening soon. Only one community-managed service. Population growth will create demand for an additional 264 LDC places by 2041.
- No Occasional Child Care following recent closure of OCC at The Bridge Preston.

- Four playgroup locations identified.

6.5 Preston West

Population

- Estimated resident population of 20,430 in 2020, of whom an estimated 1848 were children aged 0-6.
- Area of most significant projected population growth. 1436 more 0-6 year-olds to 2041. Note also that some of the major areas of population growth are in the central are of Preston. Services in this central area may see an increase in demand from population growth in both Preston East and Preston West. The Preston Market development can be included in this category.
- Level of disadvantage slightly below (less disadvantaged) the Darebin average.

Service provision

- One MCH location. Current MCH capacity fully utilised and will be insufficient to meet future demand. 18 additional MCH sessions will be required by 2041 – requiring two additional MCH rooms.
- Seven kindergarten locations including one stand-alone kindergarten. Additional kindergarten supply expected to be needed to cater for unmet demand: 44 children by 2026, 167 by 2029 and a further 204 by 2041.
- Six long day care centres. LDC provision is above the Darebin average, but population growth will create demand for an additional 368 LDC places by 2041. One community-managed LDC service. Currently no LDC in Council facilities in area.
- No Occasional Child Care programs.
- Seven playgroup locations.

6.6 Reservoir East

Population

- Estimated resident population of 29,540 in 2020, of whom an estimated 2992 were children aged 0-6.
- 0-6 year-old population expected to grow by 569 from 2020 to 2041.
- The most disadvantaged locality in Darebin. Two sub-areas: Reservoir East Cheddar and Reservoir East Oakhill both in the lowest quintile on SEIFA Index of Relative Disadvantage.

Service provision

- Two MCH locations have capacity to supply 40 sessions per week – currently provide 28 sessions. Projected demand to 2041 is 44 sessions per week, requiring four additional sessions per week.
- Six kindergarten locations, including four stand-alone kindergartens. Significant unmet demand for kindergarten projected to 2029: 191 children by 2026, 343 by 2029.
- Three long day care providers. Level of LDC provision is far below all other areas in Darebin (1 place per 18.3 children aged 0-6). Population growth will create further demand.
- No Occasional Child Care program since closure of program at Reservoir Leisure Centre.
- 7 playgroup locations.

6.7 Reservoir West

Population

- Estimated resident population of 25,846 in 2020, of whom an estimated 2552 were children aged 0-6.
- 0-6 year-old population expected to grow by 479 from 2020 to 2041.

- Merrilands sub-area in the lowest quintile on SEIFA Index of Relative Disadvantage. Edwardes Lake sub-area also more disadvantaged than the Darebin average.

Service provision

- Two MCH locations have capacity to supply 30 sessions in total. Kenilworth Road location not currently in use. Projected demand to 2041 is 37 sessions. Additional room may be required to meet demand. No provision in Merrilands sub-area.
- Nine kindergarten locations including two stand-alone kindergartens. Unmet demand for kindergarten projected from 2027 onwards – 40 children in 2027, 117 by 2029. A further 93 three and four-year-olds expected in area by 2041.
- Seven long day care locations including two community-managed services. LDC provision rate similar to Darebin average. 123 additional places required to maintain provision rate at Darebin average to 2041.
- No Occasional Child Care program.
- Eight playgroup locations.

6.8 Thornbury

Population

- Estimated resident population of 20,779 in 2020, of whom an estimated 1816 were children aged 0-6.
- 0-6 year-old population expected to grow by 202 from 2020 to 2041.
- Relatively advantaged – higher than the Darebin average on SEIFA Index of Relative Disadvantage.

Service provision

- Two single-room MCH locations, supplying their maximum capacity of 20 sessions at present. Capacity for five additional sessions will be required by 2041.
- 10 kindergarten locations including two stand-alone kindergartens. Unmet demand for kindergarten projected by 2025 – 32 children in 2025, rising to 157 children by 2029.
- Eight long day care centres including three community-managed services. Similar provision rate to the Darebin average. Limited growth in demand from population growth (52 places to 2041).
- One Occasional Child Care providing 20 places.
- Six playgroup locations.

7. Recommended Actions

7.1 21 Big Actions

Table 7 outlines 21 recommended actions to deliver the Early Years infrastructure needed by the Darebin community over the next 20 years.

Table 7: Early Years Infrastructure Actions

1. Monitor indicators of supply and demand across all early years services on an ongoing basis and review and adjust infrastructure planning as new information becomes available.
2. Work with providers across all early years services to optimise the level of service delivered from existing infrastructure by utilizing spare capacity where needed, adopting new schedules and operational models, utilizing innovative, flexible and best practice approaches including outreach and pop-up models.
3. Address functionality issues, where feasible and cost effective, at council-owned early years facilities to optimise service delivery and utilisation across all sites.
4. Provide additional service capacity in localities where additional capacity is needed through, where feasible and cost effective, expansion of existing facilities.
5. Consolidate MCH locations to provide a full suite of two room facilities integrated with other family/children's services either at existing MCH locations or alternative sites.
6. Review Council's existing property portfolio to identify opportunities to re-purpose properties for early years service delivery, where feasible and cost effective, in localities where additional capacity is needed.
7. Progress planning for the development of intergenerational hubs in the following localities: 7.1. Reservoir West (Merrilands) 7.2. Preston West 7.3. Preston East Intergenerational hubs to include at least two MCH rooms, two kindergarten rooms and multi-use spaces including playgroup spaces. Assess need and opportunity to include LDC, OCC and other services on a case-by-case basis.
8. Advocate and plan for the inclusion of a new community centre within or close to the Preston Market Precinct inclusive of two MCH rooms, two kindergarten rooms and multi-use spaces including playgroup spaces. Assess need and opportunity to include LDC, OCC and other services within the centre.
9. Progress planning for the development of new hubs in localities where unmet demand for early years services will not be met by expansion upgrades or other actions. These hubs should include a mix of services as required on a case-by-case basis.
10. Develop a property acquisition strategy to identify and acquire sites for new facilities where required to meet future needs.
11. Develop a 10-year program of capital works projects that identifies the planned Council investments in facility upgrades, renewal works, expansions or new facility developments in order to deliver the actions and priorities outlined in this plan: to increase capacity where required and improve functionality and condition of facilities. Map and monitor alignment between this program of works and routine maintenance and renewal works to ensure integration of efforts and investment to deliver and maintain high quality standards across all facilities.
12. Explore the feasibility of mixed-use development (e.g. kindergarten/childcare, social housing and private housing/commercial) on council-owned or private land, through public private partnerships. In exploring land use options, we will consult with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation as the Traditional Owners of the land.

13. Develop an advocacy strategy to encourage investment in early years facilities from a range of sources including government and private developers.
14. Provide support to community-managed kindergarten and childcare providers, including those in non-Council facilities, to pursue infrastructure projects that will increase kindergarten and/or LDC places in areas where additional capacity is needed.
15. Work with services to support them to open their facilities up to other uses by complementary services, groups and the community including at times when they are not being utilised for service delivery.
16. Review the current use and demand for Occasional Care (OCC) and other flexible child care models in Darebin, the financial viability of OCC service models and cost to increase supply. Identify options to increase supply if indicated by this review.
17. Review the current use and demand for playgroup spaces, and the functionality and suitability of current locations. Explore the feasibility of addressing functionality issues at existing sites and identify options to increase the supply of suitable venues if required.
18. Address infrastructure needs identified by the Toy Library review.
19. Develop a governance model for early years infrastructure planning that will facilitate regular and ongoing communication and engagement with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and input from relevant Aboriginal and Torres Strait Islander peak bodies and service delivery organisations.
20. Develop a community engagement and consultation model for early years infrastructure planning that prioritises the experiences, needs and aspirations of Aboriginal and Torres Strait Islander children, families and communities, includes the voices and views of children and enables broad community input into decision-making.
21. Work with early years services and relevant partners to support the increased use of parks and open spaces for early years services including bush kindergarten and other programs.

7.2 Funding

The implementation of the actions contained in the Framework will require the allocation of significant resources for planning, designing, constructing, commissioning, overseeing and maintaining the facilities. Capital funds will be required to convert, extend or refurbish existing facilities or develop new facilities. Ongoing resources will be needed to maintain and renew the buildings over their lifecycles and, in many cases operational funds will be required to support expanded service delivery or the operations of facilities.

Operational resources will also be required to support change management, community engagement and stakeholder management throughout the implementation of this Framework. Many of Council's existing early years facilities will be impacted in some way and resources will also be required to ensure continuity of service delivery through the provision of alternative accommodation for displaced programs during works at existing facilities.

Council has allocated \$18.45m in the 10-year Capital Works Plan to meet the demand created by the roll-out of funded three-year-old kindergarten. Additional funding will be required over the next ten years to deliver the actions relating to MCH, LDC, OCC, playgroups and the Toy Library. Further funding will be required in the following ten years to meet ongoing increases in demand for services created by population growth.

Accessing funding from other sources will be crucial to enable Council to deliver all that it aspires to achieve with this Framework. State Government funding as co-contributions to projects will be critical. The State Government has committed \$1.68 billion of infrastructure funding state-wide over the next decade to support

the three-year-old kindergarten reforms through its Building Blocks Infrastructure strategy.³⁴ This funding is accessible to local government and not for profit organisations in the form of grants for projects where the local Kindergarten Infrastructure and Services Plan has identified the need for additional infrastructure to meet unmet kindergarten demand. Funding is available for a range of projects including Integrated Children's Centres, New Early Learning Facilities, Modular Kindergarten Facilities, Expansion Upgrades, Facility Upgrades and Kindergartens on School Sites. Council has the opportunity to develop a Building Blocks Partnership Agreement with the State Government, which will outline in principle agreement for co-investment in a pipeline of projects to provide greater investment certainty.

Developer contributions are another potential source of funding. It will be important to ensure Early Years infrastructure needs are considered when the Municipal Development Contribution Plan (DCP) is reviewed in future years. Also, where large redevelopment projects create additional demand for early years services within a strategic site, developers may be required to provide infrastructure (e.g. delivery of new kindergarten on site or cash contribution) to service the need generated by their project.

7.3 Implementation

A detailed Delivery Plan will prioritise the actions contained within this Framework and outline timelines and responsibilities for the implementation of agreed priorities.

7.4 Monitoring and review

The Early Years Infrastructure Framework will be treated as a 'living document'. It will be formally reviewed on a yearly basis in time for the formulation of Council's annual budget and amended after the adoption of the budget. A major review will be conducted every three to five years or as required.

7.5 Related Council plans, strategies and policies

There are many Council plans, strategies and policies that have informed the development of this plan and which will inform the delivery of the actions. These include the following key documents:

- Council Plan 2021-25 incorporating the Municipal Public Health and Wellbeing Plan
- Community Vision (Darebin 2041)
- Statement of Commitment to Traditional Owners and Aboriginal and Torres Strait Islander people
- Towards Equality –Equity, Inclusion and Human Rights Framework 2019-2029
- Disability Access and Inclusion in Darebin
- Community Engagement Policy
- Child and Youth Engagement Protocol (in development)
- Families, Youth and Children Strategy (to be developed in 2022)
- Age Friendly Darebin
- Creative and Cultural Infrastructure Framework
- Darebin Asset Plan 2023-2033 (in development)
- Breathing Space – The Darebin Open Space Strategy
- Darebin Environmentally Sustainable Design Building Policy
- Community Infrastructure Plan (in development)

8. Acknowledgements

Council would like to acknowledge the contributions of the following people and organisations to the development of this plan:

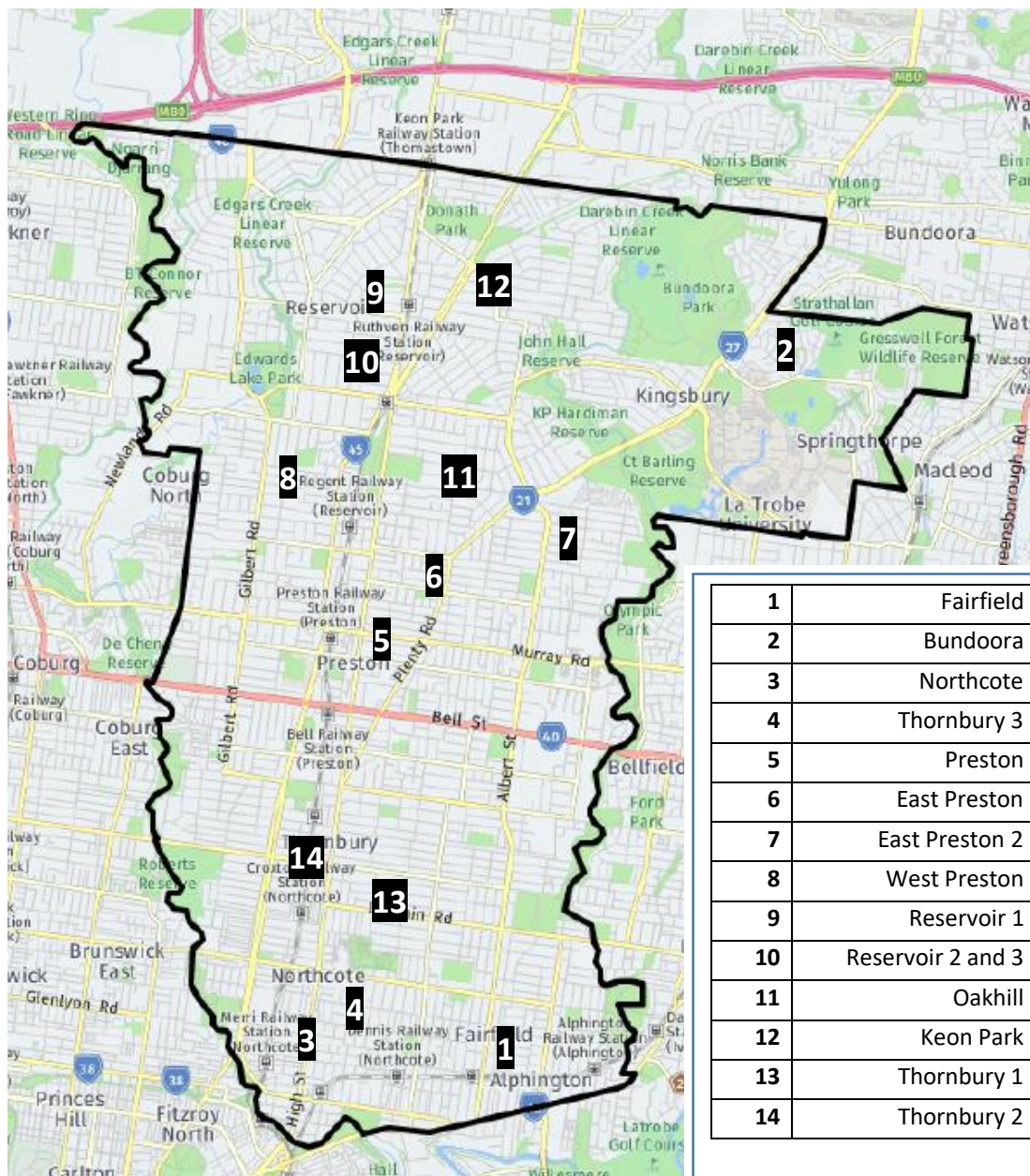
- The Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation for their feedback and guidance.
- The approximately 100 residents, service users, service providers and volunteers who provided feedback on our draft plan either by completing an online survey or by participating in a group or individual discussion.
- Over 700 children from five local Primary Schools (Bell PS, Brunswick East PS, Northcote PS, Thornbury PS and Wales Street PS) who contributed to the consultation on the Northcote Golf Course in 2021. These submissions helped us to understand what children value in public spaces and facilities.
- All of organisations and individuals who helped to spread the word the about the consultation on the draft plan.

APPENDICES

Appendix 1: Maternal and Child Health Centres (June 2021)

Centre	Address	Local area	Setting and co-located services	Consulting rooms
Fairfield	84 Arthur St, Fairfield	Alphington-Fairfield	Residential setting Co-located with library and community room at Fairfield Community Centre.	2
Bundoora	35 Copernicus Cres, Bundoora	Kingsbury	Residential/commercial setting Co-located with community meeting and activity spaces including playgroup room at Darebin North East Community Hub.	1
Northcote	4 Oldis Ave, Northcote	Northcote	Residential setting Co-located with LDC and kindergarten at Annie Dennis Children's Centre.	2
Thornbury 3	55 Clifton St, Northcote	Northcote	Residential setting Co-located with LDC and kindergarten at Clifton Street Children's Centre.	1
Preston	270 Gower St, Preston	Preston East	Residential/civic precinct Co-located with Darebin Immunisation Service.	2
East Preston	2 Sylvester Grove, Preston	Preston East	Residential setting No co-located services.	1
East Preston 2 (not currently utilised)	7 Newton St, Preston	Preston East	Residential setting Co-located with community spaces at East Preston Community Centre (building not owned by Council).	1
West Preston	524 Gilbert Rd, Preston	Preston West	Residential/commercial setting Co-located with JS Grey Kindergarten.	2
Reservoir 1 (not currently utilised)	6-8 Kenilworth St, Reservoir	Reservoir West	Residential setting Co-located with LDC and kindergarten at Darebin Community Childcare and Kindergarten - Reservoir.	1
Reservoir 2 and 3	23 Edwardes St, Preston	Reservoir West	Civic/commercial setting Co-located with library, Decibels Youth Music Centre and community rooms at Reservoir Community and Learning Centre.	2
Oakhill	91 North Rd, Reservoir	Reservoir East	Residential setting Co-located with LDC and kindergarten at Oakhill Family Centre.	2
Keon Park	1-7 Dole Ave, Reservoir	Reservoir East	Residential setting Co-located with kindergarten and community spaces at Keon Park Children's Hub.	2
Thornbury 1	8A Newcastle St, Thornbury	Thornbury	Residential/commercial setting; Co-located with Thornbury Kindergarten.	1
Thornbury 2	2B Watt St, Thornbury	Thornbury	Residential/commercial setting; co-located with LDC and kindergarten at Yappera Children's Service (building not owned by Council).	1

Appendix 2: Maternal and Child Health Locations (June 2021)



Appendix 3: List of Kindergarten and Long Day Care services in Darebin (June 2021)

(* = services in Council-owned facilities)

Service Name	Local area (SA2)	Service Type	Management	Licensed places
Alfred Nuttall Memorial Kindergarten*	Alphington-Fairfield	Stand-alone Kindergarten	Community-managed not-for-profit	29
Journey Early Learning Centre – Alphington	Alphington-Fairfield	Long Day Care	Private for profit	45
Perry Street Child Care Centre and Elizabeth Gorman Memorial Kindergarten*	Alphington-Fairfield	Long Day Care	Community-managed not-for-profit	50
Smart Start Early Learning and Development Centre	Alphington-Fairfield	Long Day Care	Private for profit	120
The Hive Fairfield Early Learning Centre	Alphington-Fairfield	Long Day Care	Private for profit	118
Goodstart Early Learning Bundoora - Karl Court	Kingsbury	Long Day Care	Other not-for-profit	75
La Trobe University Community Children's Centre	Kingsbury	Long Day Care	Other not-for-profit	187
Maryborough Avenue Kindergarten*	Kingsbury	Stand-alone Kindergarten	Community-managed not-for-profit	28
Paisley Park Early Learning Centre Bundoora	Kingsbury	Long Day Care	Private for profit	120
Annie Dennis Children's Centre*	Northcote	Long Day Care	Community-managed not-for-profit	98
Batman Park Kindergarten*	Northcote	Stand-alone Kindergarten	Community-managed not-for-profit	59
Clifton Street Children's Centre*	Northcote	Long Day Care	Community-managed not-for-profit	81
Nicki's Clever Cookies	Northcote	Long Day Care	Private for profit	36
Only About Children Northcote	Northcote	Long Day Care	Private for profit	93
TimeOut Educare	Northcote	Long Day Care	Private for profit	94
TimeOut Educare – Westgarth	Northcote	Long Day Care	Private for profit	130
Westgarth Kindergarten	Northcote	Stand-alone Kindergarten	Community-managed not-for-profit	58
Darebin Childcare and Kindergarten Inc – Preston*	Preston - East	Long Day Care	Community-managed not-for-profit	61
East Preston Islamic College Early Learning Centre	Preston - East	Stand-alone Kindergarten	Independent School	88
Goodstart Dalgety Street Preston (new service expected to open soon)	Preston - East	Long Day Care	Other not-for-profit	122
Gower Street Kindergarten*	Preston - East	Stand-alone Kindergarten	Community-managed not-for-profit	29
Happy Hubhub	Preston - East	Long Day Care	Private for profit	17
Inspire Early Learning Journey Preston	Preston - East	Long Day Care	Other not-for-profit	130
Kool Kidz Preston	Preston - East	Long Day Care	Private for profit	130

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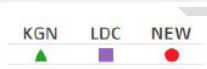
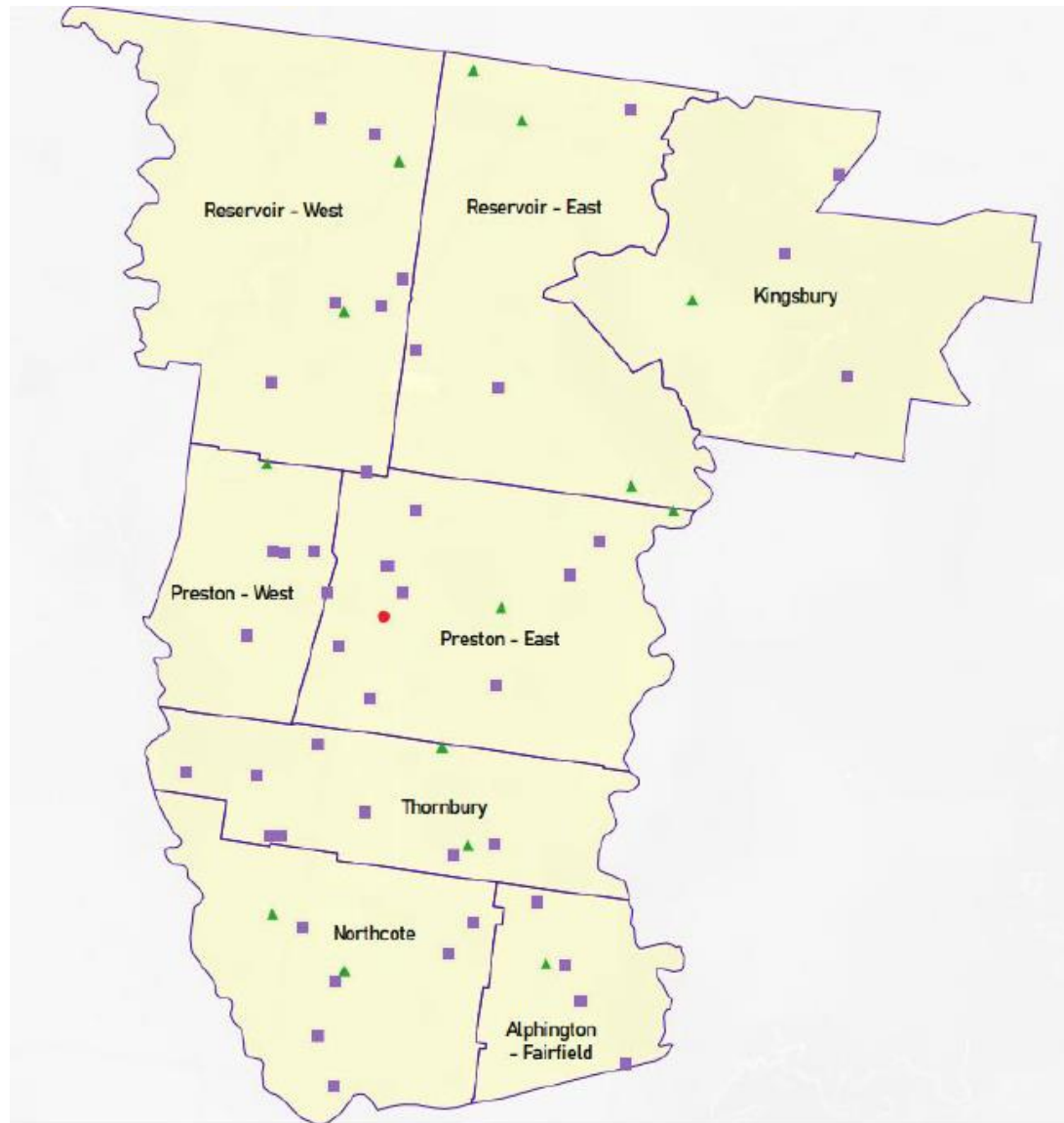
Melbourne Juniors	Preston East	-	Long Day Care	Private for profit	105
Nino Early Learning Adventures - Preston	Preston East	-	Long Day Care	Private for profit	122
Northland Kinder Haven	Preston East	-	Long Day Care	Private for profit	100
Victoria Street Early Learning & Kinder	Preston East	-	Long Day Care	Private for profit	60
Wood Street Childcare Centre	Preston East	-	Long Day Care	Private for profit	58
Bell Street Early Learning & Kinder	Preston West	-	Long Day Care	Private for profit	61
Guardian Childcare & Education Preston	Preston West	-	Long Day Care	Private for profit	110
Guardian Childcare & Education Preston West	Preston West	-	Long Day Care	Private for profit	141
J S Grey Reserve Kindergarten*	Preston West	-	Stand-alone Kindergarten	Community-managed not-for-profit	54
Nara Community Early Learning Centre	Preston West	-	Long Day Care	Community-managed not-for-profit	68
Wonder World Play Centre	Preston West	-	Long Day Care	Private for profit	24
Blake Street Kindergarten*	Reservoir East	-	Stand-alone Kindergarten	Community-managed not-for-profit	27
Dewdrops Early Learning	Reservoir East	-	Long Day Care	Private for profit	45
Goodstart Early Learning Reservoir	Reservoir East	-	Long Day Care	Other not-for-profit	60
Keon Park Children's Hub*	Reservoir East	-	Stand-alone Kindergarten	Community-managed not-for-profit	68
Keon Park Kindergarten	Reservoir East	-	Stand-alone Kindergarten	Community-managed not-for-profit	33
Oakhill Family Centre - Kindergarten*	Reservoir East	-	Stand-alone Kindergarten	Community-managed not-for-profit	59
Oakhill Family Centre - Long Day Care*	Reservoir East	-	Long Day Care	Community-managed not-for-profit	58
AMIGA Montessori Reservoir	Reservoir West	-	Long Day Care	Private for profit	105
Darebin Childcare and Kindergarten Inc - Reservoir*	Reservoir West	-	Long Day Care	Community-managed not-for-profit	86
Edwardes Street Child Minding	Reservoir West	-	Long Day Care	Private for profit	50
Gellibrand Crescent Kindergarten*	Reservoir West	-	Stand-alone Kindergarten	Community-managed not-for-profit	30
Goodstart Early Learning Preston	Reservoir West	-	Long Day Care	Other not-for-profit	99
Great Beginnings Reservoir	Reservoir West	-	Long Day Care	Private for profit	120
Kookaburra Kindergarten	Reservoir West	-	Stand-alone Kindergarten	Community-managed not-for-profit	30
Merrilands Children's Centre & Kindergarten	Reservoir West	-	Long Day Care	Community-managed not-for-profit	66

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Starfish Early Learning Centre (Reservoir)	Reservoir - West	Long Day Care	Private for profit	116
Clyde Street Kindergarten*	Thornbury	Stand-alone Kindergarten	Community-managed not-for-profit	29
Goodstart Early Learning Thornbury	Thornbury	Long Day Care	Other not-for-profit	44
Guardian Childcare & Education Thornbury	Thornbury	Long Day Care	Private for profit	80
Merri Community Child Care Centre*	Thornbury	Long Day Care	Community-managed not-for-profit	49
Raleigh St Community Children's Centre*	Thornbury	Long Day Care	Community-managed not-for-profit	37
Sunrise Preschool and Long Daycare Thornbury	Thornbury	Long Day Care	Other not-for-profit	30
Thornbury Kindergarten*	Thornbury	Stand-alone Kindergarten	Community-managed not-for-profit	66
Thornbury Learning Centre	Thornbury	Long Day Care	Private for profit	70
Thornbury World of Learning	Thornbury	Long Day Care	Private for profit	75
Yappera Childrens Centre	Thornbury	Long Day Care	Aboriginal Community-Controlled Organisation	60

Appendix 4: Kindergarten and Long Day Care Locations (June 2021)



Note: new = new LDC service expected to open in 2021 (Goodstart Preston Dalgety Street)

Appendix 5: Current and former occasional childcare locations (June 2021)

Centre Details	Local Area	Approved places	Building Owner	Provider
Current				
La Trobe University Community Children's Centre	Kingsbury	26	University	La Trobe University
Northcote Aquatic & Recreation Centre	Northcote	21	Council	YMCA
The Bridge Thornbury	Thornbury	20	Council	The Bridge Darebin
Recently closed				
Jika Jika Community Centre	Northcote	14	Council	Neighbourhood House
Reservoir Leisure Centre	Reservoir East	21	Council	Reservoir leisure Centre
The Bridge Preston	Preston East	40	Council	The Bridge

Appendix 6 – Known playgroup locations (June 2021)

Area	Venues	Council facilities	Other locations
Alphington-Fairfield	3	Alphington Community Centre, Fairfield Community Centre	Darebin Parklands
Kingsbury	3	Darebin North East Community Hub, Maryborough Avenue Kindergarten	Kingsbury Primary School
Northcote	3	Jika Jika Community Centre, Old Gardens Community Room	Play Nook Play Centre
Preston East	4	East Preston Community Centre, Ruthven Community Room (Ruthven Reserve Pavilion), East Preston Senior Citizens Hall	Northern Community Church of Christ
Preston West	7	JS Grey Kindergarten	Newlands Primary School, West Preston Baptist Church, Melbourne Polytechnic, Bell Primary School, Preston Mosque, Bell Street Early Learning & Kinder
Reservoir East	7	Keon Park Children's Hub, Reservoir Leisure Centre, Blake St Kindergarten	Reservoir Views Primary School, Reservoir Baptist Church, Reservoir Neighbourhood House, St Stephen's Primary School
Reservoir West	8	Reservoir Senior Citizens Centre	St Josephs the Worker Primary School, Reservoir Primary School, St Gabriel's Primary School, Reservoir West Primary School, St Mark's Church, St Andrew's Church, Girl Guides Hall Reservoir
Thornbury	6	Thornbury Early Years Centre, Clyde Street Community Hall/SPAN Community House	St Mary's Primary School, Penders Grove Primary School, Our Lady of Lebanon, Croxton Uniting Church

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DRAFT



Community Engagement Results Report

Early Years Infrastructure Plan Consultation, September 2021 – March 2022

Background

Council is developing an Early Years Infrastructure Plan 2021-2041 to provide a strategic framework to guide decisions and actions to ensure that Council provides a suite of early years facilities that will meet the needs of the Darebin community over the next twenty years. The plan's purpose is to ensure that Darebin has the facilities it needs to provide children and families with equitable access to the early years services they need to thrive.

Council endorsed a draft plan to go to public consultation on 23 August 2021. The engagement was launched on 30 September 2021 with the following engagement objectives:

1. To identify whether service providers and the community think the principles provide the right basis to meet the plan's purpose.
2. To identify what service providers and the community see as the most important of the principles outlined in the draft plan, to inform how the principles are applied in the implementation plan.
3. To identify whether any important principles are missing or whether any principles need to be amended to align with community perspectives (whilst remaining consistent with the purpose of the plan and broad intent of the principles).
4. To identify any additional actions or changes to the actions that service providers and the community see as important to meet the plan's purpose.
5. To identify what service providers and the community see as the most important of the actions listed in the draft plan, to inform the implementation plan by providing a sense of the most pressing issues of concern.

Engagement phase one

The first phase of engagement ran from 30 September to 14 November 2021. Due to the COVID-19 restrictions that were in place during the consultation period, the engagement methods that could be employed were restricted largely to online methods. The main vehicle of engagement was a survey that was accessible online via the Your Say Darebin site. The community was also given the option to request a hard copy version of the survey to be sent to them or to call the Planning and Projects Officer to discuss the draft plan (neither of these options were taken up by any community members).

The survey was promoted to service providers and the community via a range of channels including:

- Distribution to over 60 Early Childhood Education and Care (ECEC) services on Darebin's Early Years database and to early childhood educators from across these services. Services were invited and encouraged to share the information with their families.

- Distribution to clients of Council Early Years services including Maternal and Child Health, Supported Playgroups and Parenting Groups.
- Distribution to Community Playgroup Leaders.
- Promotion through the What's on For Families e-newsletter which has a subscriber base of over 1500 families.
- Promotion through Council social media channels.
- Presentations at four ECEC network meetings including networks attended by both community-managed and commercial operators, and by both volunteer committee members and staff.
- Targeted distribution through Council networks to reach diverse respondents including through the Darebin Best Start Aboriginal Advisory Committee and the Preston Mosque.

Promotional materials were developed with input from the Equity and Diversity Team to ensure that they were culturally inclusive and accessible. Information regarding the plan was provided in 12 languages on the Your Say Darebin page.

Two further options engagement options were offered as part of the public consultation process: two online engagement workshops and a children's engagement activity. These were promoted via the same methods as those listed above. Neither of these options were taken up by any community members.

Engagement phase two

Due to the relatively low response rate during this period, a decision was taken to extend the engagement period into 2022 to allow time for face-to-face engagements once COVID-19 restrictions eased as well as further targeted promotion of the online survey. The emergence of the Omicron variant of COVID-19 in early 2022 meant that the extended engagement period was kept open until 9 March 2022 to allow for face-to-face engagement to occur once some services had resumed. The ongoing disruption caused by COVID-19 meant that engagement continued to be challenging in this period, but five face-to-face sessions and one online session were completed:

- An informal 'pop-up' session at a community event in Reservoir East (African Drumming and Dancing at T.W Andrews Reserve)
- One-on-one engagement with parents at three Supported Playgroup sessions in Reservoir East, Thornbury and Bundoora
- A group discussion with parents of children attending the early years program (ages 5-8) at Croxton School
- The Gender Equity Advisory Group was consulted at the online meeting on March 1.

As well as these sessions, the extended period was also used to reach out to a wide range of stakeholders and networks to promote the consultation and encourage engagement with the online survey. In addition to the activity described above for phase 1 (much of which was repeated again in phase 2), a range of groups were contacted in phase 2 including Your Community Health, PRACE, Northern Autism Network, Down Syndrome Australia MyTime group coordinators, targeted primary schools, VACCA, Preston Mosque playgroup and VICSEG New Futures. In this phase the consultation was also promoted via the monthly Your Darebin whole of community newsletter and What's On Disability Access and Inclusion.

See appendix A at the end of this report for a full list of organisations and networks who were contacted across both phases to provide input or to share information with their members, service users or networks.

Cultural consultation with Wurundjeri Woi-wurrung elders

In addition to the general public engagement process, two Cultural Consultation meetings were held with Cultural Consultant Elders from the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation.

Children's Perspectives

Children were not engaged directly during the consultation on the draft plan. An online activity was developed to get children's input but received no responses during the initial consultation phase. This is a limitation of the consultation, which should be addressed as a priority going forward through the inclusion within the plan of the principle of 'Community engagement and collaboration' and an action to develop a community engagement and consultation model, both of which reference the importance of including children's voices and views.

In lieu of receiving children's input directly on the draft, we have drawn some insights from the 700+ submissions received from primary school children in response to the Northcote Golf Course (NGC) consultation, which were received during the same period as the Early Years Infrastructure Plan consultation. Whilst the focus of these submissions was on a particular area of public open space, there are some relevant themes which provide insight into some of the things that children value in public spaces and facilities.

Participation Analysis

The headline figures for the overall response to the consultation include:

- 438 visitors to the Your Say Darebin page
- 71 respondents to the survey, of whom 47 provided personal information and completed the survey in full.
- 48 people engaged through face-to-face or online meeting methods.

Survey respondents were drawn from across Darebin with all postcode areas represented. Reservoir (32%), Northcote (23%) and Preston (19%) had the highest proportion of respondents. Respondents represented a mix of current service users (68%), service providers (15%), volunteers (13%) and former service users (9%) (respondents could fall into multiple of these categories). 89% of respondents identified as female, 11% as speaking a language other than English at home, and 6% as having a disability. No survey respondents identified as being Aboriginal or Torres Strait Islander.

The face-to-face engagement sessions were targeted to try to ensure diversity in the responses. Detailed demographic data was not collected at all these sessions as it was not always deemed appropriate within the setting. However, the following observations can be made about the reach achieved through these sessions:

- Aboriginal and Torres Strait Islander perspectives were included through the cultural consultation process with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation.
- Culturally and Linguistically Diverse parents were reached through the Supported Playgroup sessions and the community event at Reservoir East.
- Parents of children with intellectual disabilities were reached through the session at Croxton school.

Engagement Activity	Number of participants/ people engaged	Targeted group	Demographic information
Online survey via Your Say Darebin	71 respondents commenced the survey in total 47 respondents provided personal information and completed survey 16 respondents declined to provide personal details	Service users, service providers, general community	n = 47 respondents who completed the survey in full <ul style="list-style-type: none"> • Gender: 89% female, 9% male, 2% prefer not to say • Age: 2% 16-19, 2% 20-24, 17% 25-34, 57% 35-44, 15% 45-54, 2% 55-64, 4% prefer not to say. • Connection to Darebin: 87% live, 40% work, 4% own a business, 4% study. • Connection to early years services in Darebin: 68% current service user, 15% service provider, 13% volunteer (including Committee of Management), 9% former service user, 6% other (including 1 on childcare waiting list and 2 planning/expecting to be service users in near future) • Language spoken at home: 87% speak English only, 11% speak a language other than English at home. Languages spoken: Greek, Italian, Portuguese. • No respondents identified as Aboriginal or Torres Strait Islander • 6% of respondents (3 out of 47) identified as having a disability • Postcode: 32% 3073 (Reservoir), 23% 3070 (Northcote), 19% 3072 (Preston), 15% 3071 (Thornbury), 4% 3078 (Alphington/Fairfield), 2% 3083 (Bundoora/Kingsbury), 4% other.
Cultural Consultation with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation	2	Wurundjeri Woi-wurrung Traditional Owners	2 Wurundjeri Woi-wurrung elders
Targeted face-to-face engagement sessions at Supported Playgroups	11	Current service users	11 users of Supported Playgroup – all parents with children aged 5 years and under 6 out of 11 speak a language other than English at home
Targeted face-to-face engagement session at Croxton School	15	Parents of children with a disability	12 parents of children attending Croxton School 3 staff members
Targeted face-to-face engagement at community event, Reservoir East	5	Parents of young children, particularly parents from CALD backgrounds	5 parents with children aged under 5 Demographics not collected due to informal nature of setting and engagement 2 out of 5 identified as new migrants
Gender Equity Advisory Group (GEAG)	15	Community members representing the diversity of Darebin women	15 GEAG members

Children's responses to the Northcote Golf Course consultation	Approx 700	Primary school children	Approx 700 submissions were received from children aged from 5-13 years who attend 5 local primary schools (Bell PS, Brunswick East PS, Northcote PS, Thornbury PS and Wales Street PS)
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Engagement Results

Survey results

The survey asked questions about two key aspects of the draft – the proposed guiding principles and the proposed actions.

Guiding principles

Respondents were asked whether the 12 guiding principles proposed in the draft plan will help to achieve the Plan's purpose "to ensure that Darebin has the facilities it needs to provide children and families with equitable access to the early years services they need to thrive".

There was a high level of endorsement for most of the 12 principles proposed in the draft plan, with all principles receiving more than 85% support and 10 out of the 12 principles receiving more than 90% endorsement.

Do you think that the following 12 guiding principles will help to achieve the Plan's purpose?

	Yes	No	Not sure	% supportive
Arts and creative culture	46	0	1	98%
Diversity and inclusion	46	0	1	98%
Environmental sustainability	46	0	1	98%
Access	46	1	0	98%
Access to natural environments	46	1	0	98%
Equity	46	1	0	98%
Community engagement	45	0	2	96%
Choice	44	0	3	94%
Quality	44	2	1	94%
Integration	43	0	4	91%
Economic development	41	2	4	87%
Whole of community approach	40	0	7	85%

Respondents were also asked which three principles they think are most important to help achieve the purpose of the Plan, ranked in order of importance from 1 to 3 where 1 is the most important. From this question the highest overall ranked principle was 'equity', followed by 'access', 'quality', 'diversity and inclusion' and 'access to natural environments'. 'Arts and creative culture' received no responses in this question.

Which three principles do you think are most important to help achieve the purpose of the Plan? Please rank by order of importance from 1 to 3 where 1 is the most important.

	1st	2nd	3rd	Total responses	Score
Equity	15	7	6	28	65
Access	8	11	4	23	50
Quality	8	4	8	20	40
Diversity and inclusion	5	8	8	21	39
Access to natural environments	2	7	4	13	24

Environmental sustainability	2	1	5	8	13
Whole of community approach	2	1	4	7	12
Community engagement	0	3	5	8	11
Choice	2	1	1	4	9
Integration	1	1	0	2	5
Economic development	1	1	0	2	5
Arts and creative culture	0	0	0	0	0

An open question *'Is there anything missing from the principles that you think is important?'* elicited a diverse range of responses. The summary themes of these responses and the response to these are summarised in the table below.

Summary themes	Officer response
Collaboration with current services	Suggestion incorporated into the 'community engagement' principle – expanded to 'community engagement and collaboration'
Quality services and professionals	Covered in the existing principles of 'quality' and 'choice'.
Emphasise community and not for profit services	Covered within the principle of 'choice'.
Need for an additional park for children in Fairfield	Public parks are not within the scope of the plan – comment will be passed on to the Parks & Open Space Department.
Need to look after early years buildings (specific reference to Perry Street Child Care centre)	The comment relating to a specific facility will be noted for consideration within the implementation plan – in general this comment is covered in the principle of 'quality'.
Access needs to include sessional kindergarten session times: hours need to reflect changes in workforce participation of parents.	Suggestion incorporated into the 'access' principle.
Services should focus on known drivers for healthy development for children (parent attachment, nutrition, education, play)	A focus on the drivers of health development for children informs the whole plan and informs principles such as 'quality' and 'access to natural environments'. Specific suggestions related to service provision and may be addressed through other strategies.
Accessibility by public transport	Covered within the principle of 'access'
Safety	Suggestion incorporated into the 'quality' principle – expanded to 'quality and safety'
The voice of children and young people in design and delivery of early years facilities and programs	Covered in the principle of 'community engagement and collaboration'

Actions

Respondents were provided with a list of 10 actions, which were summarised from the 18 actions listed in the draft Plan. Respondents were asked which three actions they think are most important to help achieve the purpose of the Plan, ranked in order of importance from 1 to 3 where 1 is the most important. Four actions received a level of support significantly above the other six actions, whilst all actions received at least five preference nominations. This question was designed to get a sense of the community's priorities, and these responses will inform the development of the implementation plan.

Which do you think are the three most important actions to help achieve the purpose of the Plan? Please rank by order of importance from 1 to 3 where 1 is most important.

	1st	2nd	3rd	Total responses	Score
Plan to build new Council facilities in areas of high demand, including new Intergenerational Hubs and Early Years Hubs (Actions 7, 9 and 10 in the Plan)	9	9	7	25	52
Expand existing early years facilities to provide additional capacity where required (Actions 4 and 14 in the Plan)	8	10	5	23	49
Ensure existing early years facilities are used to the optimum level to provide more services and community use (Actions 2 and 5 in the Plan)	11	2	7	20	44
Address functionality issues at Councils existing early years facilities (Action 3 in the Plan)	9	7	1	17	42
Pursue advocacy and partnership strategies to deliver investment in early years facilities from a range of public and private sources (Actions 8, 12 and 13 in the Plan)	4	2	6	12	22
Re-purpose other Council properties for early years service delivery where feasible (Action 6 in the Plan)	0	5	6	11	16
Review the use of, demand for and suitability of current playgroup locations and identify options to increase supply if required (Action 17 in the Plan)	1	4	5	10	16
Address infrastructure needs identified by the Toy Library review. (Action 18 in the Plan)	1	4	3	8	14
Consolidate Maternal and Child Health locations so all MCH services are located at two-room facilities integrated with other services (Action 5 in the Plan)	2	2	1	5	11
Review the use of, demand for and financial viability of Occasional Care and identify options to increase supply if required (Action 16 in the Plan)	1	2	3	6	10

An open question 'Do you think there are any important actions that we might have missed in the Plan?' elicited several responses. The themes of these responses and the response to these are summarised in the table below.

Summary themes	Officer response
Already an oversupply of services in most Darebin areas, monitor so no more are built in already well serviced areas.	The actions have been developed based on a supply and demand analysis and are targeted to provide additional capacity in areas where it is needed. Monitoring indicators of supply and demand is specifically mentioned in Action 1 in the draft plan although this action was not included in the summary actions in the survey to keep the survey concise and accessible.
Renovate existing facilities in Northcote to allow for flexible rooms to meet dynamic demands – noting that unmet demand exists for specific community-managed centres	This is partially addressed by Actions 3 and 4. The specific needs of each locality and each individual centre will be considered within the implementation plan.
Specifically look at services and support for childcare in the 0-3 space. Notes a shortage of under 3s childcare places available in community-managed not for profit childcare centres in Darebin, especially in the South.	The Plan seeks to ensure access to all essential early years services, including childcare for 0-3 year-olds. Further analysis of long day care provision for 0-3 year-olds will be explored through the implementation Plan.
Lack of access to government run childcare services as they were all full.	The issue of access to community-managed services is addressed by the plan's principles and actions.

Increased outdoor/Bush Kinders or increased capacity through half on-site half bush kinder	An additional action has been proposed in response to this feedback: “Work with early years services and relevant partners to support the increased use of parks and open spaces for early years services including bush kindergarten and other programs”
Safe Venues and Parks for community members, playgroups and early years programs can access.	
Better integration with Parks & Open Space and Parks Victoria for use of outdoor space, parks and reserves for early years activities.	
Need a new park and skate park in Fairfield	Public parks are not within the scope of the plan – relevant comments will be passed on to the Parks & Open Space Department.
Lack of quality parks in our area so we are often driving to other suburbs Concern about provision of playgrounds in Preston, specifically Preston East	
Review existing and planned green spaces with the proposed principles - and physical activity and safety - in mind.	
Ensure existing services remain fit for purpose through adequate repairs and maintenance.	The adequate maintenance of Council buildings is an ongoing priority, reflected in the principle of ‘quality’. Action 11 has been amended to ensure alignment between ongoing maintenance and renewal works and larger capital works projects.
Remove barriers for parents to access early education for their children, specifically related to securing positions.	The actions have been developed based on a supply and demand analysis and are targeted to provide additional capacity in areas where it is needed. The issue of processes for registration and enrolment with services is outside the scope of the infrastructure plan. Feedback will be passed on to the Children and Community Development team.
Continue to ensure that the local community drives the actions.	An additional action relating to community engagement and consultation has been included.
How can libraries and other centres (rec centres) deliver expanded early years services?	To be explored further with relevant Departments as part of the implementation plan.

A final open question invited respondents to share any other comments about the draft plan. The summary themes of these responses and the response to these are summarised in the table below.

Summary themes	Officer response
Existing community centres in Northcote need some creative thinking to have value for money renovation options that give increased capacity.	The needs of specific localities and facilities will be considered within the implementation plan.
Upgrade Perry Street Child Care Centre buildings	
Could seeking feedback be offered anonymously	These comments relate to the Consultation process and will be reviewed in discussion with the Community Engagement Team
I do not feel that I have enough knowledge to make any informed comment for question 6	
More emphasis on Council ensuring that community not for profit early years services do not lose market share with so many for profit services popping up.	Council does not run any kindergarten or child care services itself but provides a range of supports to community-managed services. Support for the community-managed childcare and kindergarten sector is reflected in the principle of ‘choice’. The description of this principle has been amended to reflect the feedback emphasising the community’s support for the community-managed sector. The actions have been developed based on a supply and demand analysis and are targeted to provide additional capacity in areas where it is needed, with a focus on addressing equity.
Need to expand community services to ensure people are not having to depend on private operators.	
It would be fabulous if all local families had opportunity to attend a local community child care.	
Council run centres have ridiculous waitlists.	
Lack of early years venues for community members to access for hire and to provide early years programs.	This will be examined as part of action 17 which relates to reviewing playgroup spaces.

Concern about condition of infrastructure ('run down')	The adequate maintenance of Council buildings is an ongoing priority, reflected in the principle of 'quality'. Action 11 has been amended to ensure alignment between ongoing maintenance and renewal works and larger capital works projects.
Concern about lack of facilities - across Maternal Child Health, Supported Playgroups, Community Playgroups and the Toy Library. Call for more investment to be considered.	The plan outlines a strategic framework for review and investment across all of these services.
Existing service users want to pick up casual or additional days but cannot as services are at capacity	The need for access to care on a casual basis will be examined as part of action 16 which relates to reviewing Occasional Care.
Having infrastructure that is flexible and can be used for a variety of purposes is important.	Addressed by the principle 'integrated services for the whole community'

Wurundjeri Woi-wurrung Cultural Consultation Feedback

The meeting with Cultural Consultant Elders from the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation explored a number of issues and themes relating to the draft plan, including the following key themes:

- Self-determination
- Ongoing engagement and dialogue with the Wurundjeri Woi-wurrung throughout the life of the plan
- Input from Aboriginal and Torres Strait Islander peak bodies and service delivery organisations
- Connection to country
- Cultural inclusion
- Engagement with First Nations people

In response to this feedback, several changes have been proposed to the principles and actions which place First Nations principles front and centre in the plan and better integrate cultural inclusion within the principles and actions. These changes are noted below in the recommendations section.

Face-to-face engagement sessions

The face-to-face engagement sessions delivered a wealth of insights into the experiences and priorities of people who use early years services and a wide range of ideas for action. Key themes are summarised in the table below:

Summary themes	Officer response
Ensuring inclusive early years facilities and services for children with disabilities requires attention to a range of factors relating to both facilities and service provision. Issues or suggestions raised that have a specific link to early years infrastructure included: consideration of group sizes, the provision of 'breakout spaces', accessibility and privacy of toilets, outdoor space provision, safety and security, provision of sensory play and water play, opportunities to interact with animals, minimum standards. It was noted that many of	Amend the 'access' principle to include a stronger statement of commitment to access and inclusion for people with disabilities. Specific ideas and feedback to be incorporated into implementation planning for new facilities and upgrades to existing facilities

these elements contribute to creating inclusive spaces for <i>all</i> children.	
Access issues for families with young children including preference for accessing services that are close to home and the importance of parking.	Covered by the 'access' principle. Reference to parking and active travel added to this principle.
Need for Occasional Care and flexible care options during holiday.	Broaden the scope of the action to review Occasional Care to include 'other flexible care models'.
Strong value placed on playgroup venues that combine indoor and outdoor play spaces.	This is recognised within the description of suitable playgroup venues in the Plan. Comments will be noted as part of the implementation of the action to review playgroup spaces.
Support for being able to access multiple services at a single site.	Covered by the updated principle of 'integrated services for the whole community', which attempts to more clearly express a commitment to integrated services and multi-purpose spaces.
Frustration with not being able to access community-managed child care due to over-subscription and waiting lists.	Addressed by the principle of 'choice' and actions to increase supply of services in areas where there is unmet demand.
Support for the principle of equity, including calls for an approach that recognises the differences in children's experiences across Darebin.	Addressed by the principle of 'equity'.
Support to continue to promote Gender Equity in the Early Years.	Gender equity in the early years continues to be a focus for both operational and infrastructure work.
Support for the principle of access to natural environments, including access to bush kinder and 'innovative' use of parks and open space.	Addressed by the principle of 'access to natural environments'. A new action has been added to increase use of parks and open spaces for early years services including bush kindergarten and other programs.

Children's Perspectives

The following relevant themes about children value in public spaces and facilities were drawn from children's submissions to the Northcote Golf Course consultation:

- Active and challenging play – a strong theme across the NGC submissions was the inclusion of active, challenging and age appropriate play features and spaces. This aligns strongly with the Infrastructure Plan's commitment to providing high quality outdoor spaces and access to natural environments, including the additional action 21 to seek to increase the use of parks and open spaces by early years services.
- Connection to nature – another strong theme was the inclusion of many natural features including both plants and animals. This is also strongly aligned with the principle of 'access to natural environments'.
- Recognising Aboriginal culture - many children included within their proposals for NGC features that would recognise Aboriginal culture and connection to the land and provide opportunities for education. This is in alignment with the principles of 'connection to culture and country' and 'truth-telling' that have been included within the Infrastructure Plan following consultation with the Wurundjeri Woi-wurrung Corporation.


- Arts and culture – cultural infrastructure such as performance in many children’s drawings. This is in alignment with the principles of ‘arts and creative culture’.

Recommendations

The results of the engagement suggest that the Early Years Infrastructure Plan is generally acceptable to the Community. A number of amendments have been identified based on the feedback from the community and the Cultural Consultation with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation. These amendments strengthen the Plan and respond to the priorities as identified by the community and Traditional Owners. The key changes recommended in response to the feedback are:

- Inclusion of a preliminary statement at the beginning of the principles highlighting that early years infrastructure planning will be guided by Council’s *Statement of Commitment to Traditional Owners and Aboriginal and Torres Strait Islander people and Towards Equality – Darebin City Council’s Equity, Inclusion and Human Rights Framework 2019-29*, as well as the *Darebin 2041 Community Vision*.
- Inclusion of additional guiding principles of ‘Connection to culture and country’ and ‘Truth-telling’.
- Combine the ‘Integration’ and ‘Whole of community approach’ principles into a single principle: ‘Integrated services for the whole community’
- Rename the ‘Community engagement’ principle as ‘Community engagement and collaboration’ and note priority of engaging with Darebin’s Aboriginal and Torres Straits Islander communities.
- Changes to the descriptions of the following principles to incorporate feedback: ‘Access’, ‘Choice’ and ‘Access to natural environments’.
- Inclusion of three additional actions relating to developing a governance model to facilitate input from Traditional Owners and Aboriginal and Torres Strait Islander organisations, developing a community engagement model that prioritises Aboriginal and Torres Strait Islander perspectives, and supporting the increased use of parks and open spaces for early years services.
- Changes to three other actions to address feedback relating to maintenance and renewal (action 11), recognising Wurundjeri Woi-wurrung sovereignty when exploring land use options (action 12), flexible use of facilities (action 15) and Occasional Care (action 16).

Approval

Prepared by:	Name: David Godden Position: Planning and Projects Officer
Approved	Signature:  Name: Jo Smale Position: Manager, Families, Youth & Children Date: 15 March 2022

Appendix A: Full list of organisations and networks that were contacted to participate or disseminate information about this engagement

Bell Primary School

Community Playgroup Leaders

Council Early Years services users including clients of Maternal and Child Health, Supported Playgroups and Parenting Groups

Council social media channels

Croxton School

Darebin Aboriginal Advisory Committee

Darebin Best Start Aboriginal Advisory Committee

Darebin Early Childhood Education and Care (ECEC) Services Network (60+ child care centres and kindergartens in Darebin)

Darebin Emergency Relief Network

Darebin Gender Equity Advisory Group

Down Syndrome Australia

Kingsbury Primary School

Mums in Darebin Facebook group

Northern Autism Network

PRACE

Preston Mosque playgroup

Preston South Primary School

Reservoir East Primary School

VICSEG New Futures

Victorian Aboriginal Child Care Association

What's on for Families e-newsletter

What's on Disability Access and Inclusion e-newsletter

Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation

Your Community Health

Your Darebin Community e-newsletter

8.4 DEFIBRILLATORS IN DAREBIN

Author: Coordinator Community Development and Wellbeing
Manager Equity and Wellbeing

Reviewed By: Acting General Manager Community

EXECUTIVE SUMMARY

This report responds to a Council resolution from 28 March 2022 which sought to understand the location of all Council-owned defibrillators in Darebin and gaps, the benefits and opportunities of registering all the defibrillators located at council buildings with the Ambulance Victoria Defibrillator Registry and feasibility of relocating defibrillators on council assets to be externally located, so that they are accessible to the public 24/7.

A preliminary desktop analysis was undertaken and has identified that there are currently twenty-nine (29) defibrillators located on Council owned buildings. This is out of a total of (123) Council-owned buildings examined. In addition, there are twenty-seven (27) registered defibrillators in the Darebin municipality which are located on private, retail and community service premises.

Currently only one (1) defibrillator on a Council building (at Reservoir Neighbourhood House) is located externally and available to the public 24/7. The other twenty-eight (28) defibrillators are located internally and can be accessed during business hours.

As part of the DeFib In Your Street pilot project, Council is working with St John Ambulance to increase improve access to defibrillators in Reservoir and increase community awareness and education through the provision of free CPR and defibrillation training and advice for 18,000 people and 3000 free places in CPR courses. Through this program, St Johns will relocate a total of three defibrillators on Council owned buildings in Reservoir to an external location at no cost to Council. Council also will co-fund the purchase of one additional 24/7 externally accessible defibrillator for Reservoir.

The initial assessment has identified that twenty-five (25) defibrillators can be relocated externally, pending a further site assessment and consultation with tenants of the proposed locations. This includes sites in Reservoir, Preston, Northcote, Bundoora, Fairfield and Thornbury and would provide for a 24/7 accessible defibrillator.

This report recommends that the 25 defibrillators be relocated. The cost would be \$10,625, however could be accommodated within the operating program budget for 2022-23.

Council officers have commenced the registration process with the with Ambulance Victoria Defibrillator Registry and all defibrillators on Council owned property are expected to have been registered by the date of Council's meeting on 23 May. Registering the location of these defibrillators with Ambulance Victoria will support access of community to the defibrillators across Council buildings when they need them.

Officer Recommendation**That Council**

- (1) Note the outcomes of this report, including that there are currently twenty-nine (29) defibrillators located on Council owned buildings, including one defibrillator at Reservoir Neighbourhood House located externally and available to the public 24/7.
- (2) Note that registration is in progress of all twenty-nine (29) defibrillators located at Council owned buildings in Darebin with the Ambulance Victoria Defibrillator Registry.
- (3) Relocate twenty-five (25) defibrillators to the exterior of Council owned buildings, subject to further site assessment and consultation with building tenants.
- (4) Continue to support and promote the St John Ambulance Defib in your Street program to the Darebin community.

BACKGROUND / KEY INFORMATION

Defibrillators are devices that send an electric pulse or shock to the heart to restore a normal heartbeat. They are used to prevent or correct an arrhythmia, an uneven heartbeat that is too slow or too fast. If the heart suddenly stops, defibrillators can also help it beat again. Automated external defibrillators (AEDs), which are now found in many public spaces, are used to save the lives of people experiencing cardiac arrest. In the Victorian Ambulance Cardiac Arrest Registry (2017-2018) annual report, it was noted that public defibrillator usage doubled in the last decade (82) patients were defibrillated by a public accessible defibrillator.

While the Australian Resuscitation Council states having a defibrillator is good practice, there are no current regulations or guidelines around which business, industry or organisation should be required to have a defibrillator. Whilst the provision of first aid equipment should be tailored to the working environment, generally for some high-risk workplaces, specialised devices such as defibrillators may be required. It is up to each organisation to assess their needs and make the decision as part of their OH&S risks and needs.

At state level, Sport Recreation Victoria (SRV) *'Emergency Sporting Equipment Grant Program'* continues to provide grant opportunities of up to \$2,000 to sporting clubs and associations/leagues towards lifesaving equipment such as defibrillators. Many clubs in Darebin have benefited from these grants and installed

In early 2022, St John Ambulance Victoria commenced a year-long pilot project DeFib In Your Street, which aims to significantly reduce the risk of sudden cardiac arrest in Reservoir. St John Ambulance has targeted Reservoir as the 5th highest suburb in Victoria for the number of sudden cardiac arrests.

The project seeks to increase community access to defibrillators in Reservoir with the aim to install defibrillators within 400m of every home in Reservoir. As part of the DeFib In Your Street pilot project, St Johns has funded the relocation of one (1) existing defibrillator to an external location which is accessible 24/7 (Reservoir Neighbourhood House) and will relocate an additional two (2) defibrillators in Reservoir (East Reservoir Senior Citizen's Centre and Reservoir Community and Learning centre) at no cost to Council. Council has also committed to co-fund the purchase of an additional defibrillator which will be located externally in Reservoir, with the location to be determined.

In addition to increasing access to defibrillators, the DeFib In Your Street project will increase community awareness and capacity to respond in an emergency, by providing training to 3000 people with Provide Cardiopulmonary Resuscitation. The project will provide free CPR and defibrillation training and advice for 18,000 people in Reservoir and 3,000 free places in CPR courses that result in an accredited qualification for residents of Reservoir. The project also aims to provide all secondary school students and free first aid training program for primary school students in Reservoir.

Previous Council Resolution

At its meeting held on 28 March 2022, Council resolved:

'That Council:

- 1) *Receives a report at the May 2022 Council meeting addressing:*
 - 1.1 *The location of all Council-owned defibrillators in Darebin and where there are gaps ie shopping strips.*
 - 1.2 *The benefits and opportunities of registering all the defibrillators located at council buildings in Darebin with the Ambulance Victoria Defibrillator Registry.*
 - 1.3 *The relocation of defibrillators to be externally located on council assets, so that they are accessible to the public 24/7.*
 - 1.4 *What budget funding is needed to secure the relocation of defibrillators externally for the benefits of the community.*
 - 1.5 *The promotion and further advocacy of the St. John's free course on defibrillator use via social media on the Darebin council website and to the local schools, clubs, and committees to reach our diverse community groups'*

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 2: Prosperous, Liveable and Flourishing

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 2: Prosperous, Liveable and Flourishing

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

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

DISCUSSION

1. Location of defibrillators on Council-owned buildings

A desktop analysis was undertaken of 123 Council owned buildings to determine if they had a defibrillator and the feasibility of relocating. The buildings included Council offices, community centres, sporting pavilions, child care kindergartens, libraries, maternal child health, community halls and senior citizen clubs.

Some of the defibrillators have been purchased and installed by Council and others purchased and installed by the tenant.

Table 1 below shows the existing defibrillators in Council owned facilities as of the 16 May 2022.

- There are currently twenty-nine (29) defibrillators located on Council owned buildings. This is out of a total of 123 Council-owned buildings examined.
- Only one defibrillator on a Council building (at Reservoir Neighbourhood House) is located externally and available to the public 24/7. This was recently relocated externally from RLC as part of the St John Ambulance defibrillator project in Reservoir.
- The other twenty-eight (28) defibrillators are located internally and can only be accessed during business hours.
- As part of the DeFib In Your Street pilot project, two (2) defibrillators on Council-owned buildings in Reservoir will be relocated externally at no cost to Council.
- Thirteen (13) of the defibrillators are located on tenanted buildings (e.g. sporting pavilions and child care kindergartens).

Table 1: Existing defibrillators in Council owned facilities

Building Type	No of Buildings Type	Defibrillator
Sporting Pavilion	51	9
Childcare Kindergartens	19	3
Community Centre / Neighbourhood Houses	14	5 (1 out of the 5 is external)
Community Hall	9	0
Libraries	3	3
Maternal Child Health	4	0
Senior Citizens/Community Hall	6	2
Leisure Centres	2	1
Art Centre	1	0
Municipal Offices	12	4
Theatre/Conference	2	2
TOTAL	123	29

Appendix A outlines the specific locations of defibrillators on Council-owned buildings and the initial assessment of the feasibility to relocate these defibrillators to an external location.

Table 2: Existing Defibrillators by Suburb

Suburb	How Many	Location
Alphington	1	South
Bundoora	1	North
Fairfield	1	South
Northcote	4	South
Preston	8	Central
Reservoir	10	North
Thornbury	4	South
TOTAL	29	10 South; 8 Central; 11 North

As identified in Table 2, the spread of defibrillators across the municipality is relatively even, but further work is required to assess and address gaps in the community that are further than the recommended 400m from a defibrillator.

In addition to those on Council owned building, there are currently an additional twenty-seven (27) defibrillators located in the Darebin municipality on private, retail and community service premises.

In order to relocate defibrillators to external sites, Council officers will undertake further work to identify priority sites for the installation of new defibrillators to increase accessibility. This will consider all existing sites and new defibrillators installed as part of the DeFib in Your Street project.

2. Benefits and opportunities of registering all the defibrillators

Availability of defibrillators, along with providing proper management systems and training for community members on how to use the devices, would increase the survival rate of people who suffer cardiac arrest. The latest Victorian Ambulance Cardiac Arrest Registry (VACAR) 2018/2019 Annual Report shows that use of publicly accessible defibrillators has double over the past decade, with 89% of survivors able to return home to their families, having benefited from the lifesaving intervention.

Alongside ambulance and paramedic services, Ambulance Victoria operates the GoodSAM responder network. Calls to 000 regarding cardiac arrest trigger an alert to a nearby GoodSAM responder. The responder is told the location of the patient and the nearest available defibrillator (AED). At the same time, the closest available ambulance is sent to the patient. Meanwhile, the GoodSAM Responder can provide CPR and, if possible, make use of the nearest available defibrillator. This gives the patient a greater chance of survival.¹

Registering all Council-owned defibrillators with the Ambulance Victoria Defibrillator Registry will ensure that GoodSAM responders and other bystanders within the City of Darebin have a higher chance of being able to get to a nearby AED and provide CPR sooner. The online registry² is a simple and beneficial method for Council to ensure that AEDs are known about and able to be used. Registry includes the available hours, which for most defibrillators located internally will mean the business operating hours. Registering defibrillators along with relocation will set up a network of publicly accessible defibrillators that can dramatically increase the chance of saving lives.

Council officers have commenced the registration process with the intention that all defibrillators on Council owned property are registered by the time this report is tabled with Council.

3. Relocation of defibrillators

Currently there is only one (1) out of twenty-nine (29) defibrillators in a Council tenanted building that is publicly accessible 24/7, which is at Reservoir Neighbourhood House. As part of the DeFib In Your Street pilot project, two (2) of the defibrillators in Reservoir (Reservoir Community & Learning Centre and East Reservoir Senior Citizen's Centre) will be relocated externally at no cost to Council.

For external locations, the defibrillator is stored in a wall mounted, 44cm x 44cm metal cabinet. The ideal location for a defibrillator is:

- Mounted on an external wall.
- Outside, visible and accessible to the public 24/7 to be used in the event of a sudden cardiac arrest.
- In the shade, out of direct sunlight, and not exposed to rain and water.

¹ Ambulance Victoria – GoodSAM <https://www.ambulance.vic.gov.au/goodsam/>

² registermyaed.ambulance.vic.gov.au/find-an-aed

- Preferably within range of a CCTV camera.
- Listed on the Ambulance Victoria defibrillator registry so that it can be accessed by any member of the public.

As outlined in **Appendix A**, the initial assessment has identified twenty-five (25) defibrillators could be relocated, pending a further site assessment and consultation with tenants operating from the building. This would include sites in all suburbs and would provide a 24/7 accessible defibrillators in the Reservoir, Preston, Fairfield and Northcote Activity centres.

Some defibrillators cannot be relocated externally due to the specific needs to the facility, such as Reservoir Leisure Centre (RLC) which requires the defibrillator to be inside for ease of access in an emergency.

A total of \$10,625 would be required to relocate the twenty-five (25) defibrillators.

4. Promotion and further advocacy of the St. John's free course on defibrillator use

Council officers will continue to promote and advocate of the St John Ambulance Defib in your Street program.

Staff will raise general awareness of the project within the community through wide-channel communications including Darebin Community Newsletter, website and social media posts well and specific, targeted communication through existing networks, with a priority being CALD community groups and groups who are at greater risk of cardiac arrest.

Council has worked with St. Johns to ensure interpreters will be provided at St. John's information sessions to ensure people who do not speak English are supported through the program.

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES

Financial Management

Relocating all 25 defibrillators from the inside of Council buildings to the outside is estimated to cost \$10,625. This can be accommodated within Council's operating budget for the 2022-23 year as part of its building maintenance program work.

Community Engagement

The Community engagement undertaken to inform this report has been limited to any community organisations operating as tenants from Council owned building with defibrillators.

Going forward, Council will work closely with these organisations to arrange any potential relocations to ensure it its suitable to their service needs.

Overarching Governance Principles and Supporting Principles

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

Public Transparency Principles

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

Strategic Planning Principles

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

Service Performance Principles

- (b) services should be accessible to the members of the municipal community for whom the services are intended;

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

N/A

Equity, Inclusion, Wellbeing and Human Rights Considerations:

The 2021 Darebin Health and Wellbeing Profile Report indicates that Darebin has an increased rate of people with sedentary lifestyles compared with the Victorian average. Sedentary lifestyle is known to double the risk of cardiovascular diseases. The relocation of defibrillators to external location accessible 24/7 supports the opportunity to improve wellbeing outcomes for the Darebin community.

The recommendation to relocate the twenty-five (25) defibrillators pending further site inspections, will increase community access across the city.

Reservoir has the fifth highest rate of sudden cardiac arrests in Victoria and is therefore the priority site for the Defib in Your Street Project and should be considered as a priority for relocations and investment in additional defibrillators.

Council will continue to apply an equity lens by ensuring priority groups are targeted in the promotion of the Defib in Your Street Project. Key priority groups will include CALD communities, young people and older community members. Council will facilitate linkages with community groups and schools and interpreters will be provided at St. John's information sessions to ensure people who do not speak English are supported through the program.

Economic Development and Cultural Considerations

Activity centres are a priority location for 24/7 defibrillator access given the volume of traffic and people accessing these spaces.

Operational Impacts

This can be generally accommodated within Council's operating program envelope.

Legal and Risk Implications

No Legal implications noted

IMPLEMENTATION ACTIONS

May 2022

- Finalise the registration of all twenty-nine (29) defibrillators located at Council owned buildings in Darebin with the Ambulance Victoria Defibrillator Registry.
- Continue to promote the St John Ambulance Defib in your Street program to the Darebin community.

Commencing July 2022

- Relocate twenty-five (25) existing defibrillators to an external 24/7 location, pending budget allocation a further site assessment and consultation with tenants.
- Conduct further investigation and identify priority sites for the installation of new defibrillators to increase accessibility and address gaps in the community

Attachments

- Defibrillators on Council-owned buildings (**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 conflicts of interest in a matter to which the advice relates.

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

Building	Address	Building Type	Suburb	Operated by Council or tenant?	Existing defibrillator at location?	Relocation to publicly accessible area recommended*?
Pitcher Park Main Pavilion	1 Keith ST ALPHINGTON VIC 3078	Sports Pavilion	Alphington	Tenant operated	Yes	Yes
Darebin North East Community Hub	35 Copernicus CRES BUNDOORA 3083	Community Centre	Bundoora	Council operated	Yes	Yes
Fairfield Civic Centre (Library & MCH)	121 Station ST FAIRFIELD VIC 3078	Library	Fairfield	Council operated	Yes	Yes
Batman Park Kindergarten & Community Hall	79 Elm ST NORTHCOTE VIC 3070	Child Care - Kindergarten	Northcote	Tenant operated	Yes	Yes
Northcote Library & Customer Service Centre	32 to 38 Separation ST NORTHCOTE VIC 3070	Library	Northcote	Council operated	Yes	Yes
Northcote Senior Citizen's Centre	18A Bent ST NORTHCOTE VIC 3070	Senior Citizen / Community Hall	Northcote	Council operated	Yes	Yes
Northcote Townhall	189 to 195 High ST NORTHCOTE VIC 3070	Theatre / conference centre	Northcote	Council operated	Yes	Yes
Darebin Arts and Entertainment Centre	401 Bell ST PRESTON VIC 3072	Theatre / conference centre	Preston	Council operated	Yes	Yes
East Preston Neighbourhood House	7 Newton ST PRESTON	Community Centre	Preston	Council operated	Yes	Yes
H P Zwar Reserve Pavilion	64 Bruce ST PRESTON VIC 3072	Sports Pavilion	Preston	Tenant operated	Yes	Yes
J S Grey Family Services Centre	524 Gilbert RD PRESTON VIC 3072	Child Care - Kindergarten	Preston	Council operated	Yes	Yes
Preston Library	266 Gower ST PRESTON VIC 3072	Library	Preston	Council operated	Yes	Yes
Preston Municipal Complex - 274 Gower St	274 Gower ST PRESTON VIC 3072	Office	Preston	Council operated	Yes	Yes
Preston Municipal Complex - 350 High St	350 High ST PRESTON VIC 3072	Office	Preston	Council operated	Yes	Yes
Darebin Intercultural Centre	59A Roseberry St PRESTON	Office	Preston	Council operated	Yes	Yes
C T Barling Reserve Pavilion	880 Plenty RD RESERVOIR VIC 3073	Sports Pavilion	Reservoir	Tenant operated	Yes	Yes
Crispe Park Pavilion	4 to 26 Gloucester ST RESERVOIR VIC 3073	Sports Pavilion	Reservoir	Tenant operated	Yes	Yes
East Reservoir Senior Citizen's Centre	7 Strathmerton ST RESERVOIR VIC 3073	Senior Citizen / Community Hall	Reservoir	Council operated	Yes	(to be relocated as part of DeFib in Your Street Project)
J E Moore Park North Pavilion	Cnr Hently RD & Spratling ST RESERVOIR VIC 3073	Sports Pavilion	Reservoir	Tenant operated	Yes	Yes
L E Cotchin Reserve Pavilion	93 Massey AVE RESERVOIR VIC 3073	Sports Pavilion	Reservoir	Tenant operated	Yes	Yes
PRACE	35 Sturdee ST RESERVOIR VIC 3073	Community Centre	Reservoir	Tenant operated	Yes	Yes
Operations Centre - Reservoir - Admin & Trades	15 Carawa DRV RESERVOIR VIC 3073	Office	Reservoir	Council operated	Yes	Yes
Reservoir Community & Learning Centre	23 Edwardes ST RESERVOIR VIC 3073	Community Centre	Reservoir	Council operated	Yes	(to be relocated as part of DeFib in Your Street Project)
Reservoir Leisure Centre	2A Cuthbert RD RESERVOIR VIC 3073	Aquatic Centre	Reservoir	Council operated	Yes	No
Reservoir Neighbourhood House	2A Cuthbert RD RESERVOIR VIC 3073	Community Centre	Reservoir	Tenant operated	Yes	External N/A
Hayes Park North pavilion	143 Flinders ST THORNBURY VIC 3071	Sports Pavilion	Thornbury	Tenant operated	Yes	Yes
John Cain Memorial Park Central Pavilion	281 Darebin RD THORNBURY VIC 3071	Sports Pavilion	Thornbury	Tenant operated	Yes	Yes
Merri Child Care	313 St Georges RD THORNBURY VIC 3071	Child Care - Kindergarten	Thornbury	Tenant operated	Yes	Yes
Darebin International Sports Centre	281 Darebin RD THORNBURY VIC 3071	Sports Pavilion	Thornbury	Tenant operated	Yes	Yes

* To be Assessed for relocation

Defib Project - St.Johns to relocate as part of project

8.5 INTOWORK GOVERNANCE REVIEW**Author:** General Manager, Governance and Engagement**Reviewed By:** General Manager, Governance and Engagement

EXECUTIVE SUMMARY

The Inner North Training Group (now IntoWork) was established in 1983 by the predecessor Councils of Brunswick, Coburg, Fitzroy, Northcote and Gatic as a key partner. IntoWork was incorporated by the Councils' predecessors as a not-for-profit company limited by guarantee with the objective of providing industry training and placement services in the communities that they represented, Melbourne's "Inner North". IntoWork is registered as a charity with the Australian Charities and Not-for-profits Commission (ACNC).

Darebin City Council, Moreland City Council and Yarra City Council were each a 'Member Council' of IntoWork and collectively controlled IntoWork.

In February 2019 the CEO's of the Member Councils initiated a Governance Review of IntoWork to establish the ability to realise the Member Council's strategic objectives, manage the risks to Council and determine the future options for the Member Council's relationship with Into Work. This review was bound by a confidentiality agreement and an information barrier between officers involved in the review and all other officers including officers representing Member Councils on the Into Work Board.

Through the review the Member Council's considered an alternative that would return the benefit of IntoWork to its original purpose. The Member Council's considered the Inner North Community Foundation as the most appropriate organisation to receive and deliver benefit to the inner north community, as it was established by IntoWork in 2007 as a "means of ensuring that the corporate success of IntoWork could be translated into a perpetual social, economic and financial contribution to the local community."

A confidential report was provided to Council at its meeting on 22 March 2021 to provide:

- Comprehensive background on the arrangements with IntoWork and the Inner North Community Foundation.
- An outline of the terms that had been established with IntoWork.
- An outline of the proposal to determine the beneficiary of these terms through the Inner North Community Foundation.
- An outline of the proposal that Council (along with the other two Member Council's) relinquish its interest in IntoWork in exchange for a 30 year commitment from IntoWork to the Inner North Community Foundation valued at \$6.8 million and operational funding for core staffing costs valued at \$7.4 million (based on 2.5% Federal CPI average).

From this decision, the Member Councils and IntoWork commenced discussions with the Inner North Community Foundation to secure an agreement with all parties. Agreement was reached and completed in December 2021. The Agreement provided for the matter being maintained as confidential until such time as a collective announcement had been made which all parties were required to endorse. A key consideration for each Member Council was the transparency of decision making.

The announcement was made on 28 April 2022.

At the Council meeting on 20 March 2021 Council resolved that a further report be provided to Council upon the execution of this decision. This is now possible given the announcement has been made, in accordance with the legal agreement between all five parties which required the outcome to remain confidential until the announcement.

Officer Recommendation

That Council:

- (1) Notes that its decision made under Confidential item 11.1 IntoWork Governance Review and Proposal for Change on 10 March 2021 to relinquish Member Council interest in IntoWork in exchange for a 30-year funding commitment to the Inner North Community Foundation has now been implemented through a Signed Relationship Deed executed on the 7 December 2021; and therefore the decision of Council will now be made public (the executed Relationship Deed is between Moreland City Council, City of Yarra, Darebin City Council, Inner Northern Group Training Limited and Inner North Community Foundation Ltd).
- (2) Notes that the Council resolution made under Confidential item 11.1 IntoWork Governance Review and Proposal for Change on 22 March 2021 is provided publicly in this report under previous Council resolutions.
- (3) Notes that for the purpose of public transparency, this report provides an overview of the information related to Council's decision on 22 March 2021 and action taken execute the agreement.

BACKGROUND / KEY INFORMATION

Darebin City Council, Moreland City Council and Yarra City Council were each a 'Member Council' of IntoWork and collective formed the 'Member Councils'.

IntoWork (Inner North Group Training - INGT)

The Inner North Training Group was established in 1983 by the predecessor Councils of Brunswick, Coburg, Fitzroy, Northcote and Gatic as a key partner. IntoWork was incorporated by the Councils' predecessors as a not-for-profit company limited by guarantee with the objective of providing industry training and placement services in the communities that they represented, Melbourne's "Inner North". IntoWork is registered as a charity with the Australian Charities and Not-for-profits Commission (ACNC).

IntoWork membership was impacted by the amalgamation of Councils from the creation of Moreland and Darebin Councils in June 1994, followed by the creation of Yarra Council in May 1996. These changes were followed by the demise of Gatic in 1996. Since this time there have been three 'Member Councils' – Darebin, Moreland and Yarra and the Councils are the only members of IntoWork. Each Member Council has equal membership.

IntoWork amended its memorandum of association in 1988 to expand the objects. The amendments removed certain limitations in the objects which directed the focus of IntoWork to training apprentices in the inner northern area of Melbourne. Since the expansion of its objects, the scope of services provided by IntoWork and its reach have expanded significantly. IntoWork has acquired a number of subsidiaries, which are mainly focused on the provision of employee training and placement services, but which also extend to other services such as NDIS services.

With each of these acquisitions and partnerships, IntoWork has grown and diversified its offerings and it now operates nationally. IntoWork co-ordinates the activities of the IntoWork

Group and provides shared services and operational support to the IntoWork Group organisations.

Inner North Community Foundation

The Inner North Community Foundation was established in 2007 by IntoWork as a "means of ensuring that the corporate success of IntoWork could be translated into a perpetual social, economic and financial contribution to the local community."

The Foundation is an independent community foundation and is trustee for the Inner North Community Foundation Charitable Fund and Public Fund. It manages philanthropic dollars to provide funds for projects that create prosperous, connected, and cohesive communities in Melbourne's Inner North, particularly encouraging pathways to employment.

Since its establishment, the Foundation has granted more than \$2.6 million in grants to the municipalities of Darebin, Moreland, and Yarra. Grants have been awarded across 30 different suburbs to 130 community organisations, running innovative and creative programs that unlock the potential of local people. From Preston to Pascoe Vale, Reservoir to Richmond, Fawkner to Fitzroy the Foundation serves more than 400,000 people across 125 square kilometres.

Previous Council Resolution

This resolution was confidential and has been deemed appropriate for release now that execution of the agreement has been completed.

At its meeting held on 22 March 2021 (confidential item), Council resolved:

That Council:

- (1) *Confirm acceptance of the proposal to relinquish the Member Council interests in +IntoWork in exchange for a 30 year commitment totalling approximately \$11.86m (\$14.2m based on 2.5% CPI average) from IntoWork to the Inner North Community Foundation to benefit our local community, that includes:*
 - a. *Operational funding for core staffing costs valued at \$168,757 + Federal CPI each year for the next 30 years*
 - b. *An annual contribution of \$200,000 to the corpus each year for the next 30 years*
 - c. *An additional contribution of \$800,000 to the corpus over the life of the agreement*
- (2) *Subject to all three Member Councils supporting the proposal to relinquish the Member Councils interests in IntoWork in exchange for the 30 year funding commitment to the Inner North Community Foundation, makes a summary of this report public on an agreed date*
- (3) *Authorises the CEO to do all things necessary to execute the removal of Member Councils' interests in IntoWork in exchange for benefits and participation on the Inner North Community Foundation Board, with appropriate measures to ensure the security of the 30 year commitment survives any future disruption, re-structuring, break-up or sale of IntoWork*
- (4) *Authorises the CEO to do all things necessary to execute the introduction of Member Councils' participation on the Inner North Community Foundation Board*
- (5) *Provides a further report to Council upon completion of the execution of this decision*

At its meeting held on 20 July 2020, Council resolved:

'That Council receives an urgent report on IntoWork's activities.'

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 1: Vibrant, Respectful and Connected

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 1: Vibrant, Respectful and Connected
Strategic Direction 4 Responsible, Transparent and Responsive

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES.

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

DISCUSSION

In February 2019 the CEO's of the Member Councils initiated a Governance Review of IntoWork. Each CEO appointed a lead Director and the project was coordinated by a Project Manager. The three Member Councils have worked together as a collective over the past 3 years to undertake the review to establish the ability to realise the Member Council's strategic objectives, manage the risks to Council and determine the future options for the Member Council's relationship with Into Work.

The purpose of this review was to:

- Conduct a strategic review of the Member Councils interests in IntoWork and associated community benefit.
- Assess strategic alignment between the Member Councils objectives and the business objectives of IntoWork.
- Establish a clear set of options relating to the Member Council's involvement with IntoWork and the implications / benefits / costs / levers.
- Determine future pathway opportunities for the Member Councils future relationship with IntoWork.

Council's role in IntoWork

The legal position established determined that:

- the Member Council's control IntoWork, however this control was not equivalent to ownership.
- the Member Director's appointed to represent each Council were required to act in the interests of IntoWork in their capacity as a member of the Board, rather than their appointing Council.
- The Councils were not able to access IntoWork's profits and the assets of IntoWork are not owned by the Councils.

- The Councils did not hold shares in IntoWork and could not transfer economic ownership of the company.
- The Councils were not entitled to distributions under the Constitution.
- Income and property of IntoWork must be applied solely towards the promotion of the objects of IntoWork and no profit may be paid or transferred directly or indirectly by way of dividend bonus or otherwise to the members of IntoWork.

Governance review

The decision to pursue the approach recommended at this meeting was based on legal advice and the Member Council's intention to deliver outcomes for the inner north aligned to the original intent. The approach

- Mitigated risk to the Councils.
- Achieved the original intent of the Council across the North.
- Secured significant ongoing financial contribution to strengthen the benefit to the inner north through the Inner North Community Foundation.

The Inner North Community Foundation was identified as an appropriate entity that could utilise the financial arrangement for community benefit that is aligned to the Member Council's strategic intent. In accordance with the Member Council's strategic objectives, it was considered important to partner with an appropriate and existing local entity that could deliver community outcomes across the inner north, thereby truly partnering with our community.

The proposal considered was that the Member Councils relinquish the Member Council interests in IntoWork in exchange for a 30 year commitment from IntoWork to the Inner North Community Foundation to benefit our local community, that included:

- a. Operational funding for core staffing costs valued at \$168,757 + Federal CPI (as agreed by both parties on an annual basis) each year for the next 30 years.
- b. An annual contribution of \$200,000 to the corpus each year for 30 years.
- c. An additional contribution of \$800,000 to the corpus over the life of the agreement.

This proposal was valued at approximately \$14.2m based on a federal CPI of 2.5% for the next 30 years for the operational costs (this is \$11.86m without factoring in CPI).

The proposal required all three Member Council's to be in agreement. This was confirmed following Council decisions as follows:

Moreland City Council at its meeting on 10 March 2021.

Yarra City Council at its meeting on 16 March 2021.

Darebin City Council at its meeting on 22 March 2021.

The confidential legal agreement was established to include:

- A Relationship Deed between all five parties (**Appendix A**) and associated agreement confirming execution dated (**Appendix D**).
- A Deed of Gift between IntoWork and the Inner North Community Foundation, reflecting the financial commitment as a result of the agreement between the Member Council's and IntoWork that Member Councils relinquish control of IntoWork to give effect to the financial commitment to the Inner North (**Appendix B**).
- The resignation of the Member Councils from IntoWork (**Appendix C**)

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES

Financial Management

The agreement secures the direct investment in the inner north that is aligned to the intended purpose of IntoWork through the Inner North Community Foundation. Where IntoWork has been successful in expanding its operations nationally beyond its intended purpose with great benefit, this agreement returns the focus and investment directly to the inner north to strengthen pathways to employment through organisations running innovative and creative programs that unlock people's potential to contribute to our prosperity.

Whilst Council had a controlling interest in IntoWork, it did not have ownership and there is no materiality to the interest. IntoWork has not previously formed part of Council's financial statement and legal advice has confirmed that IntoWork should not have formed part of Council's financial statements in accordance with AASB10:

'Control is presumed to exist when the parent owns, directly or indirectly through subsidiaries, more than half of the voting power of an entity unless, in exceptional circumstances, it can be clearly demonstrated that such ownership does not constitute control. Control also exists when the parent owns half or less of the voting power of an entity when there is:

- a. Power over more than half of the voting rights by virtue of an agreement with other investors; (Darebin does not have more than half voting rights).
- b. Power to govern the financial and operating policies of the entity under a statute or an agreement; (Darebin does not have power to govern financial and operating policies, with only one Member).
- c. Power to appoint or remove the majority of the members of the board of directors or equivalent governing body and control of the entity is by that board or body; (Darebin as a single Council does not have this power, though collectively the Member Councils do) Whilst the Member Councils have collective capacity to exercise control should they agree among themselves without compromising the Member Council representatives role as a member of the IntoWork Board, Darebin City Council does not have control of IntoWork. This also aligns with the Corporations Act concept of control and in particular section 50AA(3) which provides that joint capacity to determine the outcome of decisions about financial and operating policies does not constitute control.

Communications and Engagement

Consultation

The Governance Review was conducted by a small team consisting of CEO's, Project Director and Project Manager who were subject to a confidentiality agreement throughout the course of the review. An Information Barrier was established to prevent the Member Directors from being aware of the existence of the Governance Review itself or the content as a further measure to protect the Council's interests and their independence as a member of the Board.

Consultation was undertaken with IntoWork through the CEO and members of the Governance Review throughout June to December 2020.

Consultation with the Inner North Community Foundation through the CEO and members of the Governance Review in December 2020.

Councillors across the Member Councils were briefed in February 2021.

Communications

All communications relating to the review have been in accordance with the confidentiality agreement and information barrier.

Overarching Governance Principles and Supporting Principles

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

Public Transparency Principles

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

Strategic Planning Principles

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

Service Performance Principles

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

COUNCIL POLICY CONSIDERATIONS

Environmental Sustainability Considerations (including Climate Emergency)

N/A

Equity, Inclusion, Wellbeing and Human Rights Considerations:

The proposal secured support to the inner north that is aligned to the intended purpose of IntoWork through the Inner North Community Foundation, that is today's context is a more appropriate entity. The Inner North Community Foundation provides funding that addresses disadvantage, promotes equity, support the vulnerable and removes barriers to support the community into employment. By securing the future of the Inner North Community Foundation, the Member Councils provide certainty and stability to secure the future of the inner north community. This proposal will ensure that the Inner North Community Foundation will be able to fund projects that create prosperous, connected, and cohesive communities, particularly encouraging pathways to employment into the future.

Part of the agreement established provides for the Inner north Community Foundation to provide an annual report to Council within 6 months after the end of the financial year. The report is to include, at a minimum:

The contribution to the corpus from IntoWork under the Deed and the cumulative total to date during the term of the Deed:

Acknowledgement of the origin of the new contribution in 2021, including the City Councils roles with IntoWotk to establish the 30 year financial commitment and partnership with the Foundation;

The community benefit that has been realised through the 'Pathways to Employment Fund' (being recipient fund of the Deed) during the financial year. This should include:

- a) The range of projects, programs or activities that have received grant contributions from the fund.
- b) The number of people/participants that have benefited form the funded projects, programs or activities in this year and participation relating to previous year grant funding if multi-year activities or outcomes.
- c) A reflection of the demographics of recipients/beneficiaries, including but not limited to – Aboriginal and Torres Strait Islander peoples, people who identify as LGBTQIA+, people from culturally and linguistically diverse communities, people with a disability, young people, asylum seekers, women and people who have exited the justice system.
- d) A reflection on the geography (including breakdown by the City council's respective municipal areas) of contributions form the fund and community outcomes across the Inner North.
- e) 1-3 projects, programs or activities delivered in the financial year illustrating community impact that the work of INCF delivers through the Pathways to Employment Fund.
- f) The priorities for the next financial year to deliver outcomes for the Inner North through the Pathways to Employment Fund.

Economic Development and Cultural Considerations

The proposal secured support to the inner north that is aligned to the intended purpose of IntoWork through the Inner North Community Foundation, that is today's context is a more appropriate entity. By securing the future of the Inner North Community Foundation through a funding commitment for the next 30 years for both operational support and corpus contribution, the Member Councils provide certainty and stability in its role in the inner north to provide funds for projects that create prosperous, connected, and cohesive communities, particularly encouraging pathways to employment.

The Inner North Community Foundation philanthropic funds are used for grant making across broad interests, with a special focus on building pathways to employment and promoting economic participation. This priority recognises the importance of work, which ensures personal and family wellbeing, and enables people to be active contributors in community life.

The major granting activity of the Foundation is to strengthen pathways to employment through organisations running innovative and creative programs that unlock people's potential to contribute to our prosperity.

Operational Impacts

There are no significant operational impacts relating to the recommendation contained within this report.

Legal and Risk Implications

A key driver of the Member Council's Governance Review of IntoWork was to mitigate risk to the Member Councils in their relationship with IntoWork.

IMPLEMENTATION ACTIONS

Through the legal agreement established between the five parties – Intowork, Inner North Community Foundation and the three Member Councils, this matter remained confidential until the time of announcement. The announcement was made on 28 April 2022, enabling this matter to be reported transparently to Council as agreed on 10 March 2021.

An interim appointment has been made to represent Darebin City Council on the Board of the Inner North Community Foundation. Work is required to establish a long-term appointment to represent Darebin City Council on the Board of the Inner North Community Foundation. It is proposed that a process will be undertaken in collaboration with the Foundation to identify and appoint an appropriately qualified resident of Darebin to represent Darebin on the Board of the Inner North Community Foundation in the next 6 months.

Attachments

- Relationship Deed (**Appendix A**) Confidential - enclosed under separate cover
- Deed of Gift (**Appendix B**) Confidential - enclosed under separate cover
- Resignation of Member Councils from IntoWork (**Appendix C**) Confidential - enclosed under separate cover
- Signed Agreement - Completion Date (**Appendix D**) Confidential - enclosed under separate cover

DISCLOSURE OF INTEREST

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

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

8.6 RENAMING OF THE FORMER RUTHVEN PRIMARY SCHOOL SITE

Author: Senior Property Officer
Manager Parks and Open Space

Reviewed By: General Manager, Governance and Engagement

EXECUTIVE SUMMARY

This Report recommends that Council commence the process of renaming the former Ruthven Primary School Site. It recommends Council start community consultation which would commence the statutory process for the proposed naming in accordance with:

- The *Geographic Place Names Act 1998* and
- The *Naming rules for places in Victoria – Statutory requirements for naming roads, features and localities 2016*, and
- Council's Community Engagement Plan.

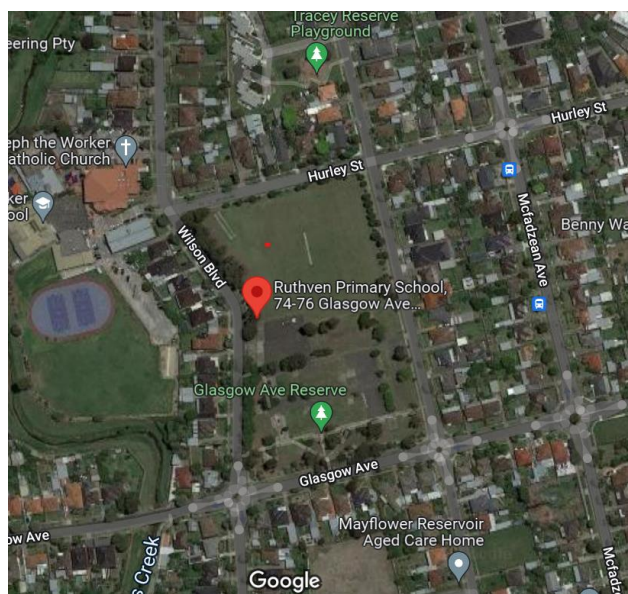
Officer Recommendation

That Council:

- (1) Endorses, for inclusion in the voting poll, the following names for the former Ruthven Primary School site at 74-76 Glasgow Avenue, Reservoir, bounded by Glasgow Avenue to the South, Wilson Boulevard to the West, Hurley Street to the North and Tracey Street to the East:
 - a. Nganga Nyinguwa Park – “gan-ga nee-in-gah-wa” (see & do)
 - b. Wat Ganbo Park – “what gan-bow” (we are one)
 - c. Biik Guljin Wayi Park – “bik gul-jin way-ee” (land – people – us)
 - (2) Commences the statutory process in accordance with the requirements of the *Geographic Place Names Act 1998* and the *Naming rules for places in Victoria – Statutory requirements for naming roads, features and localities 2016*;
 - (3) As part of its community engagement process gives notice of the voting poll for the preferred name by way of
 - a. an online survey,
 - b. on Council's webpage.
 - c. Posters to be placed at the main entrances to the Park and via circulation to local networks;
 - (4) Receives a further report with the results of the voting poll and recommendation for Council to consider proposing the name for the former Ruthven Primary School site at 74-76 Glasgow Avenue; and
 - (5) Formally thanks the Wurundjeri Corporation and, in particular, the Wurundjeri Elders who provided Council with the proposed naming options.
-

BACKGROUND / KEY INFORMATION

The former Ruthven Primary School site was purchased by Council from the State Government in July 2017 to provide more open space for the community. The site is located at 74-76 Glasgow Avenue, Reservoir, and is bounded by Glasgow Avenue to the South, Wilson Boulevard to the West, Hurley Street to the North and Tracey Street to the East as shown in the aerial plan below.



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 Woi Wurrung Cultural Heritage Aboriginal Corporation (Wurundjeri Council) of a significant Aboriginal and Torres Strait Islander people, figures, symbols or items.

Through the Reimagining Ruthven Masterplan, Council has committed to: *Rename the park in the Woi wurrong language, recognising the Wurundjeri, the Traditional Custodians of the land and waters.*

Council made an application to the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation and received the following list of suggested names for the Park (including pronunciation and meaning):

- Booboop Park – “boo-boop” (young people/children)
- Nganga Nyinguwa Park – “gan-ga nee-in-gah-wa” (see & do)
- Narngon Park – “narn-gon” (reading)
- Wat Ganbo Park – “what gan-bow” (we are one)
- Biik Guljin Wayi Park – “bik gul-jin way-ee” (land – people – us)

Wurundjeri Elders decided upon the names having regard for the earlier consultation process, the work with the DAAC and the adopted Ruthven masterplan.

In April 2022 Council Officers, in consultation with Council's Aboriginal Partnerships Officer, invited the Darebin Aboriginal Advisory Committee (DAAC) members to select their preferences. The following names were chosen by DAAC to be selected by the Community through the consultation period:

- Nganga Nyinguwa Park
- Wat Ganbo Park
- Biik Guljin Wayi Park

(Booboop Park could not be included due to a similarly named kindergarten within 5km)

Officers met with members of the former community reference group (CRG), now a Friends of Ruthven group, along with the chair of the Darebin Aboriginal Advisory Committee and the Aboriginal Partnerships Officer on site on 29 April 2022 to discuss the naming options. Some members of the Friends of Ruthven group had preferred a process which may have included Wurundjeri Elders undertaking an additional site walk before suggesting names. They also prefer that only 2 names are put to the community for voting – they do not prefer Wat Ganbo Park. Officers recommend that Council proceed with all 3 names and considers the views of the Friends of Ruthven group along with other stakeholders and the broader community feedback when a naming decision is to be made.

The Darebin Nature Trust has been provided with the list of names and has been asked for its feedback. Any feedback received will be provided to the Council when it considers the report to name the park.

Previous Council Resolution

At its meeting held on 24 May 2021, Council resolved:

'That Council

- (1) Thanks the community and stakeholders for their involvement in the engagement and consultation process.(2) Endorses the final concept designs for the Ruthven Park Playspace.*
- (2) Undertakes consultation with Wurundjeri Woi Wurrung Corporation, Darebin Nature Trust and Friends of Ruthven Park about the naming of the park and the proposed detailed design for Ruthven Park.*
- (3) Receives a report on the outcomes of consultation with Wurundjeri Woi Wurrung Corporation, Darebin Nature Trust and Friends of Ruthven Park, along with further information about how Council can plan for the provision of shade for the play equipment and seating/picnic areas.'*

This Report relates to item (3) of the Resolution.

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 2: Prosperous, Liveable and Flourishing

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 2: Prosperous, Liveable and Flourishing

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

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

The renaming of the former Ruthven Primary School site is part of the Reimagining Ruthven Masterplan which was endorsed by Council on 29 June 2020. This new park in Reservoir is to be developed as a community park in accordance with the masterplan which includes provision for the renaming of the site.

DISCUSSION

Council is being asked to consider if it would commence the statutory process for the proposed naming of the Park at the site of the former Ruthven Primary School in Reservoir. 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 whether there is a consensus preference of the community prior to any decision being made to name the Park.

Consultation will include to the immediate and diverse community and provide community members 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 whether there is a consensus preference of surrounding community and business owners.

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES

Financial Management

The immediate financial impacts and consequences of the recommendations in this report are minimal and have already been adequately resourced by Council through its 2021/2022 budgets. The staffing resources required to undertake the consultation are sufficient to undertake the consultation.

Community Engagement

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 *Naming 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).

In accordance with *Section 55* of the *Local Government Act 2021* and Council's *Community Engagement Policy 2021*, Council is committed to reaching all sections of the diverse community and provide an opportunity to give feedback and be involved when forming decisions in a way that is accessible, appropriate and welcoming. Council, at a minimum, will engage with our diverse community and engage with the Aboriginal and Torres Strait Islander peoples.

The Geographic Names Victoria (GNV) advised that they would be accepting of Council proposed Consultation.

Part 1 of the Community Engagement Plan has been approved.

The Plan provides that:

- Information concerning the project will be available to the whole of the City of Darebin on Council's website, and by advertisement in the Herald Sun.
- The Online Survey (voting poll) will allow all members of the City of Darebin to vote on the preferred name, and other information on the Council's website, advertisements and posters will direct the Community on voting methods and how to obtain further information.
- Posters will be placed at the Park Site and in community venues.
- Letters will be mailed out to local residents and hard copy surveys will be provided on request.
- An explanatory note about the project will be translated into the top 5 languages in Reservoir Cheddar and feature on the posters, letters to nearby residents and the Your Say page, which are:
 - Italian
 - Greek
 - Mandarin
 - Arabic
 - Macedonian
- A face to face pop-up session at the Park will be considered.
- The statutory timelines will be observed which allow the Community sufficient time to consider and vote on the proposal – 30 days.
- The main engagement approach is using the Your say Darebin platform to enable community members to vote on their preferred name.
- A number of communications actions including social media posts, posters, letters to residents and signage are planned.
- Other measures identified above have been included to meet the minimum standards of engagement for CALD and Aboriginal Communities.
- Specific interest groups who have been engaged in the consultation process to date will be contacted directly via email, including the Traditional Owners, the former community reference group members and the Darebin Nature Trust.

Consultation will be completed in line with the Communications Plan and by communication with:

- Council departments;
- Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation;
- Darebin local community and businesses;
- Local networks; and
- Geographic Names Victoria

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 Park. Council will, at that time, consider all information provided, including all submissions/objections, prior to deciding on whether to support the proposal and lodge it with the Registrar of Geographic Names Victoria.

Objectors must be notified of the Council Resolution supporting the preferred name and have 30 days from the later of the date of the Council Resolution or the date Council sends notification to the objector to submit an appeal to the Registrar of Geographic Names Victoria. Details of any objections and Council's response to them must be included in the application to Geographic Names Victoria.

If the name is accepted/endorsed by the Registrar and included in the Victorian Government Gazette, then it would become the official name of the Park. Council must wait for formal notification from the Registrar before using the name.

Other Principles for consideration

Overarching Governance Principles and Supporting Principles

- (a) Council decisions are to be made and actions taken in accordance with the relevant law;
- (i) the transparency of Council decisions, actions and information is to be ensured.

Public Transparency Principles

- (a) Council decision making processes must be transparent except when the Council is dealing with information that is confidential by virtue of this Act or any other Act;
- (b) Council information must be publicly available unless (i) the information is confidential by virtue of this Act or any other Act; or (ii) public availability of the information would be contrary to the public interest;
- (c) Council information must be understandable and accessible to members of the municipal community;
- (d) Public awareness of the availability of Council information must be facilitated

Strategic Planning Principles

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

COUNCIL POLICY CONSIDERATIONS

Environmental Sustainability Considerations (including Climate Emergency)

There are no factors in this Report that impact on Environmental Sustainability Considerations, including Climate Emergency.

Equity, Inclusion, Wellbeing and Human Rights Considerations:

A formal Equity Impact Assessment was not required for this project; however, input was sought from relevant officers on engaging with the community in Reservoir.

Economic Development and Cultural Considerations

Officers have conducted consultation with the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation who have proposed the names that are being considered in the Community Consultation, and the Darebin Aboriginal Advisory Committee who shortlisted and endorsed the names.

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

Operational Impacts

Signage for the Park will be managed and maintained within the existing parks asset program.

Legal and Risk Implications

The proposed community consultation and statutory procedures to be followed comply with the Geographic Place Names Act 1998 and the Naming rules for places in Victoria – Statutory requirements for naming roads, features and localities 2016, and Section 55 of the Local Government Act 2021 and Council's Community Engagement Policy 2021.

The preferred name will be chosen by the majority vote in the survey on the voting poll. Geographic Names Victoria has confirmed that the proposed names comply with the principles in the Naming Rules, and that the community consultation proposed is acceptable to it.

Any objections must be on the basis that the name(s) do not comply with the principles in the Naming Rules.

IMPLEMENTATION ACTIONS

- 24 May 2022: Commence community consultation in accordance with the Community Engagement Plan.
- 24 May 2022 – 24 June 2022: Consultation period.
- 25 June 2022: Voting Poll closes.
- 26 June 2022 – 26 July 2022: Consider and collate responses, and consider objections.

August/September 2022: Report to Council with results of voting poll and any objections and following endorsement of the preferred name by Council, submit an application to Geographic Names Victoria for registration of the preferred name

September-December 2022: Geographic Names assessment of application and gazettal of preferred name and erection of signage at Park following approval

RELATED DOCUMENTS

- Reimagining Ruthven Masterplan
- Breathing Space; The Darebin Open Space Strategy
- Road and Place Naming Policy October 2014

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 conflicts of interest in a matter to which the advice relates.

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

8.7 NAMING OF AN UNAMED LANEWAY - KALAMATA PLACE**Author:** Manager Property & Asset Strategy**Reviewed By:** General Manager, Governance and Engagement

EXECUTIVE SUMMARY

This report provides information on the outcome of the statutory process for the proposed naming of the unnamed laneway between 2 Gooch Street and 1 Raleigh Street, Thornbury, including the supplementary information in the submissions received.

This report recommends that Council endorse the name Kalamata Place. However, Council could also choose to abandon the proposal to name the unnamed laneway and consider the suggestions detailed in the submissions received.

Officer Recommendation

That Council,

- (1) Endorse Kalamata Place as the name for the unnamed laneway between 2 Gooch Street and 1 Raleigh Street, Thornbury and lodge the naming proposal with the Geographic Names Victoria (GNV);

 - (2) Delegates the Manager, Property and Business Improvement to lodge the application to the Geographic Names Victoria for the naming of the unnamed laneway between 2 Gooch Street and 1 Raleigh Street, Thornbury to Kalamata Place.
-

BACKGROUND / KEY INFORMATION

This report provides history and background relating to the proposed naming of the unnamed laneway between 2 Gooch Street and 1 Raleigh Street, Thornbury (the laneway) to Kalamata Place, as well as the submissions received during community consultation. Community consultation was undertaken in accordance with the statutory process for the naming of roads in accordance with the *Geographic Place Names Act 1998* and the Naming rules for places in Victoria – Statutory requirements for naming roads, features and localities 2016, and Council’s Road and Place Naming Policy October 2014 (Policy).

Previous Council Resolution

At its meeting held on 31 January 2022, Council resolved:

That Council,

1. *Notes that the laneway between 2 Gooch Street and 1 Raleigh Street in Thornbury, 3071 remains unnamed.*
2. *Notes that the Road and Place Naming Policy states under Section 8, that a name to a road or place “should have some sense of connection or relevance to*

the local areas having regard to the historical and cultural significance of the area.”

3. *Notes that the Road and Place Naming Policy states under Section 9, that “in respect to the naming or renaming of roads, places and localities, consideration shall be given to... the Cultural and ethnic diversity of Darebin i.e. its migration history and multicultural groups”.*
4. *Notes that the multicultural group, Papaflessas, has written to Council and provided submissions on numerous occasions suggesting to Council that the laneway be named “Kalamata Place” due to its cultural and historical significance when thousands of Greek migrants settled in Thornbury from the 1950’s from towns in Kalamata where there was a street named ‘Papaflessas’ after their local hero.*
5. *Notes that this laneway is adjacent to the Papaflessas’ Club local heritage home at 2 Gooch Street Thornbury.*
6. *Receives a report on the request by the multicultural group, Papaflessas to name the laneway Kalamata Place, following the consultation guidelines of the Road and Place Naming Policy, at the February 2022 Council meeting.’*

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 1: Vibrant, Respectful and Connected

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 1: Vibrant, Respectful and Connected

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

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

DISCUSSION

On 31 January 2022, Council made a resolution to consult with the community with the proposal to name the laneway Kalamata Place.

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 *Naming 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).

Naming Proposal from the Papaflessas Club – Kalamata Place

The Papaflessas Club which has occupied 2 Gooch Street, Thornbury since 1994, and has rear access to the laneway, have proposed the name Kalamata Place in recognition of the thousands of Greek immigrants from Kalamata, Greece who settled in Thornbury in the 1950s.

Council's Road and Place Naming Policy states that the naming of laneways "should have some sense of connection or relevance to the local areas having regard to the historical and cultural significance of the area".

The Papaflessas Club has made several requests for the naming of the laneway to reflect Thornbury's Greek heritage.

Butterfly mural in laneway

Just Believe Fit who occupy 4 Gooch Street, Thornbury with an entrance to that property via the laneway, initiated a project in December 2019 for the painting of the laneway with a butterfly theme by local artists. This project has been completed and is mentioned as being relevant to the naming of the laneway in several submissions. A photograph of the laneway showing this artwork is attached at **Appendix C**.

Consultation

On 23 March 2022, Council placed an advertisement in The Herald Sun newspaper and on its website advising of the proposal to name the laneway Kalamata Place and that submissions must be made by 26 April 2022. A letterbox drop advising of the proposal was made to the immediately surrounding owners and occupiers of the laneway.

The minimum requirement for road naming consultations for roads of this type required by GNV is to advertise in a newspaper and to notify immediately affected owners and occupiers. A copy of the advertisement is attached at **Appendix B**.

The immediate neighbouring owners and occupiers were notified by letter drop.

Summary of Submissions

Council received no objections to naming the laneway "Kalamata Place". Eight submissions were received. In summary:

- One submission supported naming the laneway "Kalamata Place".
- Seven submissions suggested the laneway have an indigenous name.
- Three submissions suggested that given the butterfly artwork in the lane, the name include the word "Butterfly" or the equivalent indigenous name.

A summary of the submissions is annexed at **Appendix D**.

GNV Principles and Council naming themes

GNV has advised that the proposed name of Kalamata Place is in line with the Principles set out in the Naming rules for places in Victoria.

The Office of Geographic Names encourages the use of contemporary and historic Aboriginal naming themes which would support the proposal for an indigenous name.

The naming themes in Council's Policy include both:

- Indigenous heritage and language; and
- Cultural and ethnic diversity of Darebin i.e. its migration history and multicultural groups

Council may wish to consider these principles and naming themes with reference to the submissions received.

Options

The public notice stated that following consideration of submissions Council would either name the laneway Kalamata Place or not name the laneway.

After consideration of the submissions, Council may decide to abandon the proposal to name the laneway Kalamata Place, or propose a new name.

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES

Financial Management

The immediate financial impacts and consequences of the recommendations in this report are minimal and have already been adequately resourced by Council through its 2021/2022 budgets.

Other Principles for consideration

Overarching Governance Principles and Supporting Principles

- (a) Council decisions are to be made and actions taken in accordance with the relevant law;

Public Transparency Principles

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

Strategic Planning Principles

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

COUNCIL POLICY CONSIDERATIONS

Environmental Sustainability Considerations (including Climate Emergency)

There are no factors in this report which impact upon Environmental Sustainability.

Equity, Inclusion, Wellbeing and Human Rights Considerations:

An EIA/GIA is not required for projects of this type.

Economic Development and Cultural Considerations

None to consider in this report

Operational Impacts

This matter has no impact on operational impacts

Legal and Risk Implications

The proposed community consultation and statutory procedures to be followed comply with the Geographic Place Names Act 1998 and the Naming rules for places in Victoria – Statutory requirements for naming roads, features and localities 2016, and Section 55 of the Local Government Act 2021 and Council’s Community Engagement Policy 2021.

After consideration of submissions, Council may either endorse the name Kalamata Place, decide to abandon the naming proposal, or consider other options for naming the laneway.

The submissions indicate a strong support for an indigenous name, and for the butterfly mural to be recognised in the name.

The Papaflessas Club has advocated for the laneway to be named with a name reflecting the Greek culture in the locality for several years.

There is potentially a conflict between these two preferences, and the Papflessas Club and possibly the Greek community may be aggrieved if the naming proposal is abandoned, considering that they are the proposer and have a strong and longstanding association with the locality, and the laneway.

IMPLEMENTATION ACTIONS

If Council resolves to name the laneway “Kalamata Place”, a naming proposal will be lodged with the Office of Geographic Names and the community will be notified by notice on Council’s website of the decision to name the laneway “Kalamata Place.





If Council decides to abandon the Project, no further action is required.

If Council decides to proceed with the naming proposal or abandon it, submitters will be notified of that decision.

RELATED DOCUMENTS

- Geographic Place Names Act 1998 and the Naming rules for places in Victoria – Statutory requirements for naming roads, features and localities 2016
- City of Darebin Road and Place Naming Policy October 2014

Attachments

- Locality Plan (**Appendix A**) [↓](#) 
- Advertisement (**Appendix B**) [↓](#) 
- Laneway Art (**Appendix C**) [↓](#) 
- Submissions (**Appendix D**) [↓](#) 

DISCLOSURE OF INTEREST

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

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

Laneway indicated by red pin





PROPOSAL TO NAME THE RIGHT OF WAY (LANEWAY) BETWEEN GOOCH ST & RALEIGH ST, THORNBURY - 'KALAMATA PLACE'

Darebin City Council (**Council**), acting under section 206, schedule 10, clause 5(1)(a) and (2) of the *Local Government Act 1989 (the Act)* is intending to consider a proposal to name the right of way (laneway) at the rear of 680 to 700 High Street and adjoining 2 Gooch Street and 1 Raleigh Street, Thornbury as 'Kalamata Place' (**Proposal**).

The Proposal was originally initiated by the multicultural Papaflessas Social Club located at 2 Gooch Street, Thornbury (**Club**). The Club has suggested the name 'Kalamata Place' to the Council in recognition of the many thousands of Greek migrants who settled in the Thornbury area in the 1950's and onwards from towns in the vicinity of Kalamata, Greece.

Council is inviting submissions from interested parties on the Proposal.

Any person wishing to make a submission must do so in writing to the undersigned by no later than **26 April 2022**. A person making a submission is entitled to request in the submission that they wish to appear in person, or to be represented by a person specified in the submission, in support of the submission at a meeting of the Council or its Committee on a date, time and place to be determined by the Council.

All and any submissions received by the due date will be treated by Council as if they were submissions made under section 223 of the Act.

Following the consideration of submissions, Council may decide to name the laneway 'Kalamata Place' or not to name the laneway.

Any person making a written submission is advised that all submissions and personal information in the submission will be handled by Council in accordance with the provisions of the *Privacy and Data Protection Act 2014*.

A copy of this notice, including a plan showing the laneway proposed to be named 'Kalamata Place' is available on Council's website <https://www.darebin.vic.gov.au>.

Submissions quoting reference No **A1134710** should be addressed to the Chief Executive Officer, Darebin City Council, PO Box 91, Preston 3072, or delivered to the Municipal Offices, 274 Gower Street, Preston or emailed to mailbox@darebin.vic.gov.au.

Enquiries to: Macquarie Local Government Lawyers on 9650 6700 or 0402 325 178.

Sue Wilkinson
Chief Executive Officer

M1615



Submission number	Comments	Preferred name or theme
1	Felt more appropriate if laneway was named something relevant to our local aboriginal community	Aboriginal word for butterflies
2	Name to honour our First Nations people	Kirrip (Friend) Lane or Wominjeka (Welcome) Lane
3	Offer name to Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation for consideration	Or Little Thornbury Lane or Little Thornbury Way
4	Butterfly Lane or an equivalent word in the indigenous language of the region	Butterfly Lane or equivalent indigenous name
5	Great opportunity to show respect of and strengthen links with our local indigenous residents	Indigenous name
6	<p>I contributed to the butterfly paintings along the laneway between Gooch and Raleigh Streets, just off High Street, Thornbury, and would like to suggest the council considers the local indigenous name for butterflies for the name.</p> <p>Whilst I recognise the historical allusion to the Greek heritage of the locale I think perhaps the time is right to recognise both the indigenous community and the fact that the laneway is already painted with butterflies.</p>	Indigenous name for butterflies
7	<p>I suggest that the ROW lane between Gooch and Raleigh Streets be named after the indigenous traditional owners of the land, the Wurundjeri Woiwurrung people.</p> <p>So perhaps the lane could be named either Wurundjeri Lane or Woiwurrung Lane.</p> <p>This will be in keeping with your policy : "Darebin City Council acknowledges the Wurundjeri Woiwurrung people who are the Traditional Owners of the land on which Darebin stands. We recognise their continuing connection to land, waters and culture. We pay our respects to Elders past, present and emerging."</p>	Wurundjeri Lane or Woiwurrung Lane
8	My wife and I have been the owners of the property [address omitted – abutting owner] for over 20 years. The property functions as the [Business name omitted] and has a back entrance facing on to the laneway between	Kalamata Place

	<p>Gooch and Raleigh Streets. I was delighted to hear that the laneway behind us would be given a name. Although having no familial links to Greece my father Bruce fought there in the Second World War during the German invasion, and my uncle John was killed and buried there. During my father's escape from Crete he was given food and shelter by the Greek people at great risk to themselves. In this way we feel that the naming of 'Kalamata Place" has a special significance to our family. We feel the naming will breathe new life into this magnificent bluestone laneway that at times has seemed run down and neglected. Our experience of living and working in this area has brought us into contact with the many Greek residents and business owners of Thornbury who I'm sure would be delighted with the council's affirmative decision. We would be happy to attend the meeting to support this initiative. If you require any further information please don't hesitate to contact us.</p>	
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8.8 RISK MANAGEMENT POLICY**Author:** Acting Manager Governance & Corporate Strategy**Reviewed By:** General Manager, Governance and Engagement

EXECUTIVE SUMMARY

Effective risk management to mitigate risk and drive continuous improvement is required to be embedded in Council through the principles of the Local Government Act 2020. The leadership of risk for Council is led by Council itself.

The current Risk Management Policy and Framework were endorsed by the CEO on 29 June 2021, with the endorsement of the Audit and Risk Committee and provided to Councillors through a briefing on 18 October 2021.

The CEO endorsed 2021 Risk Management Policy has since been updated to incorporate the high-level Risk Appetite Statements and is being presented to Council for adoption.

The Risk Management Policy is transitioning from an operational policy approved by the CEO to a policy adopted by Council to support Council's leadership in risk management.

Officer Recommendation

That Council:

- (1) Adopt the Risk Management Policy
-

BACKGROUND / KEY INFORMATION

Council's existing Risk Management Policy was endorsed by the CEO on 29 June 2021, following endorsement by the Audit and Risk Committee.

Council's strategic Risks were reviewed between August to October 2021 following adoption of the 2041 Community Vision and 2021-25 Council Plan. Alongside this review Council developed Risk Appetite Statements as part of its efforts to build risk maturity.

The Risk Appetite Statements developed in 2021 have now been incorporated into the Risk Management Policy at a high level. This was subject to discussion with Councillors at a briefing on 18 October 2021 and the updated Risk Management Policy was represented to Councillors at a briefing on 2nd May 2022, prior to being presented to Council for adoption at its meeting on 23 May 2022.

This approach is consistent with the roadmap for risk maturity presented to the Audit and Risk Committee in June 2021, which included the Risk Management Policy being presented to Council for adoption in May 2022.

Previous Council Resolution

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

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 1: Vibrant, Respectful and Connected

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 4 Responsible, Transparent and Responsive

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

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

DISCUSSION

Darebin City Council understands that risk is inherent in all activities it undertakes and that managing risks is an integral part of governance, good management practice and decision making.

Council is committed to embedding risk management practices in all business processes and ensuring that all staff understand that the management of risk is everyone's responsibility. Proactive risk management supports the protection of community, employees, business assets, service delivery and financial sustainability.

The Risk Management Policy outlines Council's commitment to the key principles that guide risk management practice across the organisation. This is supported by the Risk Management Framework approved by the CEO in 2021, which underpins organisational approach to risk management practices.

Councillors assisted in the development of Risk Appetite Statements in 2021 and these statements have now been incorporated into the Risk Management Policy at a high level. This approach strengthens risk maturity and provides a level of transparency in Council's commitment and approach to risk.

This approach is consistent with the roadmap for risk maturity presented to the Audit and Risk Committee in June 2021, which included the Risk Management Policy being presented to Council for adoption in May 2022.

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES**Other Principles for consideration**

Effective risk management to mitigate risk and drive continuous improvement is required to be embedded in Council through the principles of the Local Government Act 2020.

Overarching Governance Principles and Supporting Principles

(c) the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;

(e) innovation and continuous improvement is to be pursued;

Public Transparency Principles

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

Strategic Planning Principles

- (d) strategic planning must identify and address the risks to effective implementation;

Service Performance Principles

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

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

The Risk Management Policy includes an Environmental Impact Risk Appetite statement

Equity, Inclusion, Wellbeing and Human Rights Considerations:

Nil

Economic Development and Cultural Considerations

Nil

Operational Impacts

Nil

Legal and Risk Implications

Council has established governance for risk management, including

- Risk Manganement Framework
- Risk Management Policy
- Fraud and Corruption Framework
- Assurance Map
- Audit and Risk Committee
- Risk and Integrity Group
- Climate Risk Task Force (Oct 21)
- Climate Risk Governance Committee (Oct 21)
- Internal Audit program
- Annual external audit


IMPLEMENTATION ACTIONS

The Risk Management Policy will be used to embed and drive improvement of Risk Management practices across the organisation.

RELATED DOCUMENTS

- AS/NZS ISO 31000:2018
- Risk Management Framework
- Audit and Risk Committee Charter
- 2041 Community Vision
- 2021-25 Council Plan

Attachments

- Risk Management Policy (**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 conflicts of interest in a matter to which the advice relates.

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



Risk Management Policy

<p>1. Purpose</p>	<p>This policy outline's Council's commitment to the key principles that guide risk management practice across the organisation. Council is committed to embedding risk management practices in all business processes and ensuring that all staff understand that the management of risk is everyone's responsibility. Proactive risk management supports the protection of community, employees, business assets, service delivery and financial sustainability. This approach is referred to as "Enterprise Risk Management", i.e. the management of all aspects of risk while pursuing opportunities across the organisation.</p> <p>This policy, and its associated risk management framework, is applicable to all Council services, employees, contractors and extends to interactions with external stakeholders.</p>
<p>2. Background</p>	<p>Risk</p> <p>Risk is an everyday fact of life. In order to ensure Darebin can be innovative, plan for change, or undertake a new advocacy programme, risks need to be identified and managed. Not understanding risk or avoiding risk can be the greatest risk of all. Most importantly, risk management is about being proactive rather than reactive.</p> <p>It is common to think of risk as what might go wrong in Darebin. But a more precise definition is the effect of uncertainty on Darebin's objectives. In this regard, risk includes both (a) potential threats to achieving those objectives (negative risk), and (b) potential opportunities for achieving those objectives (positive risk).</p> <p>Threats and opportunities come and go, or evolve, as Darebin's internal dynamics change, as its relationships with stakeholders and supporters change, and as the external environment in which it operates changes. Keeping abreast of the risks that may affect Darebin must therefore be an ongoing activity.</p> <p>Risk Management</p> <p>Risk management within Darebin is the application of management policies and processes to enable the systematic identification, analysis, treatment and monitoring of risk. It allows opportunities to be taken, when appropriate, while also minimising the likelihood and impact of undesirable events or outcomes.</p> <p>Risk management aims firstly to anticipate risks. Then, in the case of negative risks, it aims to prevent them from eventuating or to minimize their impact if they do. In the case of positive risks, it aims to capitalise on opportunities that present themselves. This document is mainly concerned with managing negative risks.</p>
<p>3. Objectives</p>	<p>Council is committed to Risk Management best practice. This policy commits Council to a risk management approach that will:</p> <ul style="list-style-type: none"> • Be central to Council's strategic decision making, informs planning and budgeting processes: • Ensure systematic, structured and timely practices aligned with excellent governance practices to identify, evaluate and mitigate risk through clear accountabilities: • Be transparent, inclusive of all lines of business top down and bottom-up:

June 2022



	<ul style="list-style-type: none"> • Promote a culture of intentional risk awareness and management that will enable achievement of strategic goals and objectives; and • Support compliance with local/national regulatory requirements relating to risk management and reporting.
<p>4. Policy Statement</p>	<p>Darebin’s Risk Management Policy is a high-level statement of its intentions and directions as to how risk management is managed. The Policy will be established by the Council and operationalised by the CEO and EMT. It is communicated to employees, contractors and volunteers, as appropriate to ensure that all risk management processes and practices are carried out uniformly. The Policy is generally reviewed annually by Audit and Risk Committee or a relevant officer (Coordinator Risk and Improvement) to ensure it meets Darebin’s evolving needs and circumstances.</p> <p>The reason that these important core benefits are realised through improved management of risk, is because Darebin’s risk processes enhance its ability to make decisions under varying levels of uncertainty.</p>
<p>5. Risk Management Principles</p>	<p>The purpose of risk management is the creation and protection of value. It improves performance, encourages innovation and supports the achievement of objectives.</p> <p>The principles of Risk Management provide guidance on the characteristics of effective and efficient Risk Management practice across the organisation.</p> <p>Council articulates the Risk Management Principles as follows:</p> <ul style="list-style-type: none"> • Integrated and embedded across all departments, activities and Council services. Consistent with Council’s statutory obligations. The Risk and Integrity Group (RIG) and Enterprise Risk Management Framework will provide a structured and comprehensive system of ensuring Risk Management is embedded across the organisation. • Risk Management practices are customised to Council through the Enterprise Risk Management Framework, which is tailored to Council’s strategic and operating context. • Inclusive of all key stakeholders and with representation across the organisation, to ensure ample engagement, accountability and responsibility - factors that enhance Risk Management maturity. • Utilised in a proactive, ongoing and dynamic manner, which infers that effective Risk Management at Council will evolve and adapt to changes in the internal and external context. • The best available information regarding what has occurred in the past, what is currently occurring and what may occur in the future will be obtained by the Integrity, Risk and Resilience Unit and provided to relevant stakeholders including the Risk Management Committee. • Human and cultural factors are acknowledged as being instrumental to an integrated Risk Management model, thereby embracing all contributions and viewpoints. • Council will commit to continuously improving Risk Management practices to ensure successful execution of strategic and operational objectives. <p>For this policy to be effective, it is essential that all employees demonstrate commitment to respecting the Risk Management principles in their daily work activities. Employees are supported and guided by the Risk and Business Improvement Unit and the system which records, monitors and reports on risks.</p>

June 2022

**6. Risk Appetite**

Risk appetite is the type and extent of risk that Council is prepared to accept or avoid. It informs the risk process, controls and assurance activities. Council has a low appetite in accepting risks that disrupt its services, damage its reputation or expose it to financial loss or regulatory non-compliance. Council is willing to accept a higher level of risk only where substantial community benefits ensue and the risk can be effectively mitigated. In pursuing opportunity due consideration must be given to the level and type of risk Council is willing to accept. The following statements are a guide to Council's risk appetite.

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Operations / IT (Activities or Service Delivery)	
Information Technology	Council has a very low appetite for risks to the security and availability of its core business systems or misuse of its ICT systems.
Operations and Service Delivery	Council has very low appetite for providing poor-quality or inadequate services approaches.
Project Delivery	Council has a high appetite for undertaking innovative projects that meet the Council's priorities and strategic objectives. These projects will not be pursued by compromising our low appetite for risks that are assessed as having potential to result in major reputational damage to Council or impact delivery of the broader Capital Works program.
Financial / Assets / Property Damage	
Financial Health	Council has a low appetite for risks causing failure to the achievement of the 10-year financial targets.
Financial Management	Council has a low appetite for risks that cause anticipated budget variances and instability.
External Audit	Council has no appetite for risks that cause inaccurate reporting or breaches of Statutory deadlines
Environmental Impact	
Strategies	Council has a low risk appetite for any risks which unfavourably impact on the environment or the achievement of Council's environmental objectives.
	Council recognises that it cannot mitigate environmental and climate risk on its own and it has a low risk appetite for inadequate policy settings at other levels of government. Council recognises that achieving our environmental objectives may involve a degree of risk and has a high-risk appetite for strategies that respond to our sense of urgency and current climate emergency.
Governance / Compliance	
Obligations/ Compliance	Council has no appetite for deliberate or purposeful violations of law, legislative or regulatory requirements and zero tolerance for intended breaches.
Governance	Council will make and implement decisions in the best interests of the community.
	Council has a very low appetite for risks causing data leakage with zero tolerance for intended breaches.
Public Image, Political and Reputation	
Brand	Council has a low risk appetite for things which would impact negatively upon its reputation, 'brand' or ethical standing.
People and Safety	

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	Safety	Council has zero appetite for OHS risks that endanger the safety of employees and visitors or impact their wellbeing.
7. Supporting Documentation	<p>The Policy is supported by the following documentation:</p> <ul style="list-style-type: none"> • Risk Management Framework • Risk & Integrity Group Terms of Reference • Strategic & Operational Risk Registers • Risk Assessment Templates • Risk Matrix and the Risk Assessment Criteria • Resources and systems allocated to risk management 	
Definitions and Abbreviations	<p>Risk – risk is the chance of something happening that will have a positive or negative impact upon objectives. It is measured in terms of consequences and likelihood.</p> <p>Risk Management Framework - Provides a structure for the management of risk at Council. It includes guidance on methodology and describes the tools, systems and processes that support all employees in enacting their responsibilities relating to Risk Management.</p> <p>Operational Risk - The risk of loss resulting from inadequate or failed internal processes, people and systems, or from external events. E.g. business continuity plans, environmental risk, crisis management, process systems and operations risk, people related risks, health and safety and information technology risks.</p> <p>Strategic Risk - Uncertainties and untapped opportunities that affect an organisation’s strategy and strategy execution.</p>	
Roles and Responsibilities	Councillors	Councillors provide overarching leadership to Council and lead a risk-based approach informed by evidence that supports decision making. Council is required to establish an Audit and Risk Committee in accordance with Section 53 of the Local Government Act 2020. The Committee is further required to monitor and provide advice on risk management and fraud prevention systems and controls in accordance with Section 54(2c) of the Act.
	Executive Management Team (EMT)	<p>Ensure that risk is managed in accordance with Council’s Risk Management Policy and Enterprise Risk Management Framework.</p> <p>Promote a risk management culture across Council and its operations.</p>
	Managers	Responsible for the management and oversight of risk across all areas of responsibility, including identification, assessment, mitigation actions and controls.
	Manager Governance & Corporate Strategy	Mandated to provide leadership through the Audit and Risk Committee, Risk and Integrity Group (RIG) and all associated risk management activities that integrate risk management with business operations.

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	Coordinator Risk and Improvement	<p>Lead and deliver the risk management program across Council.</p> <p>Lead the embedding of risk management and risk maturity across Council.</p> <p>Provide risk management advice and tools to the Leadership Group, including reviewing key risk information to identify trends, providing training and facilitating risk workshops.</p> <p>Support the CEO, Executive, Management and staff in the implementation and ongoing management of risk.</p> <p>Support the development and implementation of the Enterprise Risk Management Framework.</p> <p>Oversee systems, processes and committee supporting risk management practice.</p> <p>Work with GM's to ensure that risk management processes are implemented in accordance with the RMF.</p> <p>Support EMT to review and maintain the Strategic Risk Register.</p> <p>Review and revise relevant risk management policy, procedures and documents.</p> <p>Prepare risk reports to Chief Executive Officer, EMT and Audit and Risk Committee as required.</p>
	Risk Owners	<p>Appointed person that either has direct responsibility for the area where the risk originates (root cause) or where the risk has direct impact (consequence) and therefore, is responsible for ensuring that the risk is appropriately managed through treatments and/or controls where applicable. The appointed Risk Owner should seek support from the Risk and Integrity Group lead from their department or Risk Champion, where appropriate, to ensure the risk is accurately recorded and defined in the risk registers.</p>
	Risk and Integrity Group (RIG)	<p>An internal governance group constituted to support the prevention, detection and response to a range of risk and integrity matters.</p>
	Audit and Risk Committee	<p>Oversight of Council's risk management performance, internal control and compliance processes in addition to its financial reporting responsibilities.</p>
Breach of Policy	<p>Breaches of this policy must be reported to Coordinator, Risk and Business Improvement (inforisk@darebin.vic.gov.au) for inclusion on the relevant register. This is in addition to any other reporting option outlined in this policy and includes suspected matters that require further investigation.</p>	

GOVERNANCE

Parent Strategy/ Plan	<ul style="list-style-type: none"> • Risk Management Framework
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June 2022



Related Documents	<p>This policy should be read in conjunction with Council's:</p> <ul style="list-style-type: none"> • Code of Conduct and Disciplinary Procedures • Fraud Prevention Policy & Corruption Control Framework • Social and Sustainable Procurement Policy, and • Gifts and Hospitality Policy.
Supporting Procedures and Guidelines	
Legislation/Regulation	<ul style="list-style-type: none"> • Australian Standard for risk management (31000: 2018) • Local Government Act 2020 • Independent Broad-Based Anti-Corruption Commission Act 2011 • Charter of Human Rights and Responsibilities Act 2006 • Public Interest Disclosures Act 2012 • Public Interest Disclosures Regulations 2013 • Australian Standard for fraud and corruption control (8001: 2008)
Author	Coordinator Risk & Improvement
Policy Owner/Sponsor	General Manager, Governance and Engagement
Date Effective	TBC
Review Date	June 2026
Version Number	2.0
Document ID	XXX
Content enquiries	Manager, Governance and Corporate Strategy

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

EXECUTIVE SUMMARY

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

- Summary of Advisory Committees, Councillor Briefing and other informal meetings of Councillors.
- Reports by Mayor and Councillors.
- Responses to the questions taken on notice during Public Question Time at the Council Meeting held on 26 April 2022.
- Councillor Expenses Report for the quarter from 1 January to 31 March 2022.
- Summary Minutes of the Audit and Risk Committee Meeting held on 6 December 2021 and 21 March 2022.
- CEO Employment Matters Committee Minutes – 8 April 2022.
- Bi-annual progress reports on the activities of the Darebin Nature Trust, Climate Emergency Darebin, and the Edgars Creek and Edwardes Lake Task Force.
- Extension of the 'Electoral Advertising Signage and Electioneering Policy' for 2 years.

Officer Recommendation

That Council:

- (1) Notes the Governance Report – May 2022.
- (2) Notes the Summary of Advisory Committees, Councillor Briefings and other Informal Meetings of Councillors at **Appendix A** to this report, for incorporation in the minutes of this meeting.
- (3) Notes that reports by Mayors and Councillors submitted prior to the meeting and circulated to Councillors, will be incorporated in the minutes of this meeting.
- (4) Notes the responses to the questions taken on notice during Public Question Time at the Council meeting held on 26 April 2022, at **Appendix B** to this report.
- (5) Notes the Councillor Expenses Report for the quarter from 1 January 2022 to 31 March 2022, at **Appendix C** to this Report.
- (6) Notes the Summary Minutes of the Audit and Risk Committee Meeting held on 6 December 2021 and 21 March 2022 at **Appendix D** to this report.
- (7) Notes the Minutes of the CEO Employment Matters Committee Meeting held on 8 April 2022 at **Appendix E** to this report.
- (8) Notes the Community Advisory Committees six-month progress report for the period October 2021 to March 2022 of the Darebin Nature Trust, Climate Emergency Darebin, and the Edgars Creek and Edwardes Lake Task Force at **Appendix F** to this report.
- (9) Endorse the extension of 'Electoral Advertising Signage and Electioneering Policy' for two years until May 2024 at **Appendix G** to this report.

BACKGROUND / KEY INFORMATION

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

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

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

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

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

In accordance with Council's Governance Rules 2020 for any meeting of an Advisory Committee established by Council attended by at least one Councillor or a scheduled or planned meeting to discuss the business of Council or to brief Councillors, and which is attended by at least half of the Councillors and one member of Council staff and which is not a Council meeting, Delegated Committee meeting or Community Asset Committee meeting the Chief Executive Officer must ensure that a summary of the meeting is:-

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

The summary of the meeting should include:

- a) The time, date and location of the meeting
- b) The councillors in attendance
- c) The topics discussed
- d) The positions of council officers in attendance
- e) The organisation that any attendees external to council are representing and
- f) Any conflicts of interest declared, including the reason

A Summary of the following Advisory Committees, Councillor Briefings or other Informal Meetings of Councillors are attached at **Appendix A** to this Report:

- Audit and Risk Committee – 6 December 2021 and 21 March 2022
- Councillor Briefing Session – 2 May 2022
- Edgars Creek and Edwardes Lake Taskforce Meeting – 3 May 2022
- Darebin Education Network – 4 May 2022
- Councillor Workshop CEO Recruitment – 9 May 2022
- Councillor Briefing Session – 9 May 2022

Reports by Mayor and Councillors

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

Responses to Public Questions taken On Notice – Council meeting 26 April 2022

Pursuant to the Councils Governance Rules the response to a question from the public taken on notice must be recorded in the minutes of the next Ordinary Council meeting.

Questions taken on notice at the Ordinary Council meeting held on 26 April 2022 and subsequently responded to are provided in **Appendix B** to this report.

Councillor Expenses (1 January 2022 – 31 March 2022)

Councillor Expenses Report for the period from 1 January 2022 to 31 March 2022, are included at **Appendix C** to this report. The Councillor Expenses report will also be made available on Council's website.

Audit and Risk Committee Meeting Summary Minutes

The summary minutes for the Audit and Risk Committee meeting held on 6 December 2021 and 21 March 2022 are provided at **Appendix D** to this report for transparency to both Council and the Darebin community.

CEO Employment Matters Committee Minutes – 8 April 2022

The minutes of the CEO Employment Matters Committee meeting held on 8 April 2022 (approved by the Committee on 13 May 2022) are provided at **Appendix E** to this report for transparency.

Community Advisory Committees Progress Update Report

The purpose of this report is to provide a six-month progress update from October 2021 to March 2022 on the activities of following Community Advisory Committees of the Council which were not provided at the April Council Meeting:

1. Darebin Nature Trust
2. Climate Emergency Darebin
3. Edgars Creek and Edwardes Lake Task Force

Please note that the Darebin Domestic Animal Management Reference Group is currently undertaking its recruitment of members and when completed the recommended appointments will be presented to Council for endorsement via the monthly Governance Report.

The Community Advisory Committees Progress Update Reports for above Committees are attached at **Appendix F** to this report and provide the following information for above referred Community Advisory Committee:

- Committee summary
- Progress of key issues and challenges
- Progress of activities and outcomes
- Future plans

The progress reports for other Community Advisory Committees were presented to the Council through the April Governance Report.

Council is requested to note the Community Advisory Committees six-month progress report for the period October 2021 to March 2022.

Extension of the Electoral Advertising Signage and Electioneering Policy

Council at its meeting held on 9 June 2020 considered and approved the 'Electoral Advertising Signage & Electioneering Policy'. The policy was prepared to provide direction on;

- a) The placement of electoral advertising signs on any Council land, municipal building or road; and
- b) The requirements for candidates or their supporters electioneering in public places.

It achieves this by drawing together the relevant sections of the key regulatory tools that govern advertising signage including Councils General Local Law No.1 (2015) and the Darebin Planning Scheme.

The Policy is due for review in May 2022, however based on internal discussions it is considered appropriate to extend this policy for further 2 years ie through to May 2024. This timeframe would see it being reviewed prior to the Council's next General Elections in October 2024. The Policy approved by the Council in June 2020, has been updated to reflect the review date as May 2024 with the updated version attached at **Appendix G** to this report.

Council is requested to endorse the extension of 'Electoral Advertising Signage & Electioneering Policy' through to May 2024.

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 1: Vibrant, Respectful and Connected

Strategic Direction 2: Prosperous, Liveable and Flourishing

Strategic Direction 3: Climate, Green and Sustainable

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 4 Responsible, Transparent and Responsive

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES

Financial Management

Overarching Governance Principles and Supporting Principles

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

COUNCIL POLICY CONSIDERATIONS

Environmental Sustainability Considerations (including Climate Emergency)

Nil

Equity, Inclusion, Wellbeing and Human Rights Considerations:

Nil







IMPLEMENTATION STRATEGY

NA

Related Documents

Nil

Attachments

- Record of Meetings - 26 May 2022 (**Appendix A**) [↓](#) 
- Record of Questions taken on notice - 26 April 2022 (**Appendix B**) [↓](#) 
- Quarter 3 Councillor Expenses 1 January - 31 March 2022 (**Appendix C**) [↓](#) 
- Summary Minutes Audit and Risk Committee - 6 December 2021 & 21 March 2022 (**Appendix D**) [↓](#) 
- CEO Employment Matters Committee - 8 April 2022 (**Appendix E**)
Confidential - enclosed under separate cover
- Biannual Advisory Committee Progress Reports - Outstanding Reports (**Appendix F**) [↓](#) 
- Electoral Advertising Signage Electioneering Policy - updated May 2022 (**Appendix G**) [↓](#) 

DISCLOSURE OF INTEREST

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

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



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

MEETING DETAILS:	Title Date Location	Darebin Audit and Risk Committee 21 March 2022 Darebin Civic Centre, 350 High Street, Preston
PRESENT	ARC Committee Members	<ul style="list-style-type: none"> • Lisa Tripodi (Independent External Member)(Chairperson) • Dr. Marco Bini (Independent External Member) • Cr. Lina Messina (Mayor and Committee Member) (arrived at 10.00 am) • Cr. Tom Hannan (Committee Member)
	Council Staff	<ul style="list-style-type: none"> • Sue Wilkinson (Chief Executive Officer) • Jodie Watson (General Manager Governance & Engagement) • Wendy Mason – Manager Governance & Corporate Strategy • Ms Rachel Ollivier - General Manager City Sustainability & Strategy (Item 8.1) • Mr Sam Hewett – General Manager Operations & Capital (Item9.3) • Peter Strods, A/Manager, Information Services (Item 6.3) • Srinivasan, Acting Manager, Finance (Item 7.1 & 9.6) # • Michael O’Riordan, Coordinator Financial Accounting (Item 7.1) # • Vanessa Petrie, Manager, Climate Emergency & Sustainable Transport (Item 8.1)# • Kathryn Pound, Manager, City Development (Item 8.1) • Stephen Mahon – Coordinator Council Business
	Other	<p>Internal Auditor</p> <ul style="list-style-type: none"> • Kapil Kukreja (Director – Risk, Assurance & Advisory HLB Mann Judd) • Mr. Mark Hollway – Partner, Audit & Assurance, HLB Mann Judd) <p>External Auditor</p> <ul style="list-style-type: none"> • Phil Delahunty – Partner, RSD Audit (attended virtually) • Josh Porker – Principal, RSD Audit (attended virtually)
APOLOGIES		

No In-camera discussion required.

The Meeting commenced at 9:17AM

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
1	Welcome and Acknowledgement of Country	
2	Apologies	
3	Disclosures of Conflicts of Interest	
4	Confirmation of previous minutes	
5	Quarterly CEO update	Verbal report delivered
6	Standing Reports	
6.1	Actions arising from previous meeting	
6.2	Committee Work Plan Report	
6.3	Information Services Report	
7	Financial Reports	
7.1	Quarterly Finance Report	
8	Risk Management	
8.1	Quarterly Risk Management Report	
8.2	Quarterly Safety Report	
9	Internal Audit	
9.1	Draft Strategic Internal Audit Plan 2022-23	
9.2	Internal Audit Program Status	
9.3	Completed Internal Audit	
9.4	Outstanding Audit Action Status Report	
9.5	Recent Report and Publications	
9.6	VAGO External Audit Strategy 2021-22	
10	Governance	
10.1	Committee Management Report	

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
11	Other Business	
12	Next Meeting	Wednesday 29 June 2022
13	Close of Meeting	

The Meeting concluded at 12.09 PM

RECORD COMPLETED BY:	Officer Name:	Stephen Mahon
	Officer Title:	Coordinator Council Business

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



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

MEETING DETAILS:	Title:	Councillor Briefing Session
	Date:	2 May 2022
	Location:	In person - Ngurungaeta Room. Virtual – MS Teams*
PRESENT:	Councillors:	<p>Mayor Messina, Cr. Hannan*, Cr. Dimitriadis*, Cr. Rennie, Cr. Williams*, Cr. Newton.</p> <p>Cr Williams joined the briefing in person, from virtual, at 4.35pm.</p> <p>Cr Newton departed the briefing at 4.41pm. Cr Newton returned to the briefing at 4.56pm.</p> <p>Cr McCarthy joined the meeting at 5.00pm</p> <p>Cr Hannan departed the meeting at 5.12pm. Cr Hannan returned to the briefing at 5.42pm</p>
	Council Staff:	<p>Rachel Ollivier, Acting CEO</p> <p>Jodie Watson, GM Governance & Engagement (Items 4.3, 4.5 c & 4.5 d)</p> <p>Sam Hewett, GM Operations and Capital</p> <p>Vanessa Petrie, Acting GM City Sustainability and Strategy (Item 4.4)</p> <p>Shadi Hanna, Acting GM Community</p> <p>Chad Griffiths, Manager City Futures (Item 4.1, 4.2)</p> <p>Stevie Meyer, Coordinator Strategic Planning (Item 4.1, 4.2)</p> <p>Shikha Goel, Senior Urban Designer (Item 4.1)</p> <p>Vanessa O'Shea, Senior Strategic Planner (Item 4.2)</p> <p>Enna Giampiccolo, Manager Communications and Engagement (Item 4.4)</p> <p>Stephen Mahon, Coordinator Council Business (Item 4.5 c)</p> <p>Note: Item 4.5 c was discussed with the Acting CEO, GM Governance and Engagement and Coordinator Council Business present. Item 4.5 d was discussed with the GM Governance and Engagement present.</p>

	Other:	John Watson, Municipal Monitor
APOLOGIES:		Cr Greco, Cr McCarthy, Cr Laurence

The briefings commenced at 3.05pm

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
4.1	Preston Central Built Form Framework & Community Engagement	No disclosures of conflict were made
4.2	Preston Central Built Form Framework & Community Engagement	No disclosures of conflict were made
4.3	Risk Management - A Briefing on Risk Management and draft Risk Management Policy	No disclosures of conflict were made
4.4	Upcoming Community Communications	No disclosures of conflict were made
4.5	General Business <ul style="list-style-type: none"> a. Preston Market b. Northcote Golf Course c. Good Governance Action Plan d. CEO Recruitment 	No disclosures of conflict were made As previously noted, Cr Newton declared a conflict in relation to potential discussion surrounding Northcote Golf Course and left the briefing 4.41pm. No disclosures of conflict were made No disclosures of conflict were made

The briefing concluded at 6.15pm

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

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



ASSEMBLY OF COUNCILLORS PUBLIC RECORD

ASSEMBLY DETAILS:	Title:	Darebin Education Network
	Date:	Wednesday May 4 2021
	Location:	Bundoora Park Farm
PRESENT:	Councillors:	Cr. Susan Rennie,
	Council Staff:	Jackie Mansourian Kathie Duncan Sophie Kahl Casey Hamilton-Bayly
	Other:	Principals and representatives from 6 Darebin schools 2 Representatives from Department of Education and Training/North Eastern Melbourne Area (NEMA) Representative from the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation Representative from Darebin Aboriginal Advisory Committee
APOLOGIES:		Cr. Emily Dimitriadis Principals and representatives from 3 Darebin schools

The Assembly commenced at 2.00pm

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
1	Context for this First Meeting – including new TOR for Advisory Committees	No disclosures were made.
2	How to embed and sustain learning and teaching Aboriginal History and Culture	No disclosures were made.

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
	and truth-telling within Darebin schools?	
3	Some additional opportunities and information, including 2040 – Free DVD and Handbook Community Grants -Small, Medium, Venue Hire and Youth Grants 2022	No disclosures were made.

The Assembly concluded at 6.00pm

RECORD COMPLETED BY:	Officer Name:	Jackie Mansourian
	Officer Title:	Community Development Officer

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



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

MEETING DETAILS:	Title:	Councillor Workshop – CEO Recruitment
	Date:	9 May 2022
	Location:	In person - Ngurungaeta Room (Council Chamber). Virtual – MS Teams*
PRESENT:	Councillors:	Cr Dimitriadis, Cr Greco*, Cr Hannan, Cr Messina, Cr McCarthy*, Cr. Newton, Cr. Rennie, Cr. Williams*. *virtual attendance
	Council Staff:	Jodie Watson, General Manager Governance and Engagement (departed at 11.12am)
	Other:	David Baber, Fisher Recruitment Adam Kyriacou, Fisher Recruitment John Watson, Municipal Monitor
APOLOGIES:		Cr Laurence

The workshop commenced at 11.04am

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
4.1	Specification of requirements for the interim and permanent CEO.	No disclosures were made.

The workshop concluded at 1.06pm

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

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



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

MEETING DETAILS:	Title:	Councillor Briefing Session
	Date:	9 May 2022
	Location:	In person / Hybrid meeting - Ngurungaeta Room (Council Chamber).
PRESENT:	Councillors:	Mayor Messina, Cr. Greco*, Cr. Hannan, Cr. Dimitriadis*, Cr. Rennie, Cr. Williams*, Cr McCarthy*, Cr. Newton. Cr McCarthy joined the briefing in person at 4.45pm Cr Williams joined the briefing in person at 5.40pm Cr Dimitriadis left the Briefing at 5.43pm and returned at 5.46pm.
	Council Staff:	Rachel Ollivier, Acting CEO Jodie Watson, GM Governance & Engagement Sam Hewett, GM Operations and Capital Vanessa Petrie, Acting GM City Sustainability and Strategy (Item 4.1) Shadi Hanna, Acting GM Community (Item 4.2) Michelle Van Gerrevink, Acting Manager Climate Emergency & Sustainable Transport (Item 4.1) Allan Middlemast, Coordinator Sustainable Transport (Item 4.1) Kevin de Leeuw, Acting Coordinator Transport Strategy and Programs (Item 4.1) Jo Smale, Manager Families, Youth and Children (Item 4.2) David Godden, Planning and Project Officer (Item 4.2) Chad Griffiths, Manager City Futures (Item 4.5)
	Other:	John Watson, Municipal Monitor
APOLOGIES:		Cr Laurence

The briefings commenced at 4.00pm

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
4.1	Resident Parking Permit Policy Options for Discussion	No disclosures of conflict were made

MATTERS CONSIDERED		DISCLOSURES AND COMMENTS
4.2	Early Years Infrastructure Plan - consultation responses and amendments	No disclosures of conflict were made
4.3	MAV Conference - Motions	No disclosures of conflict were made
4.4	General Business - Councillor diary scheduling	No disclosures of conflict were made
4.5	Pre- Planning Committee Meeting Questions and Discussion	No disclosures of conflict were made

The briefing concluded at 5.57pm

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

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

Question and Submission Time

Council Meeting – 26 April 2022

**Question and Submission Time –
Questions taken on notice**

Pursuant to the Councils Governance Rules the response to a question from the public taken on notice must be recorded in the minutes of the next Ordinary Council meeting.

At the Council meeting held on 26 April 2022, the following questions were taken on notice by the Chairperson, Mayor Messina

- **Justin Passaportis of Preston**

I'm here on behalf of the Bell Residents Residents Group.

My questions relate to the removal of the level crossing at Bell Station:

Will Council please provide to Bell Residents the formal advice from LXP showing that they rejected Councils request to install turn bans from High St into the local roads?

Will Council explicitly state in Darebins draft advocacy strategy 2022-2026 that Council intends to turn Gertrude, Adeline Esther & Shavers Streets into no through roads?

Advise LXP and the department of Transport of this intention urgently such that they are fully informed of the implications of this before car park construction at Bell station is completed?

Response from Chad Griffiths, Manager City Futures

Council has continued to request an official written response from LXP confirming their rejection of the request to install turn bans. Most recently this was requested at a meeting with LXP on 3 May 2022. A reply is yet to be received.

The resolution on item 8.10 'Advocacy Report – Darebin Advocacy Strategy (2022 to 2026)' at the Council meeting on 26 April 2022 included the following action in relation to Darebin's advocacy strategy:

- (5) *Writes to the Level Crossing Removal Program and the Department of Transport advising them of Council's intention to seek their approval for the closure of the western entries to Showers, Esther, Adeline and Gertrude Streets in Preston, should the State Government proceed with locating the Bell Station car park on the eastern side of the railway line, as per Council's previous resolutions.*

Draft letters are being prepared for the Department of Transport and the Level Crossing Removal Program and will be sent within the next week (by the 18th of May).

A5818487

1. John Nugent of Epping

The Council Meeting on the 22/11/21 was closed to the public due to Covid-19. Two or three days later there was another meeting. (this happened on the same week as the meeting on the 22/11/21) At this meeting it was the announcement of the new Mayor. Mayor Messina, my question is why the public/families were invited to attend this meeting when only 2 or 3 days earlier the meeting was closed to the public due to Covid. Why can't Council follow its own advice? And will Council ask for the resignation of the person responsible?

Response from Stephen Mahon, Coordinator Council Business

Response - All Ordinary Council meetings have been held adhering to the State Government Pandemic Orders (of that time). While Council meetings were closed to the public, meetings were made accessible for the community to view live virtually. The Special Council meeting held on 24 November to elect the mayor for the 2021/22 Council year was also closed to the public. A small number of family members were able to attend and adhered to the requirements of the Pandemic Orders (of that time).

2. John Nugent of Epping

Mayor Messina, my question is about the Sport lighting that fell at No. 1 oval Donath Reserve in July 2019. This is a disgrace by this Council for not fixing the light. Council have advised these lights are not made anymore. If this happened at a big club like the Darebin Falcons these lights would have been replaced and this light wouldn't exist.

Response Shadi Hanna, Acting General Manager Community

All seasonal sports grounds across Darebin had their floodlighting audited earlier this year including the Donath Reserve Number One Oval.

The audit identified one missing globe and two faulty globes which are currently in process of being replaced. An estimated completion date for these works is two weeks.

3. John Nugent of Epping

Mayor Messina, my question is about the last Council Meeting held on the 28/3/22. In that meeting I asked 3 questions, one on Brian Sanaghan and myself in which the CEO answered. The other 2 questions, one on why hasn't Council have Internal process so people can get a fair hearing without going to the ombudsman, the other question was how many people work in the Council admin? How many women? How many men? How many women are managers and how many men are managers?

Mayor Messina I didn't ask for where I could find this information. Can I have the information that I asked for sent to me.

Response from Stephen Mahon, Coordinator Council Business

Further to my written response to you after the March Council wherein I provided advice and a link to this information on our website I now attach the two documents which I referred to in my earlier correspondence. The Annual Report 2020/21 contains on page 48 a comprehensive workplace report that in provides the data you requested. Further the Complaints Handling Policy outlines the processes that Council follows when dealing with complaints which includes an internal review.

A5818487

Councillor Expenses - 1 January to 31 March 2022 (If applicable GST is excluded)

	Cr Dimitriadis	Cr Greco	Cr Hannan	Cr Laurence	Cr McCarthy	Cr Messina	Cr Newton	Cr Rennie	Cr Williams	Total
										\$
Councillor Allowances	9,745	9,745	9,745	9,745	17,148*	32,506	9,745	9,745	9,745	117,866
Mobile (Usage & Data Plan)	96	96	96	96	96	96	96	96	96	864
Internet	41	41	41	41	41	41	41	41	41	369
Travel (Cabcharge/misc travel expenses)										
Family care										
Conferences/training (Inc. all related costs/travel/meals/accom)	-799**	695					125	125		945
Functions/events										
Subscription							750			750
Total net expenses	9,882	10,577	9,882	9,882	17,285	32,643	10,757	10,007	9,882	120,794

Notes:

* As per the Victorian Independent Remuneration Tribunal's Report on 'Allowance payable to Mayors, Deputy Mayors and Councillors', Cr. McCarthy as Deputy Mayor is entitled to receive an allowance specifically for the Deputy Mayor with effect from 18 December 2021. The above change was noted by the Council in its meeting held on 28 March 2022.

** Cr Dimitriadis was unable to attend the Australian Local Government Conference in June 2021 which she had been booked to attend. Council has subsequently received a partial refund due to this cancellation. This refund will be reflected in Cr Dimitriadis's 2021/22 Conference expenditure.

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

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

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



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SUMMARY MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING

Held on Monday 6 December 2021 at 9:00AM
(virtually via MS Teams, due to COVID restrictions)

Monday 6 December 2021 – 9:00AM (via MS Teams)**Attendees****Members**

- Lisa Tripodi (Independent External Member) (Chairperson)
- Craig Geddes (Independent External Member)
- Dr. Marco Bini (Independent External Member)
- Cr. Tom Hannan (Committee Member)

Internal Auditor

- Kapil Kukreja – Director, Risk, Assurance & Advisory, HLB Mann Judd
- Mark Holloway – Partner, Audit & Assurance, HLB Mann Judd

External Auditor

- Phil Delahunty, Partner, RSD Audit (departed at approx 10:40am)
- Mahesh Silva – Principal, RSD Audit (departed at approx. 10:00am)

Council Officers

- Sue Wilkinson – Chief Executive Officer
- Jodie Watson – General Manager Governance and Engagement

Outstanding audit action items report only (Item 10.3)

- Rachel Ollivier - General Manager City Sustainability & Strategy
- Sam Hewett – General Manager Operations & Capital
- Kerry McGrath – General Manager Aged & Disability

Invited Guests

- Claudio Cavallo – Manager, Information Services (Item 7.3)
- Sarah Noel – Manager, People and Culture (Item 7.4 and 9.2)
- Matt Harman – Coordinator, Health, Safety & Wellbeing (Item 9.2)
- Vanessa Petrie – Manager, Climate Emergency & Sustainable Transport (Item 7.2)
- Srini Vasam – Acting Manager, Finance (Item 8.1 and 8.2)
- Michael O’Riordan, Financial Accountant (Item 8.1 and 8.2)
- Karen Leeder – Manager – City Development (Item 9.1)

Minutes

- Rebecca Ristevski – Audit & Compliance Officer

Apologies

- Cr. Lina Messina – Mayor and Committee Member
- Sanchu Chummar – Acting Sector Director, Local Government
- Kevin Chan – Acting Senior Manager, Data Analytics

DISCLAIMER:

The information contained in this report is designated confidential by the Chief Executive Officer as it is confidential information for the purposes of Section 3 (1) of the Local Government Act 2020 because it is Council business information, being information that would prejudice Council’s position in commercial negotiations if prematurely released. This ground applies because of the sensitive and varied nature of the information received and considered by the Audit and Risk Committee from time-to-time which can pertain to external stakeholders also.

AUDIT & RISK COMMITTEE MEETING SUMMARY MINUTES**6 DECEMBER 2021****IN CAMERA DISCUSSION (IF REQUIRED)**

No in camera discussion required.

1. WELCOME & ACKNOWLEDGEMENT OF COUNTRY

The Chair gave an Acknowledgement of Country and welcomed the Committee members and all attendees present at the meeting.

2. MEMBERSHIP

Current membership was confirmed.

3. APOLOGIES

Cr. Lina Messina – Mayor and Committee Member
Sanchu Chummar – Acting Sector Director, Local Government
Kevin Chan – Acting Senior Manager, Data Analytics

4. DISCLOSURES OF CONFLICTS OF INTEREST

None declared.

5. CONFIRMATION OF PREVIOUS MINUTES

The Committee approved the minutes as a true and correct record of the previous meeting held on 13 September 2021.

6. QUARTERLY CEO UPDATE (VERBAL)

The Committee noted the verbal update provided by the Chief Executive Officer.

7. STANDING REPORTS**7.1 ACTIONS ARISING FROM PREVIOUS MEETING**

The Committee noted the status of the action items from the previous meeting.

KEY FINDING

Management have progressed all business actions arising from previous meetings.

7.2 COMMITTEE WORK PLAN REPORT

The Committee noted the Committee Work Plan Report.

KEY FINDINGS

- Management have progressed actions arising from the VAGO Sexual Harassment Survey.
- Management are progressing work to ensure that adequate controls are in place to identify, mitigate and manage climate risk.

AUDIT & RISK COMMITTEE MEETING SUMMARY MINUTES**6 DECEMBER 2021**

- Management are progressing work to ensure that the principles of the Local Government Act 2020 are embedded in Council's operation.

7.3 INFORMATION SERVICES REPORT

The Committee noted the Information Services Report.

KEY FINDINGS

- Management have reviewed the IT Strategy draft and provided strategic input into expanding the strategy with a greater focus on Smart City technology and utilising existing platforms or system capabilities to optimise organisational performance without major change.
- The 2021/22 Information Services projects are addressing key risks including Cyber Security and Data Governance.

8. FINANCIAL REPORTS**8.1 QUARTERLY FINANCIAL REPORT**

The Committee noted:

- (1) the Quarterly Financial Report
- (2) the Financial Report for the (3) months ended 30 September 2021 as Appendix A
- (3) the (revised) Procurement Policy as Appendix B

KEY FINDING

Council is monitoring and managing its financial position and key controls and addressing procurement capability and compliance.

8.2 VAGO CLOSING REPORT AND FINAL MANAGEMENT LETTER FOR THE YEAR ENDED 30 JUNE 2021

The Committee noted the VAGO Final Closing Report and Management Letter for the year ended 30 June 2021 update

KEY FINDINGS

The summary of audit findings contained in the VAGO Final Closing Report and Management Letter for the year ended 30 June 2021 were accepted by management with the key focus to close out and resolve all outstanding audit actions.

9 RISK MANAGEMENT**9.1 QUARTERLY RISK MANAGEMENT REPORT**

The Committee noted Quarterly Risk Management Report.

KEY FINDINGS

- Actions taken to manage Council's risks are adequate and strengthened by the representation of a number of key reportable findings, and the presentation of Council's strategic and operational risks.

AUDIT & RISK COMMITTEE MEETING SUMMARY MINUTES**6 DECEMBER 2021**

- Management have adequate systems established in place to manage strategic and operational risks.

9.2 QUARTERLY SAFETY REPORT

The Committee noted the Quarterly Safety Report.

KEY FINDINGS

Management has adequate measures in place to support and monitor health, safety and wellbeing across the workforce.

10. INTERNAL AUDIT**10.1 INTERNAL AUDIT PROGRAM STATUS AND AUDIT SCOPES FOR APPROVAL REPORT**

The Committee noted the Internal Audit Program Status and Audit Scopes for Approval Report and endorsed the four audit scopes including:

- Review of Event Management
- Review of Statutory Planning
- Review of Cyber Security (Essential 8)
- Review of Data Analytics (Accounts Payable, Procurement, Payroll and Accounts Receivable)

KEY FINDINGS

- The 2021-22 Internal Audit Program has been adjusted to reflect changes to align with organisational priorities and is on track for completion as planned.
- The 2021-22 Program will continue to ensure delivery of program by June 2022.

10.2 COMPLETED INTERNAL AUDITS REPORT

The Committee noted the Completed Internal Audits Report and the two final audit reports including:

- Review of Data Governance
- Review of Lease Management

KEY FINDINGS

The delivery of the 2021-22 Internal Audit Program is progressing toward completion and work is underway to deliver the 2021-22 Internal Audit Program.

10.3 OUTSTANDING AUDIT ACTIONS STATUS REPORT

The Committee noted the Outstanding Audit Actions Status Report.

KEY FINDINGS

Management are progressing the completion of outstanding audit actions, with some delays experienced in achieving completion as expected.

10.4 RECENT REPORT AND PUBLICATIONS

AUDIT & RISK COMMITTEE MEETING SUMMARY MINUTES**6 DECEMBER 2021**

The Committee noted the Recent Report and Publications Report.

KEY FINDING

Management have reviewed recent reports and publications related to issues of management controls, integrity and continuous improvement that impact the local government sector and initiated actions to mitigate Council's risk in response.

10.5 ANNUAL PERFORMANCE REVIEW OF INTERNAL AUDIT SERVICES CONTRACT

The Committee noted the completion of the annual performance review of the internal audit services contract for 2020/21.

KEY FINDING

Management are monitoring the performance of the internal audit services contract and have reviewed the performance of the internal audit services for 2020/21 to inform the consideration to exercise the option to extend the contract beyond 2022.

11. GOVERNANCE**11.1 COMMITTEE MANAGEMENT REPORT**

The Committee noted the Committee Management Report and endorsed the Draft Bi-Annual Report.

KEY FINDING

Management have fulfilled their legislative obligations and support of the Committee by completing a Bi-Annual Report and in planning the Committee activities for the year ahead.

12. OTHER BUSINESS

Nil

13. NEXT MEETING

The next meeting of the Audit and Risk Committee will be held at 9.00am on 21 March 2022 in person*, at the Darebin Civic Centre, 350 High Street Preston 3072

(*subject to COVID restrictions).

14. CLOSE OF MEETING

As there was no further business, the Chair closed the meeting at **11:59AM**

Signed: Lisa Tripodi (Chair)

Date: 6 December 2021



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SUMMARY MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING

Held on Monday 21 March 2022 at 9:00AM
at Darebin Civic Centre, 350 High Street Preston

MONDAY 21 MARCH 2022 - COUNCIL CHAMBER - DAREBIN CIVIC CENTRE 350 HIGH STREET PRESTON
Meeting Commenced at 9:17AM

Attendees

Members

- Ms Lisa Tripodi (Independent External Member) (Chairperson)
- Dr. Marco Bini (Independent External Member)
- Cr. Lina Messina (Mayor and Committee Member) (arrived 10.00 am)
- Cr. Tom Hannan (Committee Member)

Internal Auditor

- Mr. Mark Holloway – Partner, Audit & Assurance, HLB Mann Judd
- Mr. Kapil Kukreja – Director, Risk, Assurance & Advisory, HLB Mann Judd

External Auditor

- Phil Delahunty – Partner, RSD Audit #
- Josh Porker – Principal, RSD Audit #

Council Officers

- Ms. Sue Wilkinson – Chief Executive Officer
- Ms Jodie Watson – General Manager Governance and Engagement
- Wendy Mason – Manager Governance & Corporate Strategy
- Ms Rachel Ollivier - General Manager City Sustainability & Strategy (Item 8.1)
- Mr Sam Hewett – General Manager Operations & Capital (Item9.3)
- Peter Strods, A/Manager, Information Services (Item 6.3)
- Srinivasan, Acting Manager, Finance (Item 7.1 & 9.6) #
- Michael O’Riordan, Coordinator Financial Accounting (Item 7.1) #
- Vanessa Petrie, Manager, Climate Emergency & Sustainable Transport (Item 8.1)#
- Kathryn Pound, Manager, City Development (Item 8.1)

Minutes

- Mr Stephen Mahon – Coordinator Council Business

These participants attended virtually

DISCLAIMER:

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AUDIT & RISK COMMITTEE MEETING SUMMARY MINUTES**21 MARCH 2022****1. WELCOME & ACKNOWLEDGEMENT OF COUNTRY**

The Chair gave an Acknowledgement of Country and welcomed the Committee members and all attendees present at the meeting.

2. APOLOGIES

It was noted that Mayor Cr Lina Messina was running late and would arrive at approximately 10.00 am.

3. DISCLOSURES OF CONFLICTS OF INTEREST

None declared.

4. CONFIRMATION OF THE MINUTES OF THE PREVIOUS AUDIT COMMITTEE MEETING

The Committee approved the minutes as a true and correct record of the previous meeting held on 6 December 2021.

5. CEO QUARTERLY UPDATE (VERBAL)

The Audit and Risk Committee noted the verbal update provided by the Chief Executive Officer.

6. STANDING REPORTS**6.1 ACTIONS ARISING FROM PREVIOUS MEETING**

The Audit and Risk Committee noted the status of the actions items from the previous meeting.

KEY FINDING

Management have progressed all business actions arising from previous meetings.

6.2 COMMITTEE WORK PLAN REPORT

The Audit and Risk Committee received and noted:

- (1) the Committee Work Plan Report;
- (2) the Councillor's Gifts, Benefits and Hospitality (GBH) Register ;
- (3) the Staff Gifts, Benefits and Hospitality (GBH) Register
- (4) the Councillor Support and Expenses Report;
- (5) the CEO Credit card expenses for the past 6 months; and
- (6) the Policy Framework update.

KEY FINDINGS

- Management have adequate controls in place to manage and record offers and receipt of Gifts, Benefits and Hospitality.

AUDIT & RISK COMMITTEE MEETING SUMMARY MINUTES**21 MARCH 2022**

- Management have adequate controls in place to oversee and report on Councillor Expenses.
- CEO Credit Card transactions are in accordance with relevant policies and reflect appropriate expenditure.
- Management are progressing work to ensure that the Policy Framework is current.

6.3 INFORMATION SERVICES REPORT

The Audit and Risk Committee noted the Information Services Report.

KEY FINDINGS

- Management have taken appropriate action to mitigate the high risks in IT..
- 2021/22 Information Services projects are addressing key risks including Cyber Security, IT Disaster Recovery and Data Governance.

7. FINANCIAL REPORTS**7.1 QUARTERLY FINANCIAL REPORT**

The Audit and Risk Committee received and noted:

- (1) the Quarterly Financial Report
- (2) the Financial report for the (6) months ended 31 December 2021;
- (3) Review of matters under the Australian Auditing Standards update and;
- (4) Review of Financial Reporting Framework and Accounting Standards update

The Audit and Risk Committee endorsed the draft Investment and Treasury Policy in advance of consideration by Council for adoption.

KEY FINDINGS

- Council is monitoring and managing its financial position and key controls and addressing procurement capability and compliance
- The Australian Accounting Standards have been assessed and there are no changes to note.

8. RISK MANAGEMENT**8.1 QUARTERLY RISK MANAGEMENT REPORT**

The Audit and Risk Committee noted the Quarterly Risk Management report.

KEY FINDING

Actions taken to manage Council's risks are adequate and strengthened by the representation of a number of key reportable findings, and the presentation of Council's strategic and operational risks.

8.2 QUARTERLY SAFETY REPORT

The Audit and Risk Committee noted the Quarterly Safety Report.

AUDIT & RISK COMMITTEE MEETING SUMMARY MINUTES**21 MARCH 2022****KEY FINDING**

Management has adequate measures in place to support and monitor health, safety and wellbeing across the workforce.

9. INTERNAL AUDIT**9.1 DRAFT STRATEGIC ANNUAL INTERNAL AUDIT PLAN 2022-23**

The Audit and Risk Committee endorsed the Strategic Annual Internal Audit Plan and the Assurance Map.

KEY FINDING

Management have established a Strategic Annual Internal Audit Plan for 2022/23 with the Internal Auditor to address areas with opportunity for improvement, which has been endorsed by the Committee.

9.2 INTERNAL AUDIT PROGRAM STATUS

The Audit and Risk Committee received and noted:

- (1) the Internal Audit Program Status;
- (2) the Internal Audit Status Report.

KEY FINDINGS

- The 2021/22 Internal Audit Program has been adjusted to reflect changes to align with organisational priorities and is on track for completion as planned.
- 2021/22 Program will continue to ensure delivery and completion of the 2021/22 internal audit program by June 2022

9.3 COMPLETED INTERNAL AUDITS

The Audit and Risk Committee noted:

- (1) the Completed Internal Audits Report;
- (2) the Review of Inventory Controls for Small Plant, Equipment and Materials;
- (3) the Review of OHS.

KEY FINDING

The delivery of the 2021/22 Internal Audit Program is underway and will be completed by July 2021.

9.4 OUTSTANDING AUDIT ACTIONS STATUS REPORT

The Audit and Risk Committee noted the Outstanding Audit Actions Status Report.

KEY FINDING

Management are progressing the completion of outstanding audit actions, with some delays experienced in achieving completion as expected.

AUDIT & RISK COMMITTEE MEETING SUMMARY MINUTES**21 MARCH 2022****9.5 RECENT REPORT AND PUBLICATIONS**

The Audit and Risk Committee noted the Recent Report and Publications Report and Management comments.

KEY FINDING

Management have reviewed recent reports and publications related to issues of management controls, integrity and continuous improvement that impact the local government sector and initiated actions to mitigate Council's risk in response.

9.6 VAGO INTERNAL AUDIT STRATEGY 2021-22

The Audit Committee noted the Audit Strategy Memorandum, for the financial year ending 30 June 2022 prepared by the Victorian Auditor-General's Office.

10. GOVERNANCE**10.1 COMMITTEE MANAGEMENT REPORT**

The Audit and Risk Committee:

- (1) Noted the Committee Management Report
- (2) Endorsed the Draft 2021/22 Annual Committee Survey
- (3) Noted the end of Craig Geddes term as an independent member and send a note of thanks to acknowledge his contribution to the Committee during his two year term.
- (4) Noted that the vacant Independent Member position will be advertised in April 2022 with appointment to be provided to Council for decision at its May meeting in advance of the June 2022 Committee meeting.

KEY FINDING

Management have adequate structural resourcing in place to support the work of the Committee and the internal audit function.

11. OTHER BUSINESS

Nil

12. NEXT MEETING

Discussed earlier at item 10.1.

13. CLOSE OF MEETING

As there was no further business, the Chair closed the meeting at 12.09 pm

AUDIT & RISK COMMITTEE MEETING SUMMARY MINUTES

21 MARCH 2022

Signed: Lisa Tripodi (Chair)

Date: 21 March 2022



1. DAREBIN NATURE TRUST**AUTHOR: Senior Biodiversity Officer (Andrea Canzano)****REVIEWED BY: General Manager Operations and Capital****COMMITTEE SUMMARY:**

The Darebin Nature Trust was established by Council in 2017 to enable a group of Darebin community members, who are experts in the field of biodiversity, open space, urban liveability and community engagement, to assist Council in protecting and enhancing biodiversity and open space management. In accordance with Council's adopted Terms of Reference a new committee was formed in October 2022.

Committee Members

5 x Community Members / Specialists in biodiversity, ecology, open space management, urban design, community engagement and advocacy

Councillor Representative:

- Cr. Lina Messina (Mayor)
- Cr. Tom Hannan
- Cr. Trent McCarthy (Chair)

Meetings held – October 2021 to March 2022

- Tuesday 14 December 2021 (formal induction)
- Tuesday 8 March 2022 (formal committee meeting)

PROGRESS REPORT**Key Issues and Challenges for 1 October 2021 to 31 March 2022**

- The resignation of one member and decline of position of another member reduced committee numbers to 5, requiring another recruitment round to replace those members
- Meeting moved online due to Covid-19.

Key Activities / Outcomes for 1 October 2021 to 31 March 2022

- Review and provide feedback for the draft Biodiversity Management Plan (in progress)
- Input into the draft budget 2022-2023

FUTURE PLANS

Looking to 2022-23, DNT will continue to support critical biodiversity programs with expert advice, including:



-
- Retail Activity Centre - Program to increase tree plantings, shade and amenity in retail centres.
 - Rewilding Darebin 2022 program
 - Bushland Biodiversity Assessment Tool
 - Continuing input into the Biodiversity Management Plan
 - Darebin Nature Plan
 - Advocacy for rewilding and the Growling Grass Frog habitat corridor (Beenak Wetland)
 - Community engagement such as Gardens for Wildlife and Community Conference Day “Celebrating Darebin’s Nature.”
 - improvements at Edwardes Lake and the Edwardes Lake Water Quality Taskforce.
 - Input into significant planning and projects such as future shared use of Northcote Golf Course, biodiversity enhancement for the Level Crossing Removal Project and options for more tree planting for road reconstruction programs.

RELATED DOCUMENTS

- Darebin Nature Trust Advisory Committee Terms of Reference.



1. CLIMATE EMERGENCY DAREBIN ADVISORY COMMITTEE**AUTHOR: Environment Officer****REVIEWED BY: Acting General Manager – City Sustainability and Strategy****COMMITTEE SUMMARY:**

The purpose of this Committee is to provide advice and recommendations (where appropriate) to Council in relation to climate emergency leadership including achieving and implementing climate and energy strategies such as rapid community emissions reduction, renewable energy and programs such as climate risk, fuel poverty, resilience, adaptation, mitigation and protection of those communities most impacted by climate change. The Committee also provides advice on engagement with Darebin's diverse communities as well as advocating to relevant external authorities for actions which create a safe climate for all.

Committee Members

13 community members and 4 Darebin Council Officers

The committee has more members than originally intended. The decision was made to extend the membership due to the caliber of applicants including several who identify as Aboriginal and Torres Strait Islander.

Note that in Feb 2022, one member advised they could not continue as a member of the committee. The Committee has not yet considered whether this position needs to be filled given the initial, large number of members appointed in 2021. It will consider this issue at next meeting, 8 June 2022.

Councillor Representative:

- Cr Trent McCarthy (Chair)
- Cr Susan Rennie

Meetings held – October 2021 to March 2022

- 2 December 2021
- 16 March 2022

PROGRESS REPORT

The Committee members were all newly appointed in 2021, thus the focus at meetings has been on building the group's capacity to work together well and to be able to provide high level advice and guidance. While the group had a formal induction with regard to their roles and the Terms of Reference, they have also been introduced to relevant Council policies and programs including community emissions reduction programs - batteries, PPAs for



businesses, Transport and EV strategies, community risk and adaptation work including Fuel Poverty, Solar Savers, Climate Emergency Plan review, the forthcoming strategy development and community consultation, Council Plan 2021-2025.

Key Issues and Challenges for 1 October 2021 to 31 March 2022

- Ensuring the Committee members understand the context for their work, understand the governance-related dimensions of their role and responsibilities
- Ensuring the agenda is not too overcrowded and allows enough time for discussion, questions and to hear advice of members.

Key Activities / Outcomes for 1 October 2021 to 31 March 2022

- Members inducted and introduced to key programs and policies.
- Appointment of community co-chair and their inclusion in discussions to develop agendas for each meeting.
- Members apprised of report released by IPCC, Feb 2022, on Implications and Adaptations of previous climate assessments.
- Context set for the next climate emergency plan via an introduction to the previous plan, some discussion of outcomes and potential directions and opportunities of next Strategy.
- Discussion around style, tone, language and most ideal ways to present a Climate Emergency Strategy that is engaging and meaningful to the community.

FUTURE PLANS

- Advice and guidance on further development of the Climate Emergency Strategy 2023-2030
- Provide input and guidance on implementation of the Action Plans arising out of the Climate Emergency Strategy 2023-2030.
- Contributions to the scoping and development of Stage one of the Climate Emergency Plan community consultation in relation to survey questions, workshop scope and composition as well as strategies for reaching diverse communities.
- Engagement as a workshop group during Stage one consultation.
- Reflective evaluation of the data arising from Stage one of the climate emergency community consultation.
- Review of and feedback (as per stage two of the community consultation in 2023) of the draft Climate Emergency Plan 2023-2030.

RELATED DOCUMENTS

- Climate Emergency Darebin Advisory Committee Terms of Reference



EDGARS CREEK AND EDWARDES LAKE TASK FORCE

AUTHOR: Principal Environmental Strategist (Millie Wells)

REVIEWED BY: General Manager Operations and Capital

COMMITTEE SUMMARY:

The Edgars Creek and Edwardes Lake Task Force was formed in March 2022, to establish a strong partnership with water authorities, Traditional Owners, community groups and local government. The purpose of the Task Force is to coordinate and advance initiatives that enable and inspire the transformation of the Edgars Creek and Edwardes Lake catchment to:

- improve water quality,
- build flood resilience; and
- enhance the natural environment.

Committee Members

There are 11 committee members with representation from:

- Melbourne Water
- Environmental Protection Agency
- Yarra Valley Water
- Friends of Edwardes Lake
- Friends of Merri Creek
- Friends of Edgars Creek
- Merri Creek Management Committee
- Reservoir Frogs Water Watch
- Wurundjeri Woi Wurrung Aboriginal Cultural Heritage Corporation
- Darebin City Council
- Moreland City Council

Councillor Representative:

- Cr. Gaetano Greco (Chair)
- Cr Susanne Newton (Proxy)

Meetings held – October 2021 to May 2022

- Thursday 25th November 10.30am-12.30pm
 - Introduction of the concept of the task force
 - Tuesday 7th December 4.00 – 7.30pm
 - codesigned a draft collaboration agreement
 - Thursday 3rd of March 2022 4.00 – 6.30pm
 - Collaboration Agreement established in line with Council's Advisory Committees Terms of Reference
 - Tuesday 3rd May 2022
 - First formal Task Force Meeting
-



PROGRESS REPORT

Key Issues and Challenges for 1 October 2021 to 31 March 2022

- Whittlesea City Council is not able to officially join the Task Force at this point.
- Wurundjeri Woi-Wurrung Cultural Heritage Aboriginal Corporation Elders Uncle Ron Jones and Uncle Andrew Gardiner are in support of the Task Force. However, resourcing for staff to attend each meeting is currently limited.

Key Activities / Outcomes for 1 October 2021 to 31 March 2022

- Through a series of workshops, a Collaboration Agreement has been co-designed and agreed to by all members. It is in line with Councils Terms of Reference for Advisory Committees.
- A slight adjustment to the name of the Task Force has been made to reflect the whole of catchment approach to improve water quality within both Edgars Creek and Edwardes Lake.
- Aims & objectives for the Task Force have been developed and agreed upon.

FUTURE PLANS

Priorities have been established for the next 12 months including:

- Hosting a community event to launch the work of the Taskforce and generate community interest and involvement.
- Collating and developing a co-ordinated database to determine current water quality status
- Collecting and analysing an evidence base for the source of stormwater runoff and contaminants within the catchment.

RELATED DOCUMENTS

- Edgars Creek and Edwardes Lake Task Force Terms of Reference.



Electoral Advertising Signage & Electioneering Policy

<p>Purpose</p>	<p>The purpose of this policy is to provide direction on:</p> <ul style="list-style-type: none"> (a) the placement of electoral advertising signs on any Council land, municipal building or road; and (b) the requirements for candidates or their supporters electioneering in public places. <p>The purpose of the policy is to complement Council’s General Local Law No. 1 of 2015, and provide the community with an understanding of the requirements that will apply to ensure fair and lawful election processes, and an appropriate use of City resources. In doing so Council wishes to ensure that it is not seen as partisan, and to prevent the amenity of the municipal district being unduly compromised by a proliferation of electoral signage being erected and displayed.</p> <p>In order to ensure Council resources (including buildings and land) will not be used to support any electioneering activity, Council will not generally issue a permit for any type of candidate election signage to be erected or displayed on Council land.</p> <p>The Policy includes reference to the City of Darebin Planning Scheme and Local Law requirements relating to signage. It is also consistent with Council’s Election Period Policy (2020).</p>
<p>Scope</p>	<p>This policy applies to all election signage on any Council land, buildings and roads.</p> <p>This policy also applies to electioneering activities on Council land, buildings and roads.</p>
<p>Definitions and Abbreviations</p>	<p>‘Ancillary area’ means an area designated as an ancillary area by the coordinating road authority under Section 18 of the Road Management Act 2004; Example - Any area which is a "park and ride" car park, rest stop or scenic lookout could be designated as an ancillary area.</p> <p>“Council land” means any land owned, or vested in, or under the control or management of Council including, but not limited to a road, municipal reserve or other reservation, watercourse, foreshore reserve, jetty or boat ramp.</p>



	<p>“Reserve” means any land which is owned, occupied or managed or controlled by Council and dedicated or used for outdoor cultural, environmental, sporting or recreational purposes.</p> <p>“Road” includes;</p> <ul style="list-style-type: none"> (a) a street; and (b) a right of way; and (c) any land reserved or proclaimed as a street or road under the Crown Land (Reserves) Act 1978 or the Land Act 1958; and (d) a public road under the Road Management Act 2004; and (e) a passage; and (f) a cul de sac; and (g) a by-pass; and (h) a bridge or ford; and (i) a footpath, bicycle path or nature strip; and (j) any culvert or kerbing or other land or works forming part of the road; (k) any public highway; (l) any ancillary area; (m) any land declared to be a road under section 11 or forming part of a public highway or ancillary area
<p>Policy Statement(s)</p>	<p>The following provisions that govern the placement of Electoral Signs apply equally to all candidates and their associated election campaigns at all times, including during the Election Period.</p> <p>They are consistent with Council's General Local Law No. 1 of 2015, the Environment Protection Act 1970 and the Darebin Planning Scheme.</p> <p>Electoral material must follow the requirements of the relevant electoral legislation.</p> <hr/> <p>Electoral Signage on Public and Council controlled land</p> <p>In order to ensure Council resources (including buildings and land) will not be used to support any electioneering activity, and to ensure that:</p> <ul style="list-style-type: none"> 1) Council is seen to be independent of all candidates; and 2) the amenity of the municipal district is not unduly compromised



	<p>Council will not generally grant a permit under clause 10 of the General Local Law for any type of candidate election signage to be erected on or displayed on Council land, including;</p> <ul style="list-style-type: none"> • Council owned / managed parks, municipal reserves, building (exteriors), nature strips and car parks • Roads and road dividing strips (median strips, traffic islands, roundabouts) • Trees, shrubs or plants, street signs, traffic control signs, parking signs <p>Further: In general terms, this means that no Electoral Signs will ordinarily be permitted on Council roads, parkland or property. Specifically;</p> <ul style="list-style-type: none"> (a) Mobile billboards, (trailer types and signs that are placed in or on a vehicle) are not to be left standing or stationary. This type of signage has to be mobile at all times (b) Vehicles, other than trailers, that are permanently sign-written may display an Electoral Sign, provided that they meet parking legislation requirements including time limits etc. (c) The Environment Protection Act 1970 prohibits the placing of any form of advertising on the windscreens of vehicles anywhere (public or private land) and (d) Banners and flags or similar are also prohibited and are not to be attached to any fixtures located on any of the roads or reserves or Council land. <p>Compliance with this Policy will be monitored and enforced.</p> <hr/> <p>Electoral Signage on privately owned land</p> <p>Electoral Signs <i>may</i> be permitted on privately owned land. A planning permit is required unless the following mandatory requirements are met:</p> <p><u>City of Darebin Planning Scheme requirements</u></p> <p>A planning permit is not required to display a sign with an advertisement area not exceeding 5 square metres publicising a local political event not held for commercial purposes (on private land only).</p> <p>The requirements are:</p>
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	<ul style="list-style-type: none"> • Only one sign can be displayed on the land • The sign must not be animated • The sign must not be internally illuminated • The sign must not be displayed for more than 3 months and must be removed within 14 days of the event <p>A sign publicising a local political event may include information about a candidate for an election.</p> <p>The sign can be displayed on a person’s own land or another person’s land if permission of the landowner has been granted.</p> <p><u>Signs not compliant with these requirements are subject to a Council Planning application.</u></p>
	<p>Electioneering</p>
	<p>When candidates or their supporters are electioneering in public places, they must be aware of the following:</p> <ul style="list-style-type: none"> • A candidate / supporter may hand out electoral material in a public place, that is, streets and parks within the control of Council, but not within Council buildings or premises or within a 50 metre radius of a Council owned or controlled public building • Electoral material must follow the requirements of relevant electoral legislation. • Council will not require a fee or a permit if a candidate / supporter is standing at a small table with a sign (note planning requirements) handing out electoral material. • Persons distributing electoral material must be aware of public safety and community amenity, and must leave a minimum 1.2-metre-wide pedestrian access on the footpath. • Any tables placed in front of commercial or residential properties must be located with the agreement of the adjoining owner / occupier. • Any tables must comply with the Disability Discrimination Act 1992 and must ensure that footpaths are kept clear of obstructions for pedestrian traffic, especially the use of the property line by visually impaired people at all times. • A-frames or other signs displaying electoral material are not permitted to be placed on Council owned or control land under any circumstances. • No electoral material is to be posted on Council property (including



	<p>buildings, noticeboards, land, fences, street lighting posts and the like). Any such postings will be subjected to a Local Laws Enforcement investigation and impounded.</p> <p>Any electoral material posted on private property without the authority of the owner may be referred to the Police for investigation.</p>
Responsibilities	Council Business and Civic Services
Breach of Policy	<p>Breaches of policies are treated seriously. Penalties are prescribed by General Local Law No. 1 of 2015.</p> <p>If election signage is displayed on Council land, Council will immediately impound the signage without notification to the owner or candidate.</p> <p>Impounded signs (or indeed any item) are held pending claim. Owners may be able to claim them and have them released at a cost (prescribed in fees & charges – currently \$100 per item).</p> <p>If impounded signs are not claimed within 14 days of notice being provided, they will be destroyed without notice.</p> <p>Council will report instances of the display of election signage on Council land for a local government election to the Victorian Electoral Commission.</p>
Related Documents	<p>This policy should be read in conjunction with Council's:</p> <ul style="list-style-type: none"> • General Local Law No. 1 of 2015 • Darebin Planning Scheme • City of Darebin Election Period Policy (2020)
Supporting Procedures	N/A
Legislation mandating compliance	<ul style="list-style-type: none"> • General Local Law No. 1 of 2015 • Darebin Planning Scheme • Road Management Act 2004 • Disability Discrimination Act 1992 • Environment Protection Act 1970
Policy Owner	Coordinator Governance, Council Business
Date Effective	June 2020



Review Date	May 2024
Version Number	2
Content Enquiries	Coordinator Governance, Council Business Manager City Safety & Compliance Manager City Development
Objective Document ID	

8.10 AGED CARE REFORMS**Author:** Coordinator Home Support**Reviewed By:** Acting General Manager Community

EXECUTIVE SUMMARY

Recent announcements about Commonwealth Government Aged Care Reforms mean that, to achieve Council's intended goal in relation to its own Aged Care services, an adjustment to Council's specific commitment in the Council Plan Action Plan. This report recommends Council makes the necessary adjustment to its specific planned action, in order to continue progressing work towards its goal.

Council has made a commitment in the 2021-2025 Council Plan to register as a Home Care Package (HCP). The intent of Council's commitment is to continue to provide services of this type, and Council is currently undertaking planning and preparation for this change in services from 1 July 2023. This includes exploring the range and models for Council service offering, including services under the current HCP service offering. In year one, Council committed to *"Undertake a Feasibility Study to inform the planning for Council becoming a home care package provider, including the model to be implemented."*

The Commonwealth Government is implementing significant Aged Care Reforms to provide safe and high-quality care for older adults in response to the *Royal Commission into Aged Care Quality and Safety's* final report. The scope of the reforms is significant, involving broad-reaching legislative, structural and funding changes, it is expected these changes will come into effect on 1 July 2023, with transition over the period 1 July 2022 to 30 June 2023.

The Commonwealth reforms are changing the way services are delivered, including merging Home Care Packages with services currently funded by the Commonwealth, and delivered by Council, as part of the Commonwealth Home Support Programme (CHSP), to create the new Support at Home Program.

This means that Home Care Packages will not exist by that name from 1 July 2023. However, Council can still prepare for delivering the services. Therefore this report recommends that Council progress the work towards the Council Plan actions by focusing on achieving Council's intent, rather than specifically to deliver Home Care Packages (as they will not exist). Nonetheless, it is also recommended that Council registers as a Home Care Package provider to position itself for delivery of these services post 1 July 2023 (under the new name and framework).

Note that Council would continue to deliver its current services during the 22-23 year. New service delivery models are being developed with the aim of commencing 1 July 2023, following further Council consideration late in 2022.

Officer Recommendation**That Council:**

- 1) Notes services currently provided by Council and funded by the Commonwealth Home Support Programme, will be part of the new Commonwealth Government's Support at Home Program.
- 2) Notes the Support at Home Program will absorb Home Care Packages (HCP) and therefore, Council's intent and goal to become a HCP provider will be met as part of the new service delivery model in July 2023.
- 3) Authorises the General Manager Community (or delegate) to adjust the scope of Council's feasibility work to ensure that:
 - a) the intent of Council's Council Plan goal to become a Home Care Package Provider can be achieved by making necessary adjustments arising from recently announced upcoming Federal government changes.
 - b) the scope supports Council's goal of establishing a sustainable service model, within the new Support at Home Program post 1 July 2023, and
 - c) the scope continues to focus on supporting Senior Australians living in Darebin to transition to the new Support at Home program.
- 4) Completes the registration process through the Department of Health to register as a Home Care Package provider immediately, to strategically position Council for success post July 1, 2023, however, also notes that feasibility and planning of services is currently in progress, and therefore Home Care Package services would not be provided in the 2022-23 year.
- 5) Receives a report that impact of Commonwealth changes and readiness to deliver services under the future Support at Home Program in February 2023.

BACKGROUND / KEY INFORMATIONCouncil Aged Care Services

Council is a provider and contributor for funding of aged care services under the Commonwealth Home Support Programme (CHSP). Council currently provides entry level services to approximately 3700 residents who receive a diverse range of aged care services, including Domestic Assistance, Personal Care, Individual Respite, Social Support Individual, Delivered Meals, Home Maintenance, Social Support Groups, and Community Transport.

Aged Care Reforms

On the 26 February 2021, the Royal Commission into Safety and Quality in Aged Care delivered its final report titled "*Care, Dignity and Respect*" with a total of 148 recommendations. The Commonwealth Government's response to these recommendations was released on the 11 May 2021, through a range of Federal Budget announcements.

The Commonwealth Government outlined a five-year plan to implement changes, described as a "*once in a generation opportunity to confront the inadequacies in aged care, which will bring real change to the system.*" The reform program is proposed to be delivered within a five-year period, across five key pillars.

Pillar One commits to establishing a new *Support at Home Program* in consultation with Senior Australians and community stakeholders by 1 July 2023. On 6 January 2022, the Commonwealth released the “*Support at Home Program Overview*”. The Support at Home Program’s design is yet to be finalised; however, the scope of the reforms is significant, involving broad-reaching legislative, structural and funding changes. This paper provides a summary of the proposed design and expected outcomes and potential implications for Council’s aged care services.

Previous Council Resolution

At its meeting held on 28 June 2021, Council resolved:

“That Council: (1) Adopts the following actions contained within the 2021-25 Council Plan (incorporating Municipal Public Health and Wellbeing Plan) for inclusion in the 2021-25 Council Plan:

- a) *Big Action No.10 ‘Expand our delivery of quality universal services across the lifespan by ...expanding aged care direct services and registering to become a home care package provider.’*
- b) *Action 1-18 ‘Deliver Age Friendly Darebin, expand aged care direct services, and register Council to become home care package provider’. “*

In Council’s 2021-22 Action Plan, Council committed to “*Undertake a Feasibility Study to inform the planning for Council becoming a home care package provider, including the model to be implemented.*”

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 1: Vibrant, Respectful and Connected

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 1: Vibrant, Respectful and Connected

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

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

DISCUSSION

The Commonwealth Government announced information about its aged care reforms in January 2022. There has been no further information released since the initial paper, the Commonwealth has enacted some surveys and consultations regarding the reforms. Key elements are outlined in this section.

Aged Care Reforms – Pillar One

In response to the report by the Royal Commission into Safety and Quality in Aged Care, the Commonwealth government outlined a five-year plan to implement changes, described as a “*once in a generation opportunity to confront the inadequacies in aged care, which will bring real change to the system.*” The reform program is proposed to be delivered within a five-year period, across five key pillars.

Pillar One of the Aged Care Reforms commits to establishing a new Support at Home Program in consultation with Senior Australians and community stakeholders. As of July 1, 2023, the Support at Home Program will replace the current Home Care Packages Program (HCP), Commonwealth Home Support Programme (CHSP), and Short-Term Restorative Care Programme (STRC), moving towards one program providing individualised service approvals under one set of rules and one funding model (see Figure 1).

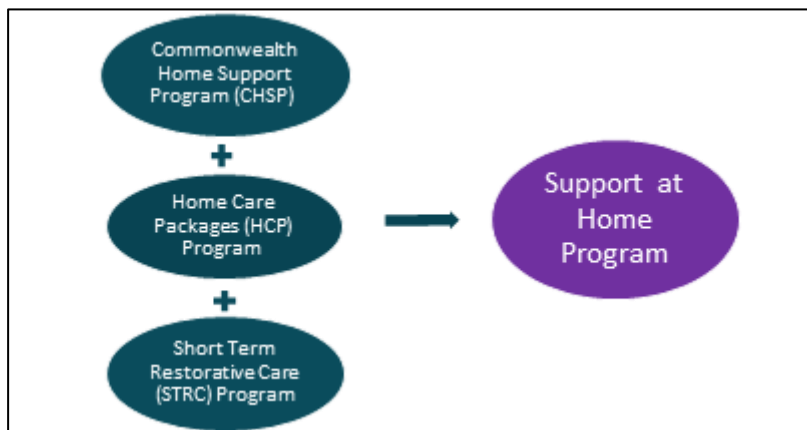


Figure 1: Proposed Support at Home Program Design

On 6 January 2022, the Commonwealth released the “*Support at Home Program Overview*”. The paper describes the current in-home aged care program as being complicated and confusing for Senior Australians and their families, resulting in potential inequitable outcomes and not enough funding being spent on direct care. The current HCP Program is described as ‘having a history of long wait times, high overhead costs charged by some providers and high levels of unspent funds.’

The scope of the reforms is significant, involving broad-reaching legislative, structural and funding changes. Planning for, implementing, and embedding Council’s response to these changes will require significant resource commitment across multiple Departments including People and Culture, Finance, Information Technology, Governance, Risk and Communications, Engagement and Customer Experience. The reforms will have a substantial impact on existing Council services, teams, plans, processes, workforce, and policies.

Proposed Support at Home Program Design as of July 1, 2023

Currently there are two assessment services – the Regional Assessment Services (RAS) of which Council is a provider, and Aged Care Assessment teams (ACATs). Clients can be referred to several service streams following an assessment (Table 1).

Under the new Support at Home model, a single assessment service will be implemented, and all clients will receive services under the one program with one set of rules (Table 2).

Current System				
Assessment Agency	Regional Assessment Service (RAS)	Aged Care Assessment Service (ACAS)		
Services	Commonwealth Home Support Services (CHSP)	Short Term Restorative Care (STRC)	Home Care Packages (HCP) Levels 1-4	Respite Approvals Residential Care

Table 1: Current Aged Care System Structure

New Support at Home Program	
Assessment Agency	New, Single Assessment Service
Services	Single Service Program with Individualised Support Plans within 5 classes of service need

Table 2: Proposed Support at Home Program Structure

Home Care Package registration

Council has committed to registering as a Home Care Package (HCP) provider as part of the 2021-2025 Council Action Plan. The Commonwealth Support at Home Program will absorb Home Care Packages, which therefore does not require Council to deliver services now as a HCP provider, to be able to provide services as of July 1, 2023. Council's goal to become a HCP provider will be delivered as part of inherent service delivery in July 2023.

It is recommended that Council completes registration as a HCP provider to strategically position for success in delivering services to meet community need post July 1, 2023, noting that Council would not commence delivery of new services during the 2022-23 year.

Transition to Support at Home Program

To assist providers, prepare for the new Support at Home Program, existing CHSP grant agreements have been extended for one year from 1 July 2022 to 30 June 2023. Council clients will continue to receive services throughout this transition period and the Commonwealth is expected to release further information about the transitional arrangements for clients in the HCP and CHSP programs in the coming months. The one-year contract extension provides an opportunity for Council to consider and respond to the risks, opportunities, and implications to Council's current service provision, business systems, and resource allocations post 1 July 2023.

Council is committed to providing support services for clients who are eligible for the future Support at Home program and has allocated \$350,000 for projects in the draft budget to ensuring the sustainability of services and programs that meet the needs of Senior Australians living in Darebin in a future market environment.

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES

Financial Management

There are no immediate financial implications of the recommendation in this report.

There are significant financial considerations regarding Council's future provision of Aged Care services, which is why Council is currently undertaking feasibility, planning and modelling work.

Payment in Arrears

On 1 July 2022, CHSP providers will transition to a payment in arrears model and nationally consistent unit prices, marking a significant change for Council and many other CHSP providers. For the 2022-2023 financial year, Council will receive monthly fixed grants in arrears and then move to payment in arrears only for services delivered (fee for service) on 1 July 2023. The Commonwealth proposes that the fee for service model will be accompanied by a new real time, point of delivery payment system. This change will impact Council's cashflow and highlights the importance of accurate, real time service data and reporting, and the technology, equipment, and resources to enable this.

	2021 - 2022	2022 - 2023	2023 - 2024
Commonwealth Grant Model	Block Funding	Payment in Arrears Transition Period	Payment in Arrears
Commonwealth Grant Payment	Paid upfront, quarterly, fixed grants, regardless of services delivered	Paid monthly, fixed grants in arrears, regardless of services delivered	Paid in arrears only for services we deliver and report
Invoicing Clients	Existing Invoicing System	Existing Invoicing System	New Point of Delivery Payment System
Unit Pricing	Inconsistent Unit Pricing	Nationally Consistent Unit Pricing Schedule	Nationally Consistent Unit Pricing Schedule

Table 3: Commonwealth Payment Structures

Unit Price, Cost and Fees

The new program design outlined in the 'Support at Home Program Overview' paper has many design similarities to the National Disability Insurance Scheme (NDIS). In the NDIS the Commonwealth sets a national unit price which registered providers must agree to charge clients whose funds are managed by the National Disability Insurance Agency or intermediary financial agencies know as Plan Managers. It is expected that the unit price for the Support at Home Program will not reflect the actual cost of service delivery, rather what the Commonwealth will contribute, with the likelihood that providers co-contribute to the cost of service delivery via service fees or other means.

Council will need to determine the level of subsidy for services and consider the National Competition Policy (NCP) as part of the assessment of clients' contribution as well as subsidy levels.

Given the similarity to the NDIS structures, there are valuable learnings to be taken from the transition experience of NDIS participants and service providers. In the new program, it is anticipated that, like the NDIS, pricing will be the foundation of all service delivery considerations, including 'back of house' administration, system efficiency, support worker costs and service fees. Council has a costing methodology to produce accurate costing data and outputs for each service type, which will support our planning and sustainability.

Community Engagement

Communication and engagement plans relating to these reforms are in planning, however yet to be finalised, as Council synthesizes the implications and develops the plan for our response. Communication of updates and progress will be ongoing and responsive to sector changes and updates as they become available.

The Commonwealth is conducting several formal consultations throughout 2022 which Council will encourage community participation, including Council's Active and Healthy Ageing Advisory Committee (AHAAC) and the Council engagement database of 1200 residents. Council will play a stewardship role and participate in future consultations to influence outcomes for Senior Australians living in Darebin.

On 10 March 2022, Council met with AHAAC to determine the information that is required by the community and the best way to communicate this to impacted community members and groups. A further workshop with AHAAC is planned for June 2022 to continue to develop this work.

In line with commitment stated in the 2021-2025 Council plan, future engagement and consultation with community will reiterate:

- Council's commitment to provision of ongoing support services to Senior Australians and delivering on Age Friendly Darebin.
- Council is committed to supporting Senior Australians, their family and carers in Darebin to understand and transition to the new Support at Home program.

An additional consideration is that the reforms will also bring new providers to the sector and increase client choice. In the future, effective marketing of the Council service offerings will be vital to ensure awareness of service provision and to maintain visibility in the market.

Overarching Governance Principles and Supporting Principles

- (b) priority is to be given to achieving the best outcomes for the municipal community, including future generations;
- (g) the ongoing financial viability of the Council is to be ensured;
- (i) the transparency of Council decisions, actions and information is to be ensured.

Public Transparency Principles

- (c) Council information must be understandable and accessible to members of the municipal community;
- (d) Public awareness of the availability of Council information must be facilitated

Strategic Planning Principles

- (b) strategic planning must address the Community Vision;
- (c) Strategic planning must take into account the resources needed for effective implementation;
- (e) strategic planning must provide for ongoing monitoring of progress and regular reviews to identify and address changing circumstances;

Service Performance Principles

- (a) services should be provided in an equitable manner and be responsive to the diverse needs of the municipal community;
- (b) services should be accessible to the members of the municipal community for whom the services are intended;
- (c) quality and costs standards for services set by the Council should provide good value to the municipal community;
- (d) a Council should seek to continuously improve service delivery to the municipal community in response to performance monitoring;
- (e) service delivery must include a fair and effective process for considering and responding to complaints about service provision.

COUNCIL POLICY CONSIDERATIONS**Equity, Inclusion, Wellbeing and Human Rights Considerations:**

Undertaking an EIA/GIA is premature at this stage given the lack of clarity regarding how the reforms will be structured and the subsequent impact on service delivery. However, several of the Royal Commission's recommendations respond specifically to the gap in support of care standards for people from CALD backgrounds, Aboriginal Elders and older people who face multiple barriers to access care. This is consistent with the Council Plan, health and wellbeing priorities and our Age Friendly objectives and will be key to supporting older people and facilitate access of vulnerable individuals to services. An EIA/GIA will be utilised as part of the transition project once the proposed program structure and service offering is determined.

Economic Development and Cultural Considerations

The Aged Care sector creates significant employment opportunities, supporting economic development in Darebin. The potential increase in the range and breadth of service scope is desirable for both providers and jobseekers, which creates a significant advantage for recruitment and retention that the organisation might need to further pursue.

Older adults are both producers and participants in cultural activities, which has been encouraged and facilitated through several of the Age Friendly Darebin projects.

Operational Impacts

The dynamic nature of the reforms and the lack of clarity around how these will evolve, results in complexity around forecasting for workforce structure and resources. The ongoing, rapidly shifting Covid pandemic environment also creates additional workforce management challenges. Council is developing a Workforce Plan to improve recruitment and retention of staff, particularly considering the current workforce challenges across the sector. Maintaining quality of service and creating a competitive advantage in a market environment will be a focus during the change process.

Legal and Risk Implications

New Aged Care Act

In response to the Royal Commission's Final Report, the Commonwealth has committed to the creation and implementation of a new Aged Care Act to replace the current legislation. The new Act will be consumer-focussed, rights based and developed in consultation with Senior Australians and other stakeholders. It will provide new, more rigorous definitions and obligations and statutory duties for approved providers. It will also embed service accountability and feedback from Senior Australians in design, implementation, and evaluation of the aged care system.

The [first](#) (Aged Care and Other Legislation Amendment (Royal Commission Response No. 1) Bill 2021), and [second](#) (Aged Care and Other Legislation Amendment (Royal Commission Response No. 2) Bill 2021), Bills have been introduced to Parliament. The anticipated date of commencement for the new Act is 2023, to align with the commencement of new structures, such as the Support at Home Program.

Council will need to consider, map and enact changes to operations to ensure compliance with the new Act, both internally and across the organisation.

National Competition Policy (NCP)

The National Competition Policy will be a consideration for Council in the planning and delivery of future services. Contemporary legal advice will be sought in relation to this matter.

IMPLEMENTATION ACTIONS

Should Council adopt the recommendation, officers would:

- Continue to offer current services in 2022-23
- Continue with feasibility and preparation work with the aim of commencing new service delivery models 1 July 2023.
- Register as a Home Care Package provider now, to position Council for future delivery of services within the Support at Home Program
- In late 2022, a further report would come to Council for consideration with the results of the service model development and feasibility work.

RELATED DOCUMENTS

Australian Government Support at Home Program Overview

<https://www.health.gov.au/resources/publications/support-at-home-program-overview>

Australian Government response to the final report of the Royal Commission into Aged Care Quality and Safety

<https://www.health.gov.au/resources/publications/australian-government-response-to-the-final-report-of-the-royal-commission-into-aged-care-quality-and-safety>

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 conflicts of interest in a matter to which the advice relates.

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

**8.11 CONTRACT AWARD- CT2021118 HOMELESSNESS
ASSERTIVE OUTREACH PROGRAM**

Author: Gender Equity Officer
Coordinator Community Development and Wellbeing
Acting Coordinator Equity and Diversity

Reviewed By: Acting General Manager Community

EXECUTIVE SUMMARY

The Darebin Assertive Outreach Program provides outreach to rough sleepers and people experiencing homelessness in Darebin, seeking to support their wellbeing, safety and housing outcomes.

The appointment of an experienced service provider for the delivery of a Homelessness Assertive Outreach Program to the City of Darebin was sought through a public open tender process in accordance with Council's Procurement Policy.

The program includes a proactive and reactive outreach service to rough sleepers across Darebin. The scope will also incorporate brokerage funding to support clients to maintain secure housing, and may be used for removalist and storage costs, assistance with purchasing transport, food, clothing, medication and other medical expenses.

Tenders were sought through a public tender process, where a Request for Tender was advertised on Council's tender portal. The Tender Evaluation Panel (TEP) evaluated submissions and selected a preferred tenderer based on the evaluation criteria.

It is proposed that Council enter into a contract for an initial period of 2 years and 10 months (34 months), from commencement to 30 June 2025, with an option for provision for 3 x 1-year terms pending further funding.

Officer Recommendation

That Council:

- (1) Award Contract CT202118 for the delivery of the Homelessness Assertive Outreach Program to _____ for the contract sum of _____ (GST inclusive). This sum is the total contract sum over the life of the contract, to 30 June 2025.
 - (2) Requests the Chief Executive Officer to finalise and execute the contract documentation on behalf of the Council.
 - (3) Requests the Chief Executive Officer to execute any contract extension options, subject to funding and satisfactory performance.
 - (4) Authorises the General Manager Community to review and approve variations up to a maximum of an additional 5% of the contract value for the contract term.
-

BACKGROUND / KEY INFORMATION

Following a Council resolution in June 2018, Council sought to engage a suitable service provider to establish and implement an assertive outreach support program to respond to homelessness and rough sleepers in Darebin, as part of several initiatives that focus on responding to homelessness. Council initially allocated \$210,000 per annum for a two-year program to provide outreach to rough sleepers and people experiencing homelessness in Darebin.

After a competitive public tender process in September 2019, a contract was awarded to. The contracted commenced on 1 November 2019 for a two-year period, with an anticipated ending for September 2021.

In recognition of the success of the program and its critical role in supporting the Darebin community, the Council Plan 2021-2025 committed to funding the expansion of the program for a further 4 years. This is articulated by Strategic Objective 2-44: *Expand our Assertive Outreach Program to support people sleeping rough and experiencing homelessness.*

The existing contract was extended for a further 10 months until 31 August 2022 to ensure no lapse in service provision, while Council undertook the procurement process for the contract until 30 June 2025. The existing contract also incorporated an increase in funding to fulfil the 2021-2025 Council Plan strategic objective.

Expansion and extension of the Darebin Assertive Outreach Program incorporates funding for assertive outreach workers and brokerage. Brokerage funds have been identified as a vital addition to the existing program and the homelessness service system stakeholders, and may be used for emergency accommodation, bond, items required for housing establishment (i.e. furniture and white goods), emergency transport, medical support and mental health support.

The term for the new contract (CT2021118) will be for an initial period of 34 months, from commencement anticipated to be 1 September 2022 to 30 June 2025, with an option for provision for 3 x 1-year terms pending further funding.

The overarching deliverables will include:

- a. Establish an assertive outreach support program that engages with rough sleepers people experiencing homelessness and facilitate improved access to support services and housing that:
 - i. Responds to assertive outreach referrals from Darebin City Council
 - ii. Provides early intervention activities to support people who are newly homeless to exit homelessness
 - iii. Provides timely reports that capture and provide evidence of contact and outcomes with each rough sleeper
 - iv. Works with the North East Melbourne Area homelessness and housing service system
 - v. Delivers training for Council staff, 2 x 2-hour session
- b. Quarterly and final report:
 - i. Quarterly progress reports
 - ii. Final report: due 30 days after the completion of the contract.

The successful tenderer will report monthly, quarterly and annually, with the addition of monthly meetings with Council officers. Specifics of the reporting requirements will be detailed in the contract with Council awarded contractor.

Previous Council Resolution

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

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 2: Prosperous, Liveable and Flourishing

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 2: Prosperous, Liveable and Flourishing

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

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

The Council Plan Action Plan 2022-2025 directly relates to the action: (2-44) *Expand our Assertive Outreach Program to support people sleeping rough and experiencing homelessness.*

The appointment of this contract supports fulfillment of number 5 of Council's "10 Big Actions": *Support vulnerable members of our community by providing support with COVID-19 recovery, expanding our homelessness Assertive Outreach program, and supporting community-led programs in East Reservoir and East Preston, to achieve greater physical and mental health, and wellbeing for all*

DISCUSSION

In accordance with Council's Social and Sustainable Procurement Policy, a public tender methodology was adopted. Tenders were advertised on Council's online portal website and in The Age newspaper.

A public tender was open between 5 February – 24 February 2022. In alignment with Council's Social and Sustainable Procurement Policy, the following selection criteria was adopted for the evaluation of tender submissions.

Selection Criteria

- Value for Money
- Local Business Content
- Social Procurement
- Sustainability & Environmental Initiatives
- Demonstrated previous or current experience in a similar program
- Methodology of proposal
- Demonstrated comprehensive understanding of Darebin community issues, and nature of the nature of homelessness and local service system

- Capacity of the organisation to deliver the program
- OH&S and Required Insurances
- COVID Plan

The following representatives were scoring members on the panel:

Position	Responsibility
Manager Equity & Wellbeing	Scoring Member
Community Development Officer	Scoring Member
Acting Wellbeing Policy Lead	Scoring Member
Senior Procurement Officer	Procurement Advisor
Pitcher Partners	Probity Advisor

More detail on the tender evaluation process, methodology, selection criteria, weighting, and applications received is outlined in confidential attachment **Appendix A**.

Financial Check

A third-party financial health checks of the tender was undertaken. The financial viability of the tender was assessed as sound using recent financial performance data. Refer to **Appendix B** issued as a confidential attachment.

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES

Financial Management

This service is to be funded under operational budget allocated to fulfil 2021-25 Council Plan *Action 2-44 Expand our Assertive Outreach Program to support people sleeping rough and experiencing homelessness*. Provision has been made within the annual budget for this service.

Refer to the confidential report **Appendix A** for further details on the allocated budget and the tender evaluation.

Community Engagement

In 2018, Council undertook significant consultation with community organisations in the community sector. This consultation informed the development of the Assertive Outreach Program and continues to inform Council's approach to homelessness.

COUNCIL POLICY CONSIDERATIONS

Environmental Sustainability Considerations (including Climate Emergency)

While this service primarily seeks to provide health and wellbeing benefit, Sustainability & Environmental was included as part of the tender evaluation criteria in terms of the initiatives and practices undertaken by the tenderer.

Equity, Inclusion, Wellbeing and Human Rights Considerations:

An Equity Impact Assessment was completed on 13 October 2021, online.

- Those experiencing homelessness in Darebin will be positively impacted by and directly benefit from the expansion of the program through access to information, resources, support and referral relating to housing and other health and wellbeing needs. People who are homeless experience some of the highest levels of disadvantage, vulnerability and exclusion in our community. Council recognises this and strongly supports the need to support to these cohorts at a local level. We do not anticipate the program will inadvertently disadvantage any people/ cohorts in the community.
- We acknowledge that people accessing the program will have different needs, and that community members and communities will access the project at different rates. It will also take time to build rapport and engage with people who are not currently connected to the Assertive Outreach program and are experiencing homelessness. People accessing the expanded Assertive Outreach program will have differing needs according to their identities and experiences. There is strong evidence to indicate women (including older women, who are the fastest growing cohort of people experiencing homelessness nationally), gender diverse people, First Nations people, people with disabilities, young people and those from culturally and linguistically diverse backgrounds (including international students) being at greater risk of homelessness.
- Family violence is also a key factor that leads to homelessness for many of the cohorts noted above. Expansion of the program will have a focus on ensuring appropriate support outcomes for people at increased risk of vulnerability are attained; this is also an objective of the current Assertive Outreach program.
- The Assertive Outreach program is a free program for those experiencing homelessness and there are no identified financial barriers that will prevent access to the service. We recognise that people of diverse genders may not access the current program at the same rate; women and gender diverse people's experiences of homelessness are more 'hidden', and men are more likely to experience more visible forms of homelessness such as rough sleeping. In light of this, the expanded Assertive Outreach program will focus on ensuring connections can be made and supports provided to all people who are experiencing homelessness, including women, gender diverse people and those who may not be 'visibly' homeless

These considerations were reflected in the evaluation criteria as part of the Methodology of proposal and Demonstrated comprehensive understanding of Darebin community issues, and nature of the nature of homelessness and local service system criteria.

Economic Development and Cultural Considerations

The procurement for the Homelessness Assertive Outreach Program considered social outcomes by evaluating contractors against their ability to provide employment opportunities for young people, people with disabilities, Aboriginal and Torres Strait Islander Communities, LGBTIQ+ communities and CALD communities.

Operational Impacts

The appointment of the tenderer will have limited operational impacts. The homelessness Assertive Outreach Program is an existing service funded by Council. The extension and expansion of the program will continue to meet the needs of people experiencing homelessness in Darebin.

Legal and Risk Implications

Legal departures and tenderer qualifications have been successfully negotiated with the preferred tenderer so that there is no legal impediment to Council awarding a contract.

Probity

As the contract is over \$1M an external Probity Adviser was engaged at the start of the procurement process and retained through to the completion of tender evaluation. The Probity Advisor provided to advice to ensure all probity requirements have been met, and there were no probity issues (material or otherwise) which remain outstanding or unresolved that have the potential to undermine the integrity of the procurement process.

Financial Assessment

A financial and performance assessment was completed on the recommended contractor through a third party. The financial check was undertaken in April 2022 and verified that there are no financial risks associated with this contractor and further indicated it has a strong financial capacity to undertake the contract in question. Refer to confidential **Appendix B** for the report.

IMPLEMENTATION ACTIONS

May 2022

- Council meeting – awarding tender for CT2021118 Homelessness Assertive Outreach Program
- Preferred tenderer will be notified of the acceptance of their tender bid
- Unsuccessful tenderers will be notified

June 2022

- Contract documentation signed

September 2022

- Contract implemented

Monthly Key Performance Indicator reports received throughout the life of the contract.

RELATED DOCUMENTS

Nil

Attachments

- Contract Award - CT2021118 Homelessness Assertive Outreach Program (**Appendix A**) Confidential - enclosed under separate cover
- Financial Assessment Confidential (**Appendix B**) Enclosed under separate cover Confidential - enclosed under separate cover

DISCLOSURE OF INTEREST

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

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

8.12 DAREBIN CREEK MANAGEMENT COMMITTEE MOU**Author:** Coordinator Environment**Reviewed By:** General Manager Operations and Capital

EXECUTIVE SUMMARY

A memorandum of understanding (MoU) outlining the commitment between Council and Darebin Creek Management Committee (DCMC) was presented to the DCMC in 2021 following a Council resolution.

The DCMC was not in a position to sign the annual MoU until there had been a resolution of some financial queries it had – essentially that there was a shortfall in the funding allocated to it to undertake its work. A recent meeting between officers from the DCMC, Darebin's Mayor and Council officers has since resolved outstanding matters and both parties are now in agreement on the content and financial aspects of the MoU. A shortfall was identified of approximately \$47,000 and this has since been agreed and paid to the DCMC.

There are no further impediments to signing the annual MoU as far as Council officers are aware. The 2021-22 MoU is for a one-year period which allows for flexibility and aligns with Council's annual budget requirements and the MoU from neighbouring Banyule Council. The one-year term does require additional resourcing to review annually and doesn't provide longer term stability and consistency that a three-year MoU would.

Having heard concerns from DCMC in relation to the single year MoU, officers believe that entering into a three-year MoU would provide more certainty for both parties and reduce annual administrative requirements. Officers also believe that a 3-year MoU for the Merri Creek Management Committee would also provide certainty to that organisation.

Officers are working with Banyule Council, the other major funding partner, to align the approach between all parties and to draft consistent 3-year MoUs.

Officer Recommendation

That Council

- Notes the funding reconciliation between Council and the Darebin Creek Management Committee (DCMC), the Merri Creek Management Committee (MCMC) and notes the DCMC's agreement with the financial contribution Council has proposed.
- Requests that the CEO develop a new 3-year memorandum of understanding with the DCMC and the MCMC to provide operational certainty and increase clarity to both parties and to provide transparency of Council's commitment.
- Requests that the annual contribution to each organisation be set at previous year contribution plus an annual increase at the level of the rate cap. Specific contributions details will be determined and communicated to each organisation once the annual rate cap has been declared.
- Authorises the Chief Executive Officer to execute the 3-year MoU to both the DCMC and MCMC and the annual agreements for Council's contributions on the basis outlined in this resolution.

BACKGROUND / KEY INFORMATION

The Darebin Creek Management Committee Inc. (DCMC) was formed in 2001 through the amalgamation of the Darebin Creek Co-ordinating Committee and the Darebin Parklands Committee of Management. Comprised of seven member organisations; Darebin, Banyule, Whittlesea, Yarra, La Trobe University and community organisations Friends of Darebin Creek and the Darebin Parklands Association, DCMC has been responsible for undertaking on-ground environmental works and advocacy along the Darebin Creek corridor, and primarily, within 'Darebin Parklands'.

Council has regularly sought agreement for these works and associated funding through a Memorandum of Understanding (MoU) which outlines key principles of the agreement:

The key principles are that:

- Darebin Creek Catchment is vested in Council, and Council has overall responsibility for its management and the safety of visitors to it; and
- DCMC is funded to provide day to day management and operational responsibility for Darebin Creek and its environs but is subject to the direction and decision-making of Council.

Previous MoUs have outlined duties to be delivered, key responsibilities of both parties, KPIs and financial contributions from Darebin to support these activities.

Previous Council Resolution

Most relevant to this report is at its meeting held on 1 March 2022, Council resolved:

That Council:

- (1) *Notes the excellent work of the Darebin Creek Management Committee (DCMC) and Merri Creek Management Committee (MCMC).*
- (2) *Notes the MCMC has a MOU with Darebin Council and DCMC still does not have a MOU, despite a resolution being unanimously passed on 26 April 2021 for a MOU to be finalised with DCMC.*
- (3) *Notes that the funding provided by Darebin Council to DCMC over the last two years has been considerably less than what was requested by DCMC and the DCMC board for 2020/2021 and 2021/2022 without explanation.*
- (4) *Notes that DCMC have previously had a three-year MOU with Darebin Council from 2014-2019.*
- (5) *Receives a report at the April 2022 Ordinary Council Meeting, after the Mayor has met with a representative of DCMC and a Council officer to resolve the \$20,000 in dispute and formalise the MOU.*
- (6) *Furthermore, the above report should:*
 - a) *Report on any historic or current impediments to having a signed MOU.*
 - b) *Report on the financial contributions and justifications provided by Darebin Council over the last three years to both DCMC and MCMC, including but not limited to a reduction in DCMC funding by Darebin Council in 2021/2022 by \$20,000.*
 - c) *Report on the possibility, including advantages and disadvantages for both Darebin Council and DCMC to engage into a three-year MOU given the time it has taken to sign a MOU.*

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 3: Climate, Green and Sustainable

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 4 Responsible, Transparent and Responsive

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

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

DISCUSSION

Information about each of the elements of Council's resolution of 1 March 2022 is provided below.

1. Report on any historic or current impediments to having a signed MOU

A draft MoU was formally presented to the DCMC Board for consideration in 2021. Council officers met regularly with DCMC representatives to work through the MoU and its contents.

DCMC had indicated it wasn't able to sign-off on the MoU due to a disparity in the financial contributions contained within the document. A recent meeting between the Mayor, senior DCMC officers and Council staff has since resolved these financial issues, with both parties now in agreement regarding the proposed financial terms.

There are no further impediments to finalising the MoU and, subject to Council's decision, the single year MoU could now be signed by both Council and the DCMC. Should it be Council's wish, officers will begin work on a 3-year MoU starting in 22/23.

Officers have invited the DCMC to sign the MoU (even with 2 months remaining) and are awaiting its response.

2. Report on the financial contributions and justifications provided by Darebin Council over the last three years to both DCMC and MCMC, including but not limited to a reduction in DCMC funding by Darebin Council in 2021/2022 by \$20,000.

DCMC Recurrent Funding Over Time Inclusive of GST

	2018/2019	2019/2020	2020/2021	2021/2022
Darebin Parklands	202,491	188,685	207,554	202,491
Darebin Coordination	65,205	60,759	66,835	63,493
Total Darebin contribution paid	267,696	249,444	274,389	265,984
			+ \$24,813 (Management Plan)	
Budget variation (Expected v Paid)	1,186*	-24,945	-5,487	-18,091

*note there was a small overpayment in year 1

A forensic analysis of payments made to the DCMC over the past few years has discovered discrepancies in the annual sums paid. It appears that a GST error occurred in 2019/20 and it further appears that CPI (at the rate cap) was not applied correctly other years. Officers have communicated the error of approximately \$47,000 (over 4 years) with the executive officer of the DCMC who has invoiced Council the shortfall. It has now been paid. In 2022/23 an amount of \$289,046 has been budgeted which applies the rate cap of 1.75% to the correct 2021/2022 sum.

MCMC - Recurrent Funding Over Time Inclusive of GST

	2018/2019	2019/2020	2020/2021	2021/2022
Management GL	197,802	204,590	206,802	204,591
Total Darebin contribution paid	197,802	204,590	206,802	204,591
Budget variation (Expected v Paid)	0	1,843*	0	-5,313

*overpayment in year 2

A forensic analysis of payments made to the MCMC over the past few years has discovered discrepancies in the annual sums paid. It appears that CPI errors account for a discrepancy (over the 4 years) of \$3,470. Officers have communicated the shortfall with the MCMC and this sum will be paid in the next few weeks for an additional service. In 2022/2023 an amount of \$213,577 has been budgeted which applies the rate cap of 1.75% to the correct 2021/2022 sum.

Merri Creek Management Committee (MCMC) undertakes similar works to DCMC (including advocacy, on-ground restoration works, monitoring, supporting volunteers etc) but operate slightly differently in relation to funding. Having formed in 1989, MCMC essentially provide a fee for service arrangement where it itemises all aspects of the works to be provided and include hourly rates for all tasks. This allows for more competitive quoting and transparency regarding funding allocations and works being undertaken. It also allows for a more comprehensive reporting mechanism with all works itemised from the outset. It is paid annually under an MoU agreement similar to that of DCMC. MCMC has not raised any concerns with Council in relation to the sum provided annually although it also has not signed its 2021/2022 annual MoU. It would also be appropriate to enter into a 3-year MoU with MCMC to align it with the DCMC.

3. Report on the possibility, including advantages and disadvantages for both Darebin Council and DCMC to engage into a three-year MoU given the time it has taken to sign a MOU.

A one-year MoU allows for greater flexibility in terms of deliverables and is consistent with what other neighbouring Councils are currently implementing. It better aligns with annual budgeting processes and is able to be refreshed annually. However, it increases the resource requirements for stakeholder management having to write, review and get a new MoU approved every 12 months. It also provides less certainty for DCMC and MCMC and their staff having the MoU reworked annually.

The option of a three-year MoU with DCMC and MCMC would provide the opportunity for greater long-term clarity for all parties. It would require more specific KPIs to allow for increased reporting and accommodate foreseeable challenges over the life of the MoU. There would be mechanisms to consider foreseeable variances in service provision over the course of the MoU. Officers understand that at least one neighbouring Council is considering a 3-year MoU for DCMC.

Subject to Council's decision, officers will work with the DCMC and the City of Banyule to develop a mutually agreeable MoU – but largely aligned with existing terms and conditions of the current MoU. A similar MoU will be developed for the MCMC, again, with terms and conditions with similar intent to the existing MoU. It is hoped that both MoUs can be prepared and provided to these partners early in the new financial year. Given the operational nature of the MoU, it is appropriate for execution to be delegated to the CEO.

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES

Financial Management

Council has budgeted an appropriate amount in 2022/23 (including the rate cap rise) for both the DCMC and MCMC and can consider future budgets as it prepares its operational budgets. Should Council agree to a 3-year MoU, the rate cap will be applied to the previous year's contribution for both agencies and this will be proposed in the annual budget which Council will consider.

To summarise, Council can expect to pay close to \$900,000 to DCMC for 3 years and \$650,000 for the MCMC over the same period.

Community Engagement

With the MoUs between Council and DCMC and MCMC being of an operational nature, community engagement is not required in this instance. There may be specific projects relevant to the management of the 2 creek corridors and these may be subject to consultation as required.

Overarching Governance Principles and Supporting Principles

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

Public Transparency Principles

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

Strategic Planning Principles

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

Service Performance Principles

- (c) quality and costs standards for services set by the Council should provide good value to the municipal community;

COUNCIL POLICY CONSIDERATIONS

Environmental Sustainability Considerations (including Climate Emergency)

Management of open space within Darebin has direct links to environmental sustainability and climate resilience. Any future management activities along the Darebin and Merri Creek corridors will need to factor in these considerations. These may include biodiversity work, weed management, water management, any contamination management plans, rewilding and tree planting efforts, cool burning practices, educational work and any work in collaboration with First Nations Peoples.

Climate Emergency

Improving the health of our open space network and waterways supports flora and fauna resilience in the face of climate change. Any future work to improve open space along the creek corridors would contribute to growing resilience.

Equity, Inclusion, Wellbeing and Human Rights Considerations:

Access to high quality open spaces and amenity have positive impacts on both physical and mental wellbeing.

Economic Development and Cultural Considerations

All works undertaken in and around the Darebin and Merri Creek corridors are sensitive to areas of cultural significance. Any work arising will prioritise local businesses as per Council's Social and Sustainable Procurement Policy.

Operational Impacts

Operational impacts have been considered and accounted for in the proposed MoU between Council and the 2 creek agencies. Regular meetings occur to monitor work and collaborate on joint efforts and initiatives where possible.

Legal and Risk Implications

Darebin Parklands is a former landfill, and post closure care has been managed by DCMC. Council has initiated additional assessments as a precautionary measure to see if further post care work is required.

IMPLEMENTATION ACTIONS

Once signed, the new MoUs will supersede previous MoUs agreements between council and the agencies.

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 conflicts of interest in a matter to which the advice relates.

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

8.13 CAIN AVENUE AND HURSTBRIDGE TRAIN LINE**Author:** Coordinator Parks Management & Strategy**Reviewed By:** General Manager Operations and Capital**EXECUTIVE SUMMARY**

This report responds to Council's resolution in February 2022 relating to proposed safety improvements along an unfenced section of the rail corridor adjacent to Cain Avenue in Fairfield. The land in question is owned by VicTrack with part used for transportation services and the rest used as green space. Cain Ave is a local road owned and managed by Council.

Officers have made contact with both VicTrack and Metro Trains Melbourne (MTM), who have ownership, management and maintenance obligations for rail corridors, to enquire about fencing along this section of line. Both agencies do not support erecting fencing in this section of the railway corridor.

Officers have made enquiries of VicTrack about the possibility to lease the land in question and VicTrack has advised that it has already leased part of the land to MTM for transportation services. It may be possible to lease the other part of the green space but VicTrack was unable to offer a definitive response until it got a firm proposal from Council.

Erecting a fence on the land might be possible but would need the express permission of the land owner or lease holder who have previously advised that they wouldn't support actions which limit maintenance access to its assets. Further, erecting a fence on this land would either require significant vegetation and tree removal to accommodate a fence or fencing the entire wedge of green space, from back of kerb, thus prohibiting locals from using the space at all. None of these options are recommended.

Officer Recommendation

That Council continues to advocate for increased investment by the State Government into maintenance efforts and other improvements to state-owned land, including land adjoining railway corridors.

BACKGROUND / KEY INFORMATION

Over the years, Council has received a small amount of feedback from the local community about what changes they would like to see in the railway corridor along Cain Avenue in Fairfield. Three themes have emerged:

- Some members of the community use the reserve for additional parking.
- A few locals would like to see the reserve used formally as a park.
- Some have enquired about the option of fencing the rail corridor.

The overarching issue for Council in any decision-making for this site is that the land making up the rail corridor (shaded below) is owned by VicTrack and leased to Metro Trains Melbourne (MTM) who is responsible for the maintenance of the land and assets. The remainder of the green space between the rail corridor and Cain Ave is owned by VicTrack and is used in a variety of ways by locals.



Officers have made contact with representatives of VicTrack and MTM asking either agency to install safety fencing along the section of rail line adjacent to Howitt St Fairfield. Neither agency would commit to the intervention. As stated earlier, it may be possible to fence the land entirely (from back of kerb) but this would prevent access to any of the green space or may require the removal (or heavy pruning) of a significant number of trees.

Previous Council Resolution

At its meeting held on 28 February 2022, Council resolved:

That Council:

- 1. Notes the Department of Transport (DoT) is currently working with key stakeholders, including the Department of Health and Victoria Police, to improve personal safety across the transport network. This includes the installation of anti-trespasser fencing along the metropolitan and regional rail network in prioritised locations using a risk based approach and informed by suicide and trespasser incidents data.*
- 2. Notes that Cain Avenue in Fairfield is situated adjacent to the Hurstbridge train line and is very close to where pedestrians walk but is not fenced between Victoria Road and Howitt Street.*
- 3. Notes that while the rail network along Cain Avenue is not fenced, fencing is in place along sections of South Crescent, Railway Place and Wingrove Street.*
- 4. Notes that there may be opportunity for Council to advocate for work to improve safety in Cain Avenue near the intersection of Howitt Street, to address resident requests.*
- 5. Calls for a report at the April Council meeting outlining any opportunities for Council to work with DOT to explore leasing of additional land and to advocate for safety fencing works in this section of Cain Avenue.'*

And in addition, at its meeting on 2 December 2019, Council resolved:

That the petition containing 24 signatures stating the petition (below) be received and referred to the Chief Executive Officer for action.

“We are writing to ask you to restore, protect and maintain the Cain Avenue East Bushland Reserve – a precious linear habitat corridor in Darebin. As Darebin’s own open space strategy says, we need to be bold and ambitious to maintain the beauty of our green and natural spaces and safeguard their liveability. We need to make sure local people have access to natural spaces for passive and active outdoor enjoyment, to improve wellbeing. We need to connect corridors of habitat for wildlife, protect the area’s biodiversity and contribute to cooling our busy city. This habitat corridor is much needed, and we need your help. We appreciate the recent moving/whippersnipping organised by the parks department, and we are grateful for the recent contribution of plants, trees guards and mulch, and ask that this continue. We plan to engage the local community with a number of ‘Friends’ days of planting weeding and mulching. We will reach out to the residents in the two new high-density residential developments nearby on Railway Place Fairfield, who are in dire need of green space – and community engagement. Protecting our green streetscape also means removing the option of parking on bushland reserve. We should not give up our significant -and precious – green open space for cars. This is also a safety issue. Allowing parking on the bushland reserve on our narrow avenue increases the risk of ‘dooring’ for cyclists. By allowing parking on the reserve – with cars pulling out unexpectedly from the bushland reserve into the narrow street – you have increased the risk of accidents, which is of particular concern to the many local families with young children on scooters/bikers. We ask you to alter the existing provisions to make sure parking is excluded from the reserve. We, the undersigned, together with the Friends of Cain Avenue East Bushland Reserve, ask you to commit to nurturing, valuing and protecting this natural open space on our doorstep. We have had great interest from the Wurundjeri Land Council and from the Member for Northcote Ms Kat Theophanous MP.”

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 2: Prosperous, Liveable and Flourishing

ALIGNMENT TO 2021-25 COUNCIL PLAN

This item is not part of the 2021 – 2025 Council Plan.

DISCUSSION

Advocacy for fencing along the rail corridor adjacent to Cain Avenue:

Officers contacted both VicTrack and MTM to determine if the Cain Avenue reserve qualified for fencing under their fencing programs. MTM undertake risk assessments to determine priorities under the program, which include information gathered from a number of sources such as passengers, residents, authorised officers and Victoria Police. A representative from MTM advised the following:

“I have provided your feedback to our Infrastructure Renewals Department, which manages the fencing program. I have been advised that as this location has not been identified within the hotspot locations, there are no plans to install fencing along Cain Avenue at this time.”

Officers note that advocacy for fencing can continue for this location under the Open Space, Biodiversity and Waterways section of the newly adopted Darebin Advocacy Strategy, which seeks *“State Government investment for the maintenance and enhancement of state-owned land, particularly state-owned land adjoining railway corridors and council owned parcels of land.”*

Leasing of additional land adjacent to Cain Avenue:

Council currently has a large quantity of land owned by other agencies that falls to Council to manage and maintain. Over time, Council’s maintenance responsibilities for non-Council owned open spaces have been rising. This is in addition to a rising number of requests for Council to assume management responsibilities for various open spaces around the municipality. Limited funding and increasing operational costs have created a strain on Council’s maintenance budgets. For this reason, officers recommend Council generally seeks for the State Government to take responsibility for its own land, and that Council only consider taking on maintenance in highly strategically important situations.

Using principles aligned with Council’s framework for land acquisition as part of the Open Space Levy work, as well as Council’s Breathing Space Strategy, officers do not recommend this parcel land for a future leasing agreement, for the reasons that:

- The location is within approximately 200 metres of the existing McAdam Reserve and 350 metres of Johnson Park.
- The site does not have high biodiversity value, as it is land-locked and fragmented (for wildlife connectivity), has no remnant vegetation and does not have opportunity for additional canopy trees due to the proximity to the rail corridor.
- The site does not have significant heritage, social or cultural value.
- There is no risk of the site being sold or developed if Council does not lease the land.

As part of the ongoing work to manage agreements for non-Council owned land, officers will continue to advocate to VicTrack for improved maintenance of the shared path connecting Cain Avenue and Railway Place.

Other historical requests:

It should also be noted that parallel to this request is a previous petition for parking changes along the rail corridor in Cain Avenue. Consultation undertaken by the Transport team in 2018/2019 in relation to this issue showed a majority of residents did not support any changes.

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES**Financial Management**

Limited funding and increasing operational costs have created a strain on Council's maintenance budgets. Council resources are being consumed across many parcels of land of which Council is not the owner. The recommendation in this report does not create any additional burden on Council's current budget for management and maintenance of land.

The advocacy efforts for increased investment by State Government owned or controlled agencies on land owned by those agencies can be undertaken using existing resources.

Should it be Council's wish to lease the land, the annual cost to lease the land is unknown – VicTrack will negotiate once a formal request is received. The annual cost to maintain the land would be in the order of \$20,000. The cost to fence this area, should it be approved by VicTrack and/or MTM, could be in the order of \$30,000 - \$40,000 (subject to scope and consultation).

Community Engagement

It is not proposed that the community be engaged on this topic, given the response received by VicTrack and MTM. MTM conduct community engagement when and as needed for their own risk assessments relating to fencing projects.

Should Council resolve to lease the parcel of land (and potentially fence the area), it may be necessary to consult local residents on possible uses for the land or location of the fence.

Other Principles for consideration**Overarching Governance Principles and Supporting Principles**

- (f) collaboration with other Councils and Governments and statutory bodies is to be sought;

Public Transparency Principles

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

Strategic Planning Principles

- (c) Strategic planning must take into account the resources needed for effective implementation;

Service Performance Principles

- (e) service delivery must include a fair and effective process for considering and responding to complaints about service provision.

COUNCIL POLICY CONSIDERATIONS

Environmental Sustainability Considerations (including Climate Emergency)

This location does not provide compelling opportunities for increasing biodiversity or protection of habitat.

Construction of any fencing on the railway corridor would require removal of several mature trees. This is not recommended as it would require removal of canopy cover.

Equity, Inclusion, Wellbeing and Human Rights Considerations:

Generally, people living in this part of Darebin have access to other open space nearby. A specific Equity Impact Assessment (including Gender Impact Assessment) has not been undertaken for this work. Equity, inclusion and wellbeing are important considerations in the built and natural environments.

Economic Development and Cultural Considerations

Open spaces provide a great benefit to citizens, both who live nearby and tourists. Depending on their size, parks and their amenities can draw visitors from near and far, bringing revenue to local restaurants and stores. Open spaces can host festivals, concerts and athletics events, bringing additional boosts to the local economy.

The parcel of land in this report provides no opportunities for economic development in the local area.

Operational Impacts

Currently, there are over 100 sites owned by other authorities across Darebin for which Council has assumed maintenance responsibilities. Council regularly receives new requests from agencies and our community to maintain land owned by those agencies without compensation. If Council decides to lease this parcel of land, ongoing maintenance and upgrades will need to be considered within the existing budget, which may require a reduction in service standards in other open spaces.

Legal and Risk Implications

VicTrack considers requests to fence the rail corridor after first considering the risks associated with the request and the site's context. At this time, VicTrack is advising that this site isn't met the threshold to become a hotspot location.

If Council proceeds with an option to lease the land, Council will be asked to enter into a formal agreement with Vic Track and/or MTM. This agreement will be carefully considered to ensure risks are well known and understood. Council may wish to first consider the possible contamination of land along the rail corridor before it enters into any new lease – and carefully consider whether any contamination obligation transfers to Council with such a lease.

IMPLEMENTATION ACTIONS

Future opportunities to advocate for additional State Government investment in maintenance and management of land it or its agencies owns will be explored as per Darebin's Advocacy Strategy. This will need to be balanced with broader community views on the use of the site in regard to parking and open space.

RELATED DOCUMENTS

- Darebin's Advocacy Strategy 2022 - 2026

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 conflicts of interest in a matter to which the advice relates.

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

8.14 CONTRACT AWARD - CT2021128 MINOR BUILDING TRADES AND MAINTENANCE WORKS PANEL

Author: Coordinator, Facilities Management

Reviewed By: Manager Capital and Major Projects

EXECUTIVE SUMMARY

The purpose of this report is to recommend Council awards contract CT2021128 for Minor Building Trades and Maintenance Works Panel to the recommended suppliers.

This contract is required in order to ensure continuity of Council's building asset management obligations for Council's diverse building and asset portfolio.

Council sought tenders from minor building trades and maintenance works providers to establish a panel of qualified and experienced suppliers, with the capability and expertise to perform a wide range of building refurbishments and maintenance works.

The provision of works under the contract is structured in two packages. Package A calls for contractors to undertake reactive trades maintenance services for Council based tendered rates. Package B seeks to pre-qualify contractors to quote for a wide range of capital works and building renewal works.

The Request for Tender (RFT) for CT2021128 for Minor Building Trades and Maintenance Works Panel was issued to market on 22 January 2022. The tender closed on 24 February 2022.

Officer Recommendation

That Council:

- 1) Awards contract CT2021128 Minor Building Trades and Maintenance Works Panel – **Package A** Reactive Trades Maintenance for a principal contract term of four years with a one-year option to extend commencing on 2 July 2022 (with services to be charged as per tendered schedules of rates subject to CPI adjustments) to the following tenderers _____
- 2) Awards contract CT2021128 Minor Building Trades and Maintenance Works Panel – **Package B** Capital Works and Renewal Projects for a principal contract term of four years with a one-year option to extend commencing on 2 July 2022 to the following tenderers _____
- 3) Authorises the Chief Executive Officer to finalise and execute the contract documents on behalf of Council.
- 4) Authorises the Chief Executive Officer to review and approve the option to extend the contract subject to satisfactory performance reviews.

BACKGROUND / KEY INFORMATION

This contract has been developed to pre-qualify suitable building construction, maintenance contractors for capital projects and minor building repairs and maintenance works. This contract is required in order to ensure continuity of Council's building asset management obligations and to undertake general building maintenance across Darebin's broad portfolio of facilities.

The contract is structured into two separate packages of services:

Package A – Reactive Trades Maintenance

Package A seeks reliable and experienced contractors that will act as Council's building trades professionals. Undertaking a wide range of reactive services across Council's portfolio of approximately 350 buildings and associated structures, the successful contractors will be available to undertake minor repairs and installations at Council's request 24 hours per day, seven days a week. The types of reactive trades maintenance services that are included in scope are:

- Providing technical advice on general building condition, the need for building component renewals and general maintenance requirements
- Undertaking building repairs and renewal works as requested
- Tending to urgent building related matters
- Installing furniture and equipment
- Working collaboratively with other building services providers to ensure the effective maintenance and operation of facilities

As communicated in the invitation to tender, suppliers awarded package A will also be awarded package B to form part of the panel for capital works and building renewal projects.

Package B – Capital Works and Renewal Projects

Package B seeks to pre-qualify a number of building construction contractors to deliver a diverse range of small to medium building refurbishment work projects through funding in Council's annual capital works program. Working closely with project managers from the Capital and Major Projects department, the successful contractors will be responsible for end-to-end delivery of community infrastructure-based projects to a high standard. The scope of services for package B includes:

- Providing quotations for a wide range of capital works
- Undertaking capital works on behalf of Council
- Conducting works in a safe and compliant manner

Identifying opportunities to improve sustainability outcomes through building works

Previous Council Resolution

At its meeting on 11 June 2019, Council resolved that:

'That Council:

1. *Enters into individual contracts with the following tenderers for the provision of Trades and Minor Building Works under CT201846 with an initial 2 year term plus 2 options to extend for 1 year each bringing the total contract to 4 years at an estimated cumulative amount of \$24.0 million (including GST). The contracts to commence on 1 July 2019 and expire on 30 June 2023 if all options are exercised.*
 - *Arden Building Maintenance Pty Ltd*
 - *McCormack Property Services Pty Ltd*
 - *Sherwood Construction Solutions Pty Ltd*
 - *DCFM Australia Pty Ltd*
2. *Authorises the Chief Executive Officer to finalise and execute the contracts on behalf of Darebin Council.*
3. *Authorises the Chief Executive Officer to exercise options for extensions if and when required.'*

The first option to extend the contract was exercised in 2021. Officers opted not to exercise the second option for extension and to re-tender the contract to secure more commercially advantageous outcomes and to broaden the scope of services to be delivered by the panel providers.

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 2: Prosperous, Liveable and Flourishing

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 2: Prosperous, Liveable and Flourishing

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

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

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

DISCUSSION

Public Tender

In accordance with Council's Social and Sustainable Procurement Policy, a public tender methodology was adopted. Tenders were advertised on Council's online portal website and in The Age newspaper. Tender conditions were based on Council's standard request for tender documentation and contract conditions were based on Council's agreement for the provision of general works.

Request for Tender

The request for tender was issued on 22 January 2022 and closed on 24 February 2022. Details of the tenderers that submitted proposals by the closing date and time are outlined in Confidential **Appendix A** issued under separate cover.

Tender Evaluation

Submissions were evaluated against the following pre-established criteria:

- Price of goods and services and value for money
- Service delivery and resourcing plan
- Experience and expertise
- Sustainable initiatives and practices
- Local business content
- Social initiatives and practices

The evaluation details and scoring from the tender evaluation panel is provided in the Confidential Appendix A issued under separate cover.

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES

Financial Management

The provision of works under the contract form part of council's annual capital works and operating budgets. In relation to package A, tenderers awarded this package of services will be asked to complete reactive trades maintenance based on the tendered schedules of rates. In relation to package B, tenderers awarded this package of works will be invited to quote individual projects on a case by case basis. No work has been guaranteed under these panel contracts. Confidential **Appendix A** provides analysis on the financial implications of the tender recommendations.

Probity

As the contract value is expected to exceed \$1 million over the term, Anne Dalton & Associates was appointed as the probity advisor for this procurement. At the conclusion of the evaluation process the probity advisor stated, "*that all probity requirements have been met*".

A copy of the probity advisor's report is included as Confidential **Appendix B** issued under separate cover.

Community Engagement

The need for community engagement is not considered necessary in order to establish this panel. Community consultation will be undertaken for specific projects in the future if required.

Other Principles for Consideration

Overarching Governance Principles and Supporting Principles

- a) Priority is to be given to achieving the best outcomes for the municipal community, including future generations;

Public Transparency Principles

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

Service Performance Principles

- c) Quality and cost standards for services set by the Council should provide good value to the municipal community;

COUNCIL POLICY CONSIDERATIONS

Environmental Sustainability Considerations (including Climate Emergency)

The five preferred tenderers demonstrated a strong commitment to sustainable initiatives and practices, and all scored highly for this criterion.

Equity, Inclusion, Wellbeing and Human Rights Considerations

In line with Darebin's Social and Sustainable Procurement policy, tender evaluation criteria gave weight to social initiatives and practices. Tenderers were asked to consider how their business activities demonstrated a commitment to address disadvantage and improve equity to deliver social value and positive social outcomes, including a commitment to employment of youth, disadvantaged and aboriginal people.

Economic Development and Cultural Considerations

Evaluation criteria gave weight to Darebin based businesses. In addition, businesses that could demonstrate a local economic contribution through regular purchasing from local traders or the employment of local people were viewed favourably in line with evaluation criteria.

Operational Impacts

The contract will be overseen by Council's Capital and Major Projects department. The panel arrangement will be supported by the implementation of business rules that will set out how quotations are to be sought from panel suppliers for minor capital works. Before proceeding with any quoted works, approval to proceed will be sought from the appropriate financial delegate.

Legal and Risk Implications

Once this contract is awarded each company will be responsible for all OH&S risks including site safety where applicable.

COVID-19 Impacts and Considerations

The impacts of COVID-19 require all contractors to have a Covid safe plan, and this was a requirement in tender evaluation.

IMPLEMENTATION ACTIONS

The contract is scheduled to commence on 2 July 2022. The contract will be for an initial term of four years, with an option to extend for a further one year. Tenderers will be notified of the outcome in early June 2022.

Attachments

- Contract Award - CT2021128 Minor Building Trades & Maintenance Works Panel (**Appendix A**) Confidential - enclosed under separate cover
- Probity 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 conflicts of interest in a matter to which the advice relates.

The General Manager Operations and Capital declared conflicts of interest in this procurement matter. The conflicts were reported to the Chief Executive Officer (CEO), Chief People Officer, Coordinator Procurement and Contracting and the Coordinator Council Business. The existing conflict of interest management plan in place for the senior officer was enacted and its implementation is supervised by the CEO. The General Manager Operations and Capital took no further part in the procurement process after the declaration was made and has not been involved in any part of the evaluation process or the approval of this report.

8.15 NAMING OF THE SHOW COURT WITHIN NARRANDJERI STADIUM**Author:** Senior Property Officer**Reviewed By:** General Manager, Governance and Engagement

EXECUTIVE SUMMARY

This report provides information on advice received from Geographic Names Victoria (GNV) that the name Aunty Patricia Ockwell Court endorsed by Council on 26 April 2022 as the name for the Show Court at Narrandjeri Stadium is not compliant with GNV's Naming Rules, and proposes that the name Patricia Ockwell Court, which is compliant, and received the majority vote in the online survey (voting poll) be endorsed as the name for the Show Court.

Officer Recommendation

That Council:

Having completed 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; and given notice of feedback by way of an online survey and on Council's webpage:

- (1) Notes that advice has been received from Geographic Names Victoria that the name Aunty Patricia Ockwell Court for the show Court is not compliant with the Geographic Names Victoria's Naming Rules;
- (2) Rescinds the Council Resolution made on 26 April 2022 to endorse the name Aunty Patricia Ockwell Court as the name for the Show Court;
- (3) Endorses the preferred name from the online survey results for the Show Court to be named Patricia Ockwell Court;
- (4) Delegates the Manager, Property and Asset Strategy to lodge the application to the Geographic Names Victoria for the naming of the Show Court within Narrandjeri Stadium to be the Patricia Ockwell Court;
- (5) Delegates Council officers to arrange installation of signage which will include the words to name the Show Court within Narrandjeri Stadium, Patricia Ockwell Court, with an interpretative statement under the formal name to state "In recognition of Aunty Patricia Ockwell", subject to approval of the formal name by Geographic Names Victoria.
- (6) Writes to the Wurundjeri Council to advise of this decision and thank them for their support to date.

BACKGROUND / KEY INFORMATION

This report provides history and background relating to the Council Resolution of 26 April 2022 to name the Show Court within Narrandjeri Stadium to Aunty Patricia Ockwell Court, and the proposed rescission of that Resolution as the inclusion of the word "Aunty" is not compliant with GNV's Naming Rules, and a recommendation that Council endorse the name Patricia Ockwell Court which is compliant with GNV's Naming Rules and is the preferred name by majority vote in the voting poll for the naming of the Show Court.

Previous Council Resolution

At its meeting held on 26 April 2022, Council resolved:

That Council:

Having completed 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; and; given notice of feedback by way of an online survey and on Council’s webpage:

- (1) Endorses the preferred name from the online survey results and supplementary information for the Show Court to be named Aunty Patricia Ockwell Court;*
- (2) Delegates the Manager, Property and Asset Strategy to lodge the application to the Geographic Names Victoria for the naming of the Show Court within Narrandjeri Stadium to be the Aunty Patricia Ockwell Court;*
- (3) Delegates Council officers to arrange installation of signage to name the Show Court within Narrandjeri Stadium, Aunty Patricia Ockwell Court, subject to approval of this name by GNV.*
- (4) Writes to the Wurundjeri Council to advise of this decision and thank them for their support to date.’*

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 1: Vibrant, Respectful and Connected

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 4 Responsible, Transparent and Responsive

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

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

DISCUSSION

Council made a Resolution on 26 April 2022 to endorse the name “Aunty Patricia Ockwell Court” as the preferred name for the Show Court at Narrandjeri Stadium, and that it be submitted to Geographic Names Victoria (GNV) for registration. A copy of the Council Report dated 26 April 2022 is attached at **Appendix A**.

The name that received the majority vote in the voting poll for the naming of the Show Court was Patricia Ockwell Court. Comment was received during and following consultation from the indigenous community and the broader Darebin community that the word “Aunty” should be added to the name as a sign of respect for Aunty Patricia Ockwell.

The Council Resolution made 26 April 2022 must be rescinded as GNV has advised that the name “Aunty Patricia Ockwell Court” does not comply with the GNV Naming Rules, because:

1. Feature names are limited to three words, and one of those words must indicate the type of feature, for example stadium, park, and in this instance court. The addition of the word “Aunty” to the proposed name results in it exceeding the three word limit.
2. It does not allow titles in names, for example Mr, Mrs, Aunty, Uncle.
3. If community consultation is by way of a voting poll, then GNV will only accept an application for the name as it appears in the voting poll which has the majority vote. The voting poll states that the name that will be approved will be the one that receives the majority vote. The preferred name cannot be changed in response to feedback received during the consultation period.

A new Council resolution is required to endorse the name “Patricia Ockwell Court” to comply with the GNV Naming Rules and the statutory process.

GNV gave in principle support for the name Patricia Ockwell Court prior to the commencement of community consultation.

The Council resolution endorsing the name and the voting poll results must be submitted to GNV when making application for registration of the name.

GNV has advised that it is acceptable to include an interpretive statement under the name on the formal sign giving recognition to Patricia Ockwell’s status as Aunty. It is proposed to include the words “In recognition of Aunty Patricia Ockwell” under the name Patricia Ockwell Stadium on the formal sign.

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES

Financial Management

None to consider in this Report.

Community Engagement

The Community Engagement is outlined in the Council Report dated 26 April 2022.

The result of the online survey (voting poll) which was carried out as part of the community engagement to determine the preferred name by a majority vote is included in this Report. The majority vote was for the name Patricia Ockwell Court.

Following acceptance of the name change from the GNV, Officers will work with relevant departments for appropriate signage to be displayed.

Consultation will be completed by communication with:

- Council Departments;
- Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation;
- All respondents to the survey
- Darebin Local Community and Businesses;
- Local networks; and
- Geographic Names Victoria

Other Principles for consideration

Overarching Governance Principles and Supporting Principles

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

Public Transparency Principles

- (d) Public awareness of the availability of Council information must be facilitated

Strategic Planning Principles

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

Service Performance Principles

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

COUNCIL POLICY CONSIDERATIONS

Environmental Sustainability Considerations (including Climate Emergency)

None to consider in this Report

Equity, Inclusion, Wellbeing and Human Rights Considerations

Officers have addressed factors of equity, inclusion, wellbeing and human rights through the development of the Community Engagement Plan which was taken into consideration when commencing community consultation.

Economic Development and Cultural Considerations

Officers carefully incorporated cultural considerations throughout the naming process and it was with the best intentions and to respect feedback received that the name 'Aunty Patricia Ockwell Court' was proposed to Council at its meeting on 26 April 2022.

Officers have explored options with Geographic Names Victoria to address this through the addition of an interpretive statement being included on the formal sign that states "In recognition of Aunty Patricia Ockwell" under the name Patricia Ockwell Stadium.

Operational Impacts

None in this Report

Legal and Risk Implications

It is recommended that Council resolve to endorse the proposed naming of the Show Court within Narrandjeri Stadium to Patricia Ockwell Court and lodge the proposal with the GNV. This would be consistent with the outcomes of the community consultation process, Council's commitment to reconciliation, and GNV's Naming Rules.

The inclusion of interpretative text in the signage "In recognition of Aunty Patricia Ockwell" and consultation with the Traditional Owners advising that the inclusion of "Aunty" in the name is not permitted by GNV should mitigate any dissatisfaction that the word "Aunty" cannot be included in the name.

Council could resolve to abandon the proposal, take no action or may make no resolution on the matter. If Council, choose to abandon the project then the Show Court will remain unnamed.

Council may, at some time in the future, resolve to recommence the statutory process.

IMPLEMENTATION ACTIONS

If Council accepts the Officer recommendation an application to the Geographic Names Victoria will be made for the Registrar's consideration.

RELATED DOCUMENTS

- Council's Road and Place Naming Policy 2014
- *Geographic Place Names Act 1998*
- *Local Government Act 2021*
- *Naming Rules for Places in Victoria – Statutory requirements for naming roads, features and localities 2016*
- *Darebin's Community Engagement Policy 2021*
- Breathing Space; The Darebin Open Space Strategy

Attachments

- Council Report 26 April 2022 (**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 conflicts of interest in a matter to which the advice relates.

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

COUNCIL MEETING

26 APRIL 2022

REPORT INFORMATION

Meeting Type:	Council
Meeting Date:	Tuesday, 26 April 2022 at 6.00pm
Special Meeting:	No
Late Report:	No
Confidential Report:	No
Included in Meeting:	Yes
Report Type:	Standard Report
Agenda Section:	Consideration of Reports
File Name:	CO20220426_851_2006_4.DOCX
Directory:	\\PRS-INFOC-16p\INFOCOUNCIL\DOCUMENTS\Council\Reports
Subject:	Naming of the Show Court within Narrandjeri Stadium
Item Number:	8.2
File/Record Number:	
Folder/Container:	
Author:	Josie MACCARTNEY - Coordinator Leisure Contracts
Keywords:	Naming of the Show Court within Narrandjeri Stadium
Comments:	
Creation Date:	Monday, 4 April 2022 12:30:14 PM
Late Accessed:	Wednesday, 20 April 2022 12:35:31 PM
Last Saved On:	Wednesday, 20 April 2022 12:35:31 PM
Last Saved By:	Michelle Martin
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Number of Words:	2827
Number of Characters:	15539
Attachment Count:Deferred/Referred:	4

COUNCIL MEETING

26 APRIL 2022

8.2 NAMING OF THE SHOW COURT WITHIN NARRANDJERI STADIUM

Author: Coordinator Leisure Contracts
Manager Property & Asset Strategy

Reviewed By: General Manager, Governance and Engagement

EXECUTIVE SUMMARY

This report provides information on the outcome of the statutory process for the proposed naming of the Show Court within Narrandjeri Stadium at John Cain Memorial Park

Based on the survey results, and supplementary information in the submissions received, it is recommended that Council endorse Aunty Patricia Ockwell as the name for the Show Court and lodge the naming proposal with the Geographic Names Victoria (GNV).

Officer Recommendation

That Council:

Having completed 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; and; given notice of feedback by way of an online survey and on Council's webpage:

- (1) Endorses the preferred name from the online survey results and supplementary information for the Show Court to be named Aunty Patricia Ockwell Court;
- (2) Delegates the Manager, Property and Asset Strategy to lodge the application to the Geographic Names Victoria for the naming of the Show Court within Narrandjeri Stadium to be the Aunty Patricia Ockwell Court;
- (3) Delegates Council officers to arrange installation of signage to name the Show Court within Narrandjeri Stadium, Aunty Patricia Ockwell Court, subject to approval of this name by GNV.
- (4) Writes to the Wurundjeri Council to advise of this decision and thank them for their support to date.

BACKGROUND / KEY INFORMATION

This report provides history and background relating to proposed naming of the Show Court within Narrandjeri Stadium to the Aunty Patricia Ockwell Court, as well as the outcome of the statutory process and recommendation following the results of the online survey and community consultation.

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 are the Traditional Owners of the land on which Darebin stands today. Whilst this decision relates to the naming

COUNCIL MEETING**26 APRIL 2022**

of a building property on land owned by Council, the same principles have been applied to align with the intent of Council's *Breathing Space* position.

The construction of Narrandjeri Stadium is now complete, which includes four indoor sports courts, one of which is a standalone show court with 340 spectator seats. Narrandjeri Stadium is located at John Cain Memorial Park, 281 Darebin Road, Thornbury and is shown on the attached plan in **Appendix A**.

Previous Council Resolution

At its meeting held on 22 February 2021, Council resolved:

'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'*

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 1: Vibrant, Respectful and Connected

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 4 Responsible, Transparent and Responsive

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

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

DISCUSSION

Through the development of Narrandjeri Stadium, Council are responsible in the naming of the facility and have chosen to name the Show Court within the stadium. Council have liaised with Wurundjeri Council seeking cultural input throughout the course of the planning and design phases. In September 2020 Council officers met with Elders of the Wurundjeri Council to submit a naming request form seeking viable names for the both the Stadium and the Show Court within the facility. Council requested the Elders to provide names that had a clear link to

COUNCIL MEETING**26 APRIL 2022**

sporting achievements. In October 2020, the Wurundjeri Council provided the names of two female athletes for consideration for the naming the Show Court within the facility.

- **Patricia Ockwell** - Aunty Patricia Ockwell is a Senior Wurundjeri Elder who should have been in the 1956 Olympic Games for running. Aunty Pat went on to have a large involvement with community and activism. In the 1970's Aunty Pat began working in Aboriginal Hostels. Her work at hostels included establishing relationships with local police and setting up a system that allowed young offenders to be released into Pat's care at the hostel, until they needed to appear in court. For those who served their time and were due for release, Pat also established an arrangement for their final 28 days to be within the hostel, so she could assist them with transition back to community life and getting jobs.
- **Marcia Ella-Duncan** – 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.

Due to a conflict of interest of Marcia's current consultancy work, the Major Projects Project Control Group agreed to progress the option of naming the show court after Patricia Ockwell. The Ockwell family have consented to the use of the name.

An application was made 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. In April 2021, Council received GNV support for the use of the name Patricia Ockwell, which was to form part of the community consultation.

In accordance with the requirements of the *Geographic Place Name Act 1998 (Act)*, the *Names rules for places in Victoria – Statutory requirements for naming roads, features and localities 2016 (Rules)*, and Council's Road and Place Naming Policy 2014 (Policy), Council is required to undergo a statutory consultation process before a public road, feature or locality can be named or renamed.

The statutory process commenced on 18 February 2022, ending on 21 March 2022. The community were asked to vote on their preferred use of the name:

- Ockwell Court
- Patricia Court
- Patricia Ockwell Court

A total of 83 completed submissions via the online survey were received. With 76% of the total vote, Patricia Ockwell Court was overwhelming the preferred use of the name.

In addition to the survey, supplementary feedback was received from several submissions, that out of respect for Patricia Ockwell, Aunty should be placed in front of her name.

This report recommends that Council accepts the recommendation and endorses the naming of the Show Court within Narrandjeri Stadium to Aunty Patricia Ockwell Court.

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES**Financial Management**

None to consider in this report

COUNCIL MEETING

26 APRIL 2022

Community Engagement**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 *Naming 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).

Statutory Process

The statutory process (community consultation) occurred from 18 February 2022 to 21 March 2022. It provided the community with an opportunity to submit their feedback via an online survey on the naming proposal of the Show Court. People could comment on the proposal; they could object to the proposal or provide comment on it without expressing support or opposition. Submissions had to explain why a proposal is opposed/supported and include the signatories printed name and address.

In accordance with *Section 55 of the Local Government Act 2021* and Council's *Community Engagement Policy 2021*, Council has committed to reaching all sections of the diverse community and provide an opportunity to give feedback and be involved when forming decisions in a way that is accessible, appropriate and welcoming. Council, at a minimum, will engage with our diverse community and engage with the Aboriginal and Torres Strait Islander peoples.

The Geographic Names Victoria (GNV) advised that the naming of a geographic feature is slightly different than naming something where an address is affected (road or locality). The minimum requirement (currently) is to advertise in a local paper. They advised that they accepted Council proposed Consultation as shown below-

- An online survey (**Appendix B**) which was available to all members of the Darebin Community. The online survey was translated into the top 5 languages spoken at home within that area and available if required;
- Posters (**Appendix C**) were placed at Darebin facilities including but not limited to; Darebin Libraries, RLC, Northcote Town Hall, Darebin Arts Centre, Youth Hub at Northland, and local businesses within the surrounding areas.
- Emails were sent to local networks (Schools, Neighbourhood Houses, Libraries, Local Aboriginal Networks at Wurundjeri Corporation, Darebin's Advisory Committees and other external organisations) encouraging their feedback, to share the email to their networks and to print the poster and display to further promote the naming of the Show Court; and
- Information was uploaded to Darebin Council's "Your Say" pages, Corporate website, and socials to promote the naming of the Show Court and how to provide feedback.

1. Online survey Results

The statutory process closed on 21 March 2022 with a total of 103 submissions via the online survey (**Appendix D**).

COUNCIL MEETING

26 APRIL 2022

- 83 submissions were 100% complete
- 6 submission were disqualified as they responded they were not willing to provide personal information.
- 12 submissions were partial responses to the online survey. They responded they were willing to provide personal information, however did not provide adequate address or contact information as specified as required by the Geographic Names Victoria.
- 76% identify at female, 11% speak another language other than English at home, 11% identify as Aboriginal or Torres Strait Islander, 11% identify as having a disability.
- 1 submission provided objections of comments
 - *This is not genuine community consultation. You can vote for anyone you like so long as it's Patricia Ockwell. What about putting forward some names of people who have a more substantial connection with Darebin? People who actually live and work here: Georgina Lovett Williams, Alma Thorpe, Christos Tsiolkas, Lisa Weightman and Carol Cooke come to mind.*

There is a requirement in the Naming Rules that if an objection is received during the consultation period that the Registrar will only consider the application following a 30-day period where the submitters get an additional chance to appeal. Council Officers have consulted with the GNV in the past where we have been advised that the naming authority (being Council) will need to review the objections and use its discretion when deciding which are valid objections, i.e. the proposed name is non-compliant to the naming rules or the process being followed is incorrect. If the 'objections' received do not fit into these categories, then there would be no requirement for Council to offer the opportunity to appeal to the Registrar of Geographic Names

The GNV have advised in the past that the following would not be considered a valid objection;

- Suggesting an alternative name;
- Use of vulgar language; and
- Not liking a name

The GNV advised that the following could likely be a valid objection;

- Name is confusing

Councillors are expected to read the objection and take them into consideration when making any resolution. The naming proposal is considered to conform to the principles and statutory requirements of the naming rules.

2. Lodging Naming Proposal & Registration

Should Council resolve to endorse the recommendation made by the Community, the naming proposal will be lodged with the Geographic Names Victoria (GNV).

The Registrar of Geographic Names (Registrar) will undertake all necessary reviews to ensure compliance with the Act and the Rules. Given Council has received an objection during the statutory process, the proposal may not be considered by the Registrar for 30 days after Council's resolution and notification to submitters. This 30-day period provides that 1 submission which raised objection to the proposal with the opportunity to lodge an appeal to the GNV. If there are no appeals received, the Registrar will proceed with considering the

COUNCIL MEETING**26 APRIL 2022**

proposal. If there is an appeal it will only be reviewed by the Registrar if the objector can demonstrate that either:

- that Council in its capacity as naming authority, did not consider the objections during its deliberations; and
- the proposal does not reasonably conform to the principles and statutory requirements of the naming rules.

If the proposal is accepted, a gazettal notice will be published in the Victoria Government Gazette. The notice will act as the official notification that the name will be registered in VICNAMES.

The Registrar will inform Council, in its capacity as the local naming authority, that the official name has been registered in VICNAMES. All signage must then be erected within 30 days of being notified from the GNV. It is only after Council has been notified by the GNV that it can officially commence using the registered name.

3. Implementation of Name Change

Following acceptance of the name change from the GNV, Officers will work with relevant departments for appropriate signage to be displayed.

Consultation will be completed by communication with:

- Council Departments;
- Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation;
- All respondents to the survey
- Darebin Local Community and Businesses;
- Local networks; and
- Geographic Names Victoria

Other Principles for consideration**Overarching Governance Principles and Supporting Principles**

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

Public Transparency Principles

- (d) Public awareness of the availability of Council information must be facilitated

Strategic Planning Principles

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

COUNCIL MEETING**26 APRIL 2022**

Service Performance Principles

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

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

None to consider in this report

Equity, Inclusion, Wellbeing and Human Rights Considerations:

Officers have addressed factors of equity, inclusion, wellbeing and human rights through the development of the Community Engagement Plan which was taken into consideration when commencing community consultation.

Economic Development and Cultural Considerations

None to consider in this report

Operational Impacts

None to consider in this report

Legal and Risk Implications

It is recommended that Council resolve to endorse the proposed naming of the Show Court within Narrandjeri Stadium to Aunty Patricia Ockwell Court and lodge the proposal with the GNV. This would be consistent with the outcomes of the community consultation process and Council's commitment to reconciliation.

Council could resolve to abandon the proposal, take no action or may make no resolution on the matter. If Council, choose to abandon the project then the Show Court will remain unnamed.

Council may, at some time in the future, resolve to recommence the statutory process.

IMPLEMENTATION ACTIONS

If Council accepts the Officer recommendation an application to the Geographic Names Victoria will be made for the Registrars consideration.

RELATED DOCUMENTS

- Council's Road and Place Naming Policy 2014
- *Geographic Place Names Act 1998*
- *Local Government Act 2021*
- *Naming Rules for Places in Victoria – Statutory requirements for naming roads, features and localities 2016*
- *Darebin's Community Engagement Policy 2021*
- Breathing Space; The Darebin Open Space Strategy

Attachments

- Site Plan (**Appendix A**)

COUNCIL MEETING**26 APRIL 2022**

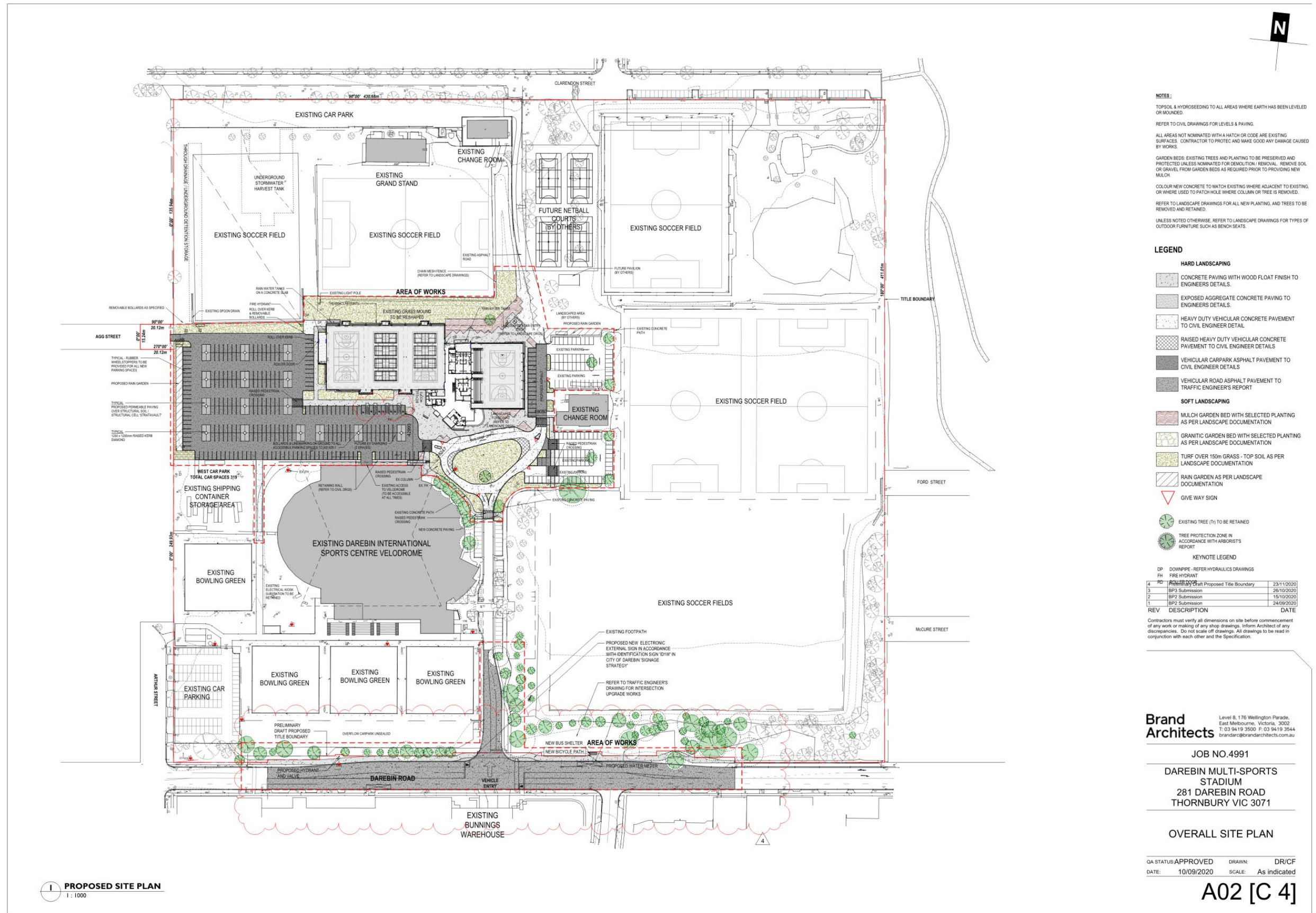
- Submission Form (Online survey) (**Appendix B**)
- Poster (**Appendix C**)
- Survey Results - Submissions Analysis (**Appendix D**)

DISCLOSURE OF INTEREST

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

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

26 APR 2022



Brand Architects Level 8, 176 Wellington Parade, East Melbourne, Victoria, 3002
T: 03 9419 3500 F: 03 9419 3544 brandarc@brandarchitects.com.au

JOB NO.4991

DAREBIN MULTI-SPORTS STADIUM
281 DAREBIN ROAD
THORNBURY VIC 3071

OVERALL SITE PLAN

QA STATUS APPROVED DRAWN: DR/CF
DATE: 10/09/2020 SCALE: As indicated

A02 [C 4]

26 APR 2022

18 February 2022



To whom it may concern,

RE: Naming of the Show Court at Narrandjeri Stadium submission form

Please find enclosed a paper copy for the Naming of the Show Court at Narrandjeri Stadium Submission Form.

Please return your completed submission form to the below address before March 21 2022.

Leisure Major Projects Officer
Darebin City Council
274 Gower Street
Preston VIC 3072

Yours sincerely

Josie MacCartney
Leisure Major Projects Officer
Recreation and Libraries
T 03 8470 8303

Darebin City Council
ABN 75 815 980 522

Postal Address
PO Box 91
Preston VIC 3072
T 03 8470 8888
darebin.vic.gov.au

National Relay Service
TTY dial 133 677
or Speak & Listen
1300 555 727 or
iprelay.com.au
then enter
03 8470 8888

Speak your language
T 03 8470 8470
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हिंदी
Italiano
Македонски
Soomalii
Tiếng Việt

26 APR 2022

Naming of the Show Court at Narrandjeri Stadium submission form



the place
to live

The Show Court within Narrandjeri Stadium is ready to be named and we would love your feedback.

After consultation with the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation, Darebin City Council is proposing to use the name Patricia Ockwell for the Show Court, to better recognise and reflect the Wurundjeri history of the local area and promote female participation in sport.

For more information about Patricia Ockwell and the project, head to the Your Say Darebin Project Page www.yoursaydarebin.vic.gov.au/naming-show-court-narrandjeri-stadium

As this is a statutory process, an address must be supplied for your vote to be valid.

Privacy Statement

The collection and handling of personal information is in accordance with Council's Privacy Policy which is displayed on Council's website www.darebin.vic.gov.au/ and available for inspection at, or collection from, Council's Customer Service Centres.

The personal information that we collect from you in this survey will be treated confidentially in accordance with the Privacy and Data Protection Act 2014. It will only be used for the primary purpose of this engagement and for no other purpose without your consent. The information is being collected for data integrity purposes to minimise the risk of multiple submissions. Your personal information will not be linked with any of your responses provided in this engagement. When making any comments, please do not include any personal information if you would not like it to be accessible for public viewing, and please do not identify specific people by name for the sake of their privacy.

Council uses the service of Alchemer for the collection, aggregation and analysis of the data that you provide. The information that you provide is transferred directly to Alchemer via a secure survey link and is stored in Alchemer's secure data warehouse at Louisville.

Personal information collected from you in this survey will be stored with Alchemer until the end of the survey collection and not in Victoria and/or Australia. Please note that if your information is stored in Victoria and/or Australia you are afforded certain protections and rights under the Victorian Privacy and Data Protection Act 2014 and the Information Privacy Principles (IPPs). Once transferred out of Victoria and/or Australia, these protections may not apply to your information.

By participating in this survey, you consent to the storage of the information provided offshore (outside of Australia). This means that once you have chosen to participate in this survey, Council will endeavour to ensure that Alchemer will protect your data in accordance with the Australian Privacy Principles by adhering to a signed contract between both parties.

Darebin City Council
ABN 75 815 980 522

Postal Address
PO Box 91
Preston VIC 3072
T 03 8470 8888
darebin.vic.gov.au

National Relay Service
TTY dial 133 677
or Speak & Listen
1300 555 727 or
iprelay.com.au
then enter
03 8470 8888

Speak your language
T 03 8470 8470
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Ελληνικά
हिंदी
Italiano
Македонски
Soomalii
Tiếng Việt

26 APR 2022

1) Darebin Council has introduced a new approach for all engagements with the community and is collecting some personal information from all participants, such as name and email address or postal address, and postcode.*

- Yes - I am happy to proceed and provide my personal information
- No - I prefer not to provide my personal information
- No - I am unable to provide this information as I do not have an email address or postal address and postcode

2) Do you support the proposal of using Patricia Ockwell’s name for the Show Court?*

- Yes

Please vote for your preferred name:

- Ockwell Court
- Patricia Court
- Patricia Ockwell Court
- No

Please explain your reason/s for your objection.

Note: To provide a formal objection to the proposal, you must include reason/s for your objection (you are welcome to write on a separate piece of paper if you need more room)

3) What is your connection with Darebin? (choose all that apply) *

- I live in Darebin
- I work in Darebin
- I study in Darebin
- I own a business in Darebin
- I visit Darebin

4) What is your age group?*

- 15 and under (note: please let a parent or guardian know you are completing this survey)
- 16-19 45-54
- 20-24 55-64
- 25-34 65-74
- 35-44 75 and over
- I prefer not to say

5) What is your gender?*

- Male
- Female



Darebin City Council
 ABN 75 815 980 522
Postal Address
 PO Box 91
 Preston VIC 3072
 T 03 8470 8888
 darebin.vic.gov.au

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- I identify as: _____
- I prefer not to say

6) Do you speak a language other than English at home?*

- No - English only
- Yes (please specify): _____
- I prefer not to say

7) Are you Aboriginal or a Torres Strait Islander?*

- Yes
- No
- I prefer not to say

8) Do you identify as having a disability?*

- Yes
- No
- I prefer not to say

9) Please provide the following information:*

Name*: _____

Postal address*: _____

What is your postcode? *

- 3070 (Northcote)
- 3071 (Thornbury)
- 3072 (Preston)
- 3073 (Reservoir)
- 3083 (Bundoora/ Kingsbury)
- 3085 (Macleod)
- 3078 (Alphington/ Fairfield)
- Other (please specify): _____*

Email address: _____

Would you like to receive the Your Darebin e-newsletter?

- Yes
- No

Please return the form to:

Leisure Major Projects Officer
Darebin City Council
274 Gower Street
Preston VIC 3072



Darebin City Council
ABN 75 815 980 522
Postal Address
PO Box 91
Preston VIC 3072
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The Show Court within Narrandjeri Stadium is ready to be named.

Let us know what you think!

Voting closes on 21 March 2022



Narrandjeri Stadium will be completed in April. The stadium will hold four indoor courts which can be used for basketball, netball, volleyball, badminton and more.

Please give us your feedback on the name of the Show Court!

After consultation with the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation, Darebin Council proposes to use the name **Patricia Ockwell** for the Show Court to better recognise and reflect the Wurundjeri history of the local area and promote female participation in sport.

Patricia Ockwell is a respected Elder and proud Wurundjeri woman who had a great passion for Wurundjeri people and Country through her work in

hostels, housing and justice. Aunty Pat was a great runner and was on track to attend the 1956 Melbourne Olympics.

Please let us know if you support the name and vote on the 3 proposed options:

1. Ockwell Court
2. Patricia Court
3. Patricia Ockwell Court

HOW TO VOTE

For more information and to register your vote, visit yoursaydarebin.vic.gov.au/naming-showcourt-narrandjeri-stadium

For a hard copy voting form please call 8470 8303.

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

 **National Relay Service**
relayservice.gov.au

If you are deaf, or have a hearing or speech impairment, contact us through the National Relay Service.

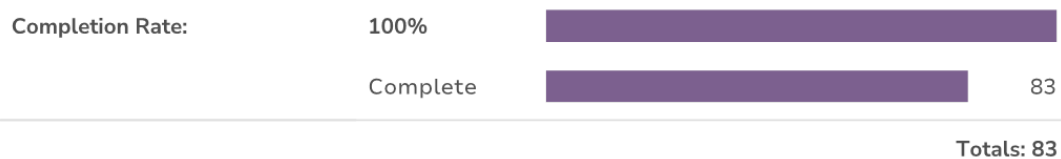
 **Speak Your Language**
 T 8470 8470

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Ελληνικά	Македонски	Soomalii	Tiếng Việt

26 APR 2022

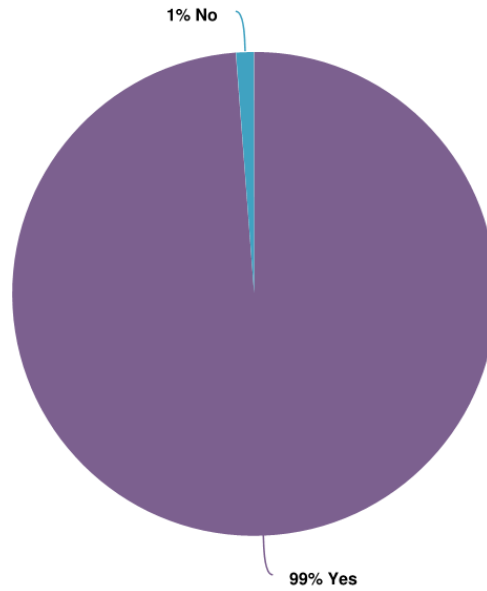
Report for Naming of the Show Court at Narrandjeri Stadium submission form

Response Counts



26 APR 2022

1. Do you support the proposal of using Patricia Ockwell's name for the Show Court?

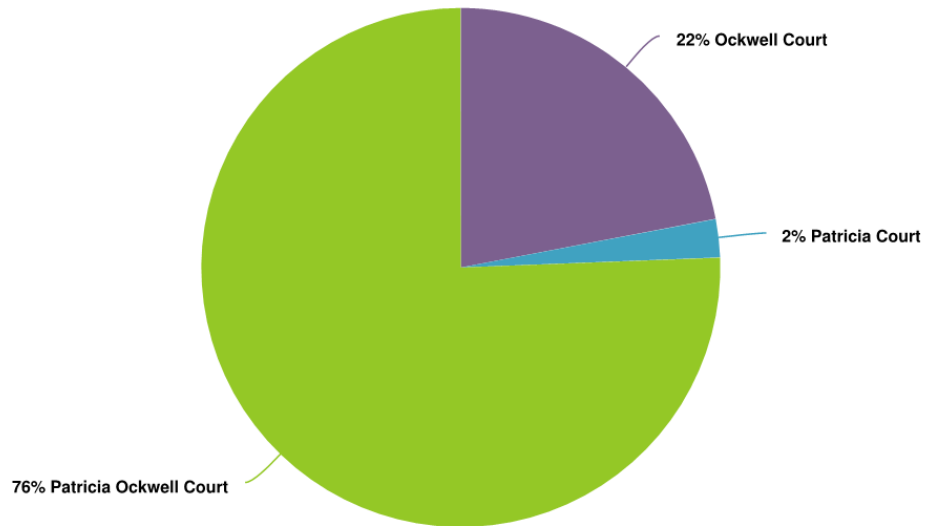


Value	Percent	Responses
Yes	98.8%	82
No	1.2%	1

Totals: 83

26 APR 2022

2. Please vote for your preferred name:



Value		Percent	Responses
Ockwell Court		22.0%	18
Patricia Court		2.4%	2
Patricia Ockwell Court		75.6%	62
			Totals: 82

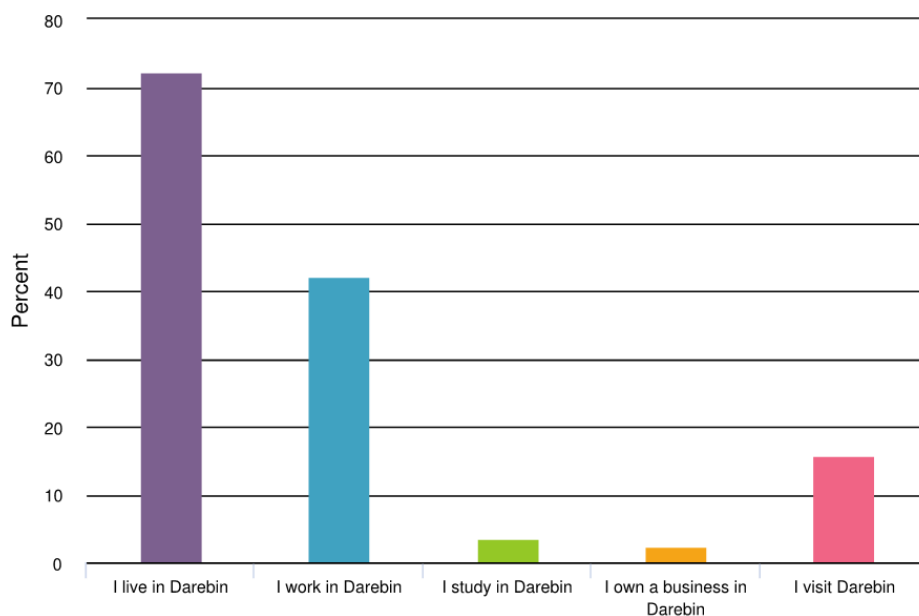
26 APR 2022






3. Please explain your reason/s for your objection. Note: To provide a formal objection to the proposal, you must include reason/s for your objection.

A word cloud of text centered on the page. The words are of various colors and sizes, including: weightman, names, consultation, patricia, darebin, community, georgina, people, putting, christos, alma, ockwell, substantial, live, long, vote, cooke, genuine, lisa, carol, connection, mind, lovett, tsiolkas, and thorpe.

26 APR 2022

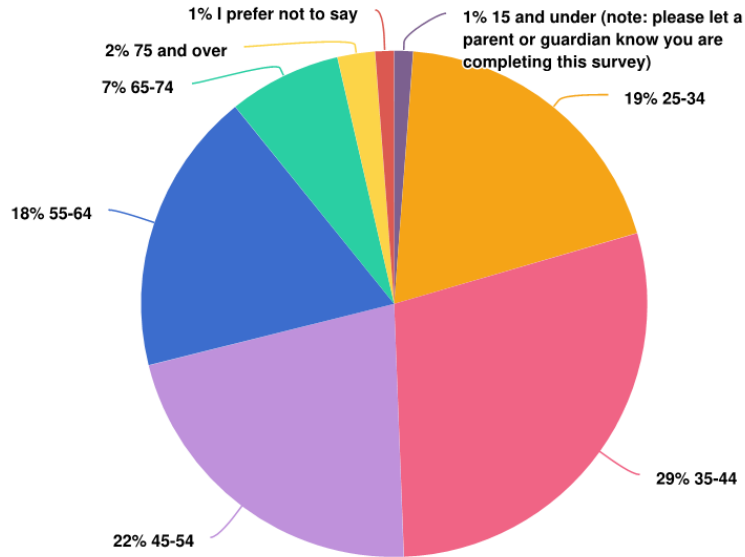
4. What is your connection with Darebin? (choose all that apply)



Value		Percent	Responses
I live in Darebin		72.3%	60
I work in Darebin		42.2%	35
I study in Darebin		3.6%	3
I own a business in Darebin		2.4%	2
I visit Darebin		15.7%	13

26 APR 2022

5. What is your age group?

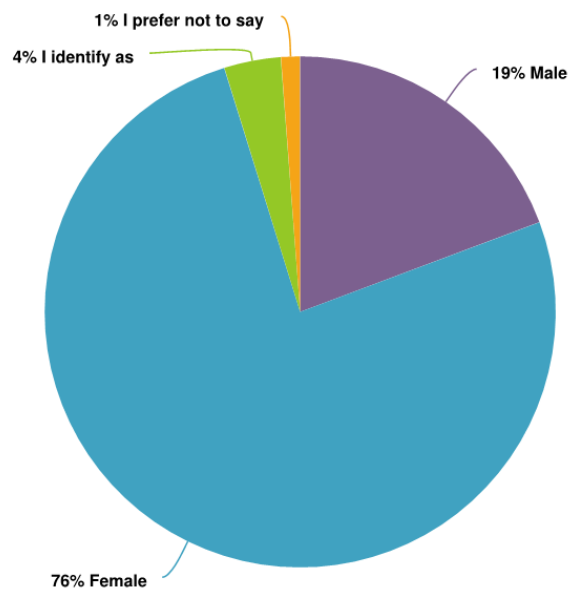


Value	Percent	Responses
15 and under (note: please let a parent or guardian know you are completing this survey)	1.2%	1
25-34	19.3%	16
35-44	28.9%	24
45-54	21.7%	18
55-64	18.1%	15
65-74	7.2%	6
75 and over	2.4%	2
I prefer not to say	1.2%	1

Totals: 83

26 APR 2022

6. What is your gender?

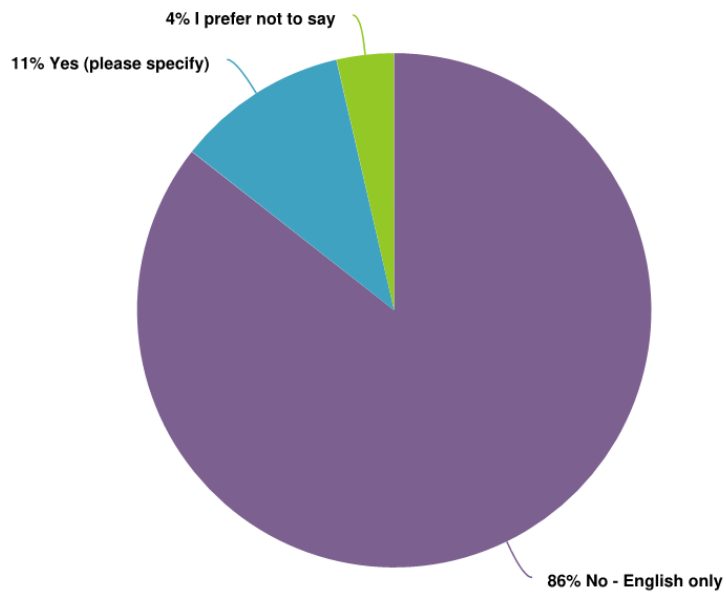


Value	Percent	Responses
Male	19.3%	16
Female	75.9%	63
I identify as	3.6%	3
I prefer not to say	1.2%	1

Totals: 83

26 APR 2022

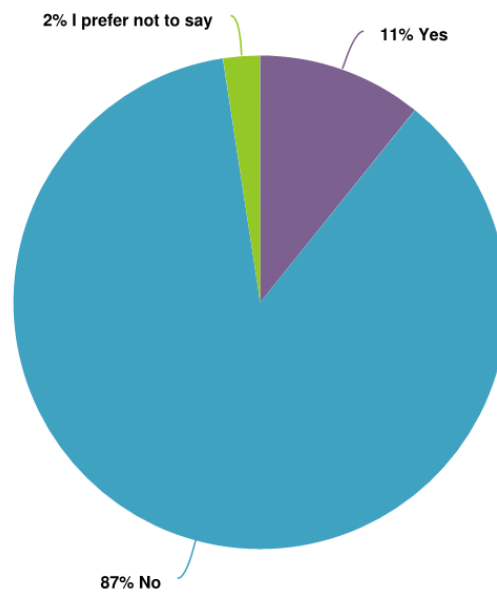
7. Do you speak a language other than English at home?



Value	Percent	Responses
No - English only	85.5%	71
Yes (please specify)	10.8%	9
I prefer not to say	3.6%	3
		Totals: 83

26 APR 2022

8. Are you Aboriginal or a Torres Strait Islander?

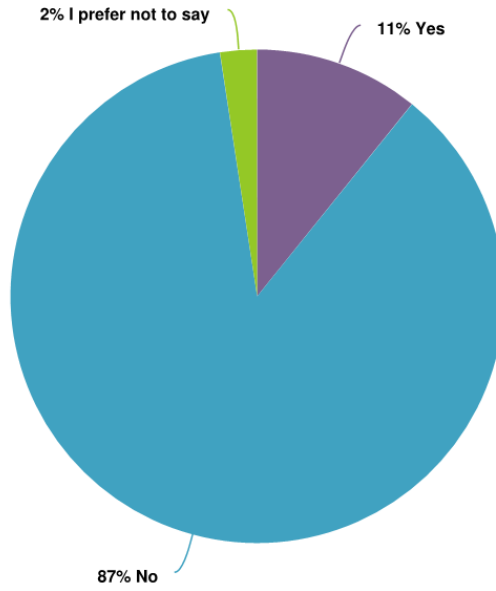


Value		Percent	Responses
Yes		10.8%	9
No		86.7%	72
I prefer not to say		2.4%	2

Totals: 83

26 APR 2022

9. Do you identify as having a disability?



Value	Percent	Responses
Yes	10.8%	9
No	86.7%	72
I prefer not to say	2.4%	2

Totals: 83

8.16 PROPERTY MATTERS**Author:** Manager Property & Asset Strategy**Reviewed By:** General Manager, Governance and Engagement

EXECUTIVE SUMMARY

This report seeks Council approval to declare the road adjoining 4 to 9 Kenwood Court, 19 to 47 Showers Street, 15 to 19 Railway Place West and 32 Oakover Road, Preston a Public Highway and directs that a notice of the declaration be published in the Victorian Government Gazette.

Officer Recommendation

Proposed Public Highway Declaration - Road adjoining 4 to 9 Kenwood Court, 19 to 47 Showers Street, 15 to 19 Railway Place West and 32 Oakover Road, Preston**That Council:**

Having given public notice of a proposal to declare the Road adjoining 4 to 9 Kenwood Court, 19 to 47 Showers Street, 15 to 19 Railway Place West and 32 Oakover Road, Preston, a public highway and having received and heard the written and verbal submissions regarding the proposal at the meeting of Council's Hearing of Submissions Committee held on 8 November 2021, and having considered the submissions:

- (1) Declares the 3.05m wide road and 0.30 to 0.68m wide road (which was formerly a reserve) adjoining 4 to 9 Kenwood Court, 19 to 47 Showers Street, 15 to 19 Railway Place West and 32 Oakover Road, Preston, shown hatched in the statutory plan and site plan in **Appendix A** to be a public highway for the purposes of section 204(1) of the Local Government Act 1989 as and from the date of publication of the declaration in the Victoria Government Gazette.
 - (2) Directs that a notice of the declaration be published in the Victoria Government Gazette.
 - (3) Advises each person who lodged a submission in relation to the proposal of Council's decision and the reason for the decision as follows:
 1. *That declaring the road to be a public highway, in Council's opinion, would not necessarily have a detrimental effect on traffic movements or parking in Showers Street, Preston.*
 2. *The declaration forms an important component of the proposed redevelopment of the Oakover Site and will serve to remove any ambiguity concerning the status of the road and enhance its use to facilitate access to the north of the site for the 22 dwellings within the site which rely upon the road for access.*
-

BACKGROUND / KEY INFORMATION

On 23 August 2021 Council resolved to commence the statutory procedures under section 204(1) of the Local Government Act 1989 to declare the 3.05m wide road and 0.30 to 0.68m wide road (which was formerly a reserve) adjoining 4 to 9 Kenwood Court, 19 to 47 Showers Street, 15 to 19 Railway Place West and 32 Oakover Road, Preston, a public highway, shown hatched in the statutory plan and site plan in **Appendix A**, as part of the Village Bell development.

Council has been working in close cooperation with the State Government's Department of Health and Human Services and its partners, the MAB Corporation and HousingFirst, to provide a mix of social and private housing, community space and commercial space as part of the Public Housing Renewal Program at a number of sites within Melbourne. One of the sites is in Preston, to be known as the Village Bell development, which will deliver two new residential villages at two locations in the area, known as the Stokes/Penola and Oakover Sites.

As part of the development proposed for the Oakover Site, comprising the properties at 1 to 12 Kenwood Court, 18 to 30 Oakover Road and 1 to 13 Railway Place West, Preston, it is proposed that access to the on-site parking within the Oakover Site will be obtained via Oakover Road, Railway Place West and the roads to the north of the site, as shown on the Precinct Connectivity Plan in **Appendix B**.

The MAB Corporation Pty Ltd had also recently prepared a Plan of Subdivision pursuant to section 24A of the *Subdivision Act 1988* to provide for the removal of reserve status from the 0.30m to 0.68m reserve (revenge strip) and vesting the land as a road in Council. The Plan of Subdivision has been registered at Land Use Victoria, the implications of which mean that the former reserve has now become a road vested in Council.

Furthermore, the 3.05m wide road is listed on Councils Register of Public Roads.

Notwithstanding the above, it is considered that declaring the land from the 3.05m wide road and 0.30m to 0.68m wide road (which was formerly a reserve) a public highway under section 204(1) of the Act will serve to remove any possible ambiguity relating to the use of the land as a road and also enhance the status and physical use of the land as a public highway to facilitate access to the proposed Village Bell development.

Previous Council Resolution

At its meeting held on 23 August 2021, Council resolved:

That Council:

- (a) *Acting under section 204(1) of the Local Government Act 1989 ("the Act") resolves that the statutory procedures be commenced to declare the land from the 3.05m wide road and 0.30 to 0.68m wide road (which was formerly a reserve) adjoining 4 to 9 Kenwood Court, 19 to 47 Showers Street, 15 to 19 Railway Place West and 32 Oakover Road, Preston, shown hatched in the statutory plan in Appendix A, to be a public highway for the purposes of section 204(1) of the Act.*
- (b) *Gives public notice under section 223 of the Act of the proposal to declare the land shown hatched on Appendix A to be a public highway."*

At a meeting of Council's Hearing of Submissions Committee held on 8 November 2021, the Committee resolved:

"THAT Council:

- 1) *Receives the written and verbal submissions.*
- 2) *Thank all submitters and presenters for addressing the Committee in support of their written submissions.*
- 3) *Receives a report at a future Council meeting as part of Council's deliberations in considering the proposal to declare the land from the 3.05m wide road and 0.30 to 0.68m wide road (which was formerly a reserve) adjoining 4 to 9 Kenwood Court, 19 to 47 Showers Street, 15 to 19 Railway Place West and 32 Oakover Road, Preston, to be a public highway."*

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 2: Prosperous, Liveable and Flourishing

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 2: Prosperous, Liveable and Flourishing

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

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

DISCUSSION

The proposed declaration of the road to be a public highway for the purposes of the Act would facilitate the northern access to the Oakover Site.

Consultation with all adjoining property owners and occupiers about the proposal has recently completed. Further, information about the proposed development of the site has previously been the subject of a wide-ranging community consultation process, via newsletters and community meetings.

COMMUNICATIONS AND ENGAGEMENT

Public Notice of Council's intention to declare the road a public highway appeared in the Herald Sun newspaper on 20 October 2021 and on Council's website for the duration of the submission period. In addition, written notification was given to all adjoining property owners and occupiers.

Council received three written submissions, detailed below, with two of the submitters requesting to be heard in support of their submissions.

Submissions**Andrew Buckley (Appendix C)**

- Submission received 12 October 2021.
- Mr Buckley is opposed to the to the proposal due to concerns about its impact upon on traffic movements, congestion and safety issues in the vicinity of Showers Street.

Deborah Platanas (Appendix C)

- Submission received 17 October 2021.
- Ms Platanas is opposed to the proposal due to concerns about its impact upon on traffic movements, congestion and safety issues in the vicinity of Showers Street.
- The submitter had elected to be heard in support of her submission.

Kathy and Jim Stavrakis (Appendix C)

- Submission received 20 October 2021.
- Mr and Mrs Stavrakis are opposed to the proposal due to concerns about its impact upon on traffic movements, congestion and safety issues in the vicinity of Showers Street.
- The submitters had elected to be heard in support of their submission.

Council is required under section 223 of the *Local Government Act 1989* to take into consideration all of the submissions received and after it has made a decision, must notify each of the submitters of the decision and the reasons for the decision.

Hearing/Consideration of Submissions

A meeting of Council's Hearing of Submissions Committee was convened on 8 November 2021, to consider the submissions made by the submitters and to hear any verbal presentations made in support of the submissions.

The minutes of the meeting of the Hearing of Submissions Committee have been circulated to Councillors.

OFFICERS COMMENTS

Council's Environment and Sustainable Transport Department have provided the following comments:

Vehicle movements

There are only 22 dwellings (each with one parking space) within the Oakover Development site that will rely upon using the road exiting to Showers Street for vehicular access. Oakover Road will provide vehicle access for most of the new dwellings / building on the site.

The Integrated Transport and Traffic Management Report prepared by GTA Consultants adopted the following traffic generation rates for residential dwellings within the development:

- Peak hour: 0.3 vehicle movements per dwelling
- Daily: 3 vehicle movements per dwelling

Applying these rates to the 22 new dwellings gives the following estimate for the number of vehicles movements that will be generated by the site on Showers Street via the road/laneway:

- Peak Hour: 7 vehicle movements
- Daily: 66 vehicle movements

Traffic count data collected on Showers Street from 21 to 28 June 2021 show the following weekday averages:

- Morning peak hour: 109 vehicle movements
- Evening peak hour: 79 vehicle movements
- Daily: 954 vehicle movements

Based on the above, it is estimated that the new development will lead to a ~ 7% increase in vehicle traffic on Shower Street.

This does not suggest that congestion is currently a major issue on Showers Street, nor will it be an issue should the proposed development go ahead. This also does not suggest that there will be major conflicts between pedestrians and vehicles in the road/laneway.

Parking

A parking survey completed in 2017 by TTM Consulting as part of a separate development application found that on-street parking spaces on Showers Street are typically between 36% and 72% occupied (i.e. it is not difficult to find on-street parking).

The Integrated Transport and Traffic Management Report suggests that the car parking demand generated by the new development will be met in the provision of on-site parking and will not be reliant on on-street parking in the surrounding area.

General

The road/laneway has a minimum accessway width of 3.05m with splayed corners to facilitate turning vehicles. This is considered acceptable for the standard design vehicle.

The new dwellings will be set back from the road/laneway by between 0-2m so there will be no negative impact for existing properties that rely on the road/laneway for access.

Conclusion / Summary

Having regard to the issues involved with this proposal, including the written submissions and verbal presentations made by the submitters, Council is in a position to conclude that the proposal to declare the road a public highway to facilitate access to the proposed Village Bell development would not necessarily have a detrimental effect on traffic movements or parking in Showers Street and furthermore that the proposal is an important component of the redevelopment of the Oakover Site to provide access to the 22 dwellings within the site which will rely on the road for access and proceed with its intentions.

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 the road, although open and used for access would not enjoy the status of being a public highway and its on-going use for vehicular access to the proposed Village Bell development in Oakover Road, Preston, may be open to question.

Council may, at some time in the future, resolve to commence the declaration process.

Option 2 – Proceed with the Statutory Procedures (Recommended)

Council could resolve to finalise the statutory procedures to potentially declare the land from the road to be a public highway.

This option would serve to remove any possible ambiguity relating to the use and status of the land as a road and also enhance the use of the land as a public highway to facilitate access to the proposed Village Bell development.

IMPLEMENTATION STRATEGY

Arrange for a notice to be published in the Victoria Government Gazette.

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES

Financial Management

The costs associated with Council undertaking the proposed declaration are being met by the development consortium.

Other Principles for consideration

Overarching Governance Principles and Supporting Principles

(a) Council decisions are to be made and actions taken in accordance with the relevant law;

Public Transparency Principles

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

Strategic Planning Principles

(d) strategic planning must identify and address the risks to effective implementation;

Service Performance Principles

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

COUNCIL POLICY CONSIDERATIONS

Environmental Sustainability Considerations (including Climate Emergency)

There are no environmental or sustainability considerations affecting this matter.

Equity, Inclusion, Wellbeing and Human Rights Considerations:

No Equity impact assessment or Gender impact assessment was required with this proposal to declare the road adjoining 4 to 9 Kenwood Court, 19 to 47 Showers Street, 15 to 19 Railway Place West and 32 Oakover Road, Preston a Public Highway.

Economic Development and Cultural Considerations

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

Operational Impacts

The declaration of this road as a public highway will require Darebin Council to undertake maintenance on this road from its operational budget.

Legal and Risk Implications

Council's solicitors have been engaged to manage this process to ensure that any potential legal, risks and governance implications associated with this matter have been mitigated.



IMPLEMENTATION ACTIONS

It is expected that all relevant actions will be implemented within one month of this report

RELATED DOCUMENTS

- Local Government Act 1989
- Local Government Act 2020
- Road Management Act 2004
- Community Engagement Policy

Attachments

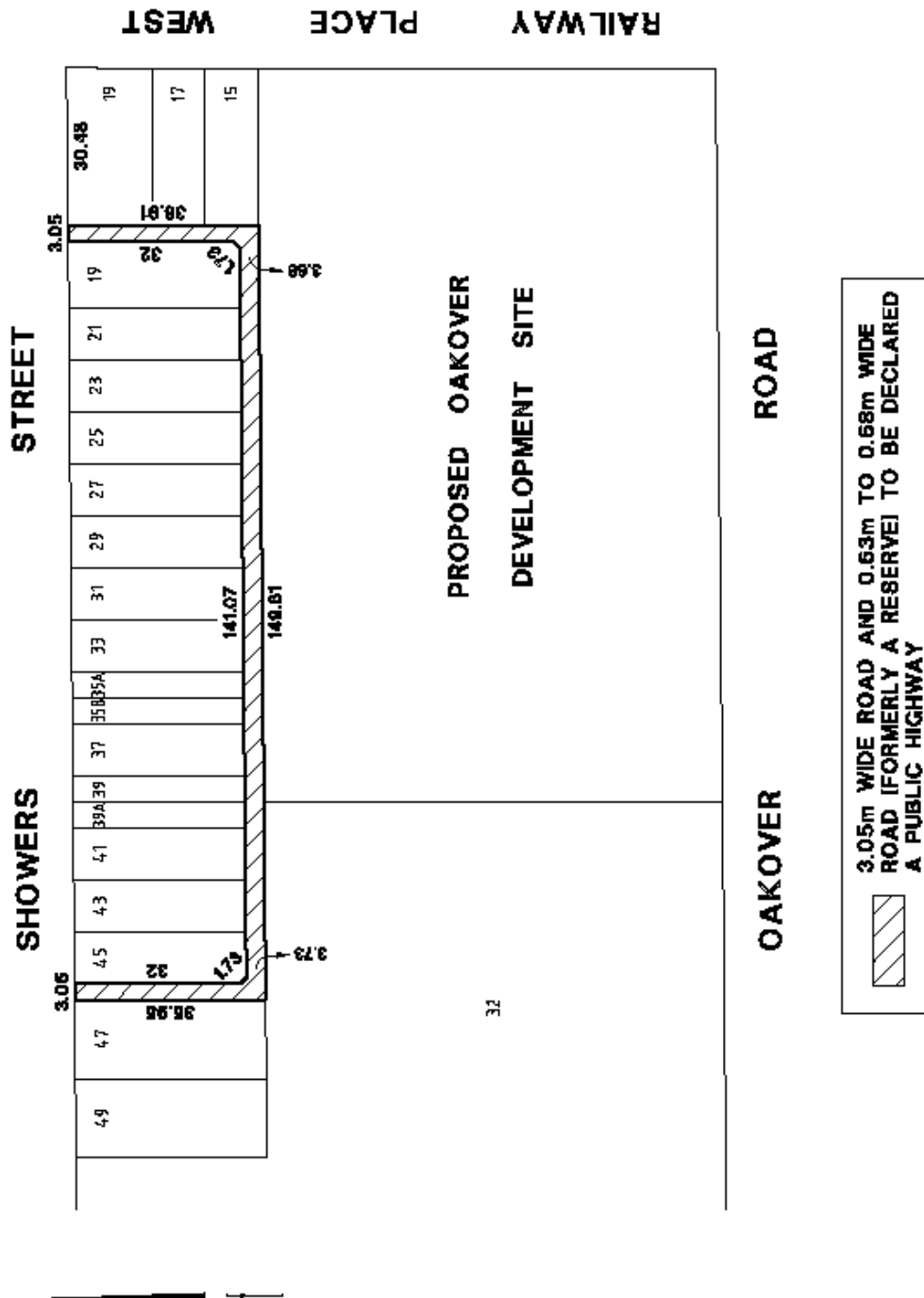
- Statutory Plan & Site Plan (**Appendix A**) [↓](#) 
- Precinct Connectivity Plan (**Appendix B**) [↓](#) 
- Submissions (**Appendix C**) Confidential - enclosed under separate cover

DISCLOSURE OF INTEREST

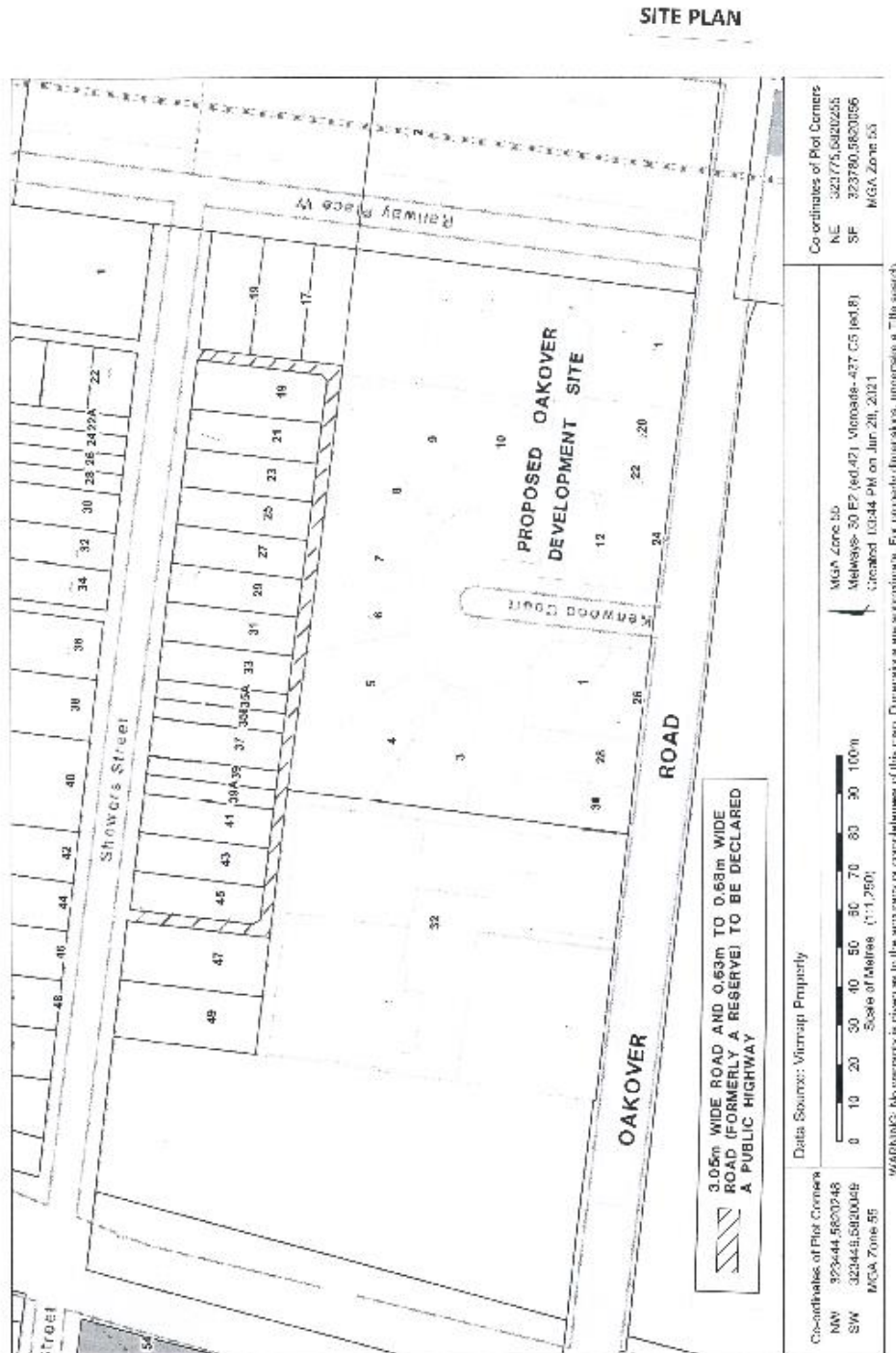
Section 130 of the *Local Government Act 2020* requires members of Council staff and persons engaged under contract to provide advice to Council to disclose any conflicts of interest in a matter to which the advice relates.

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

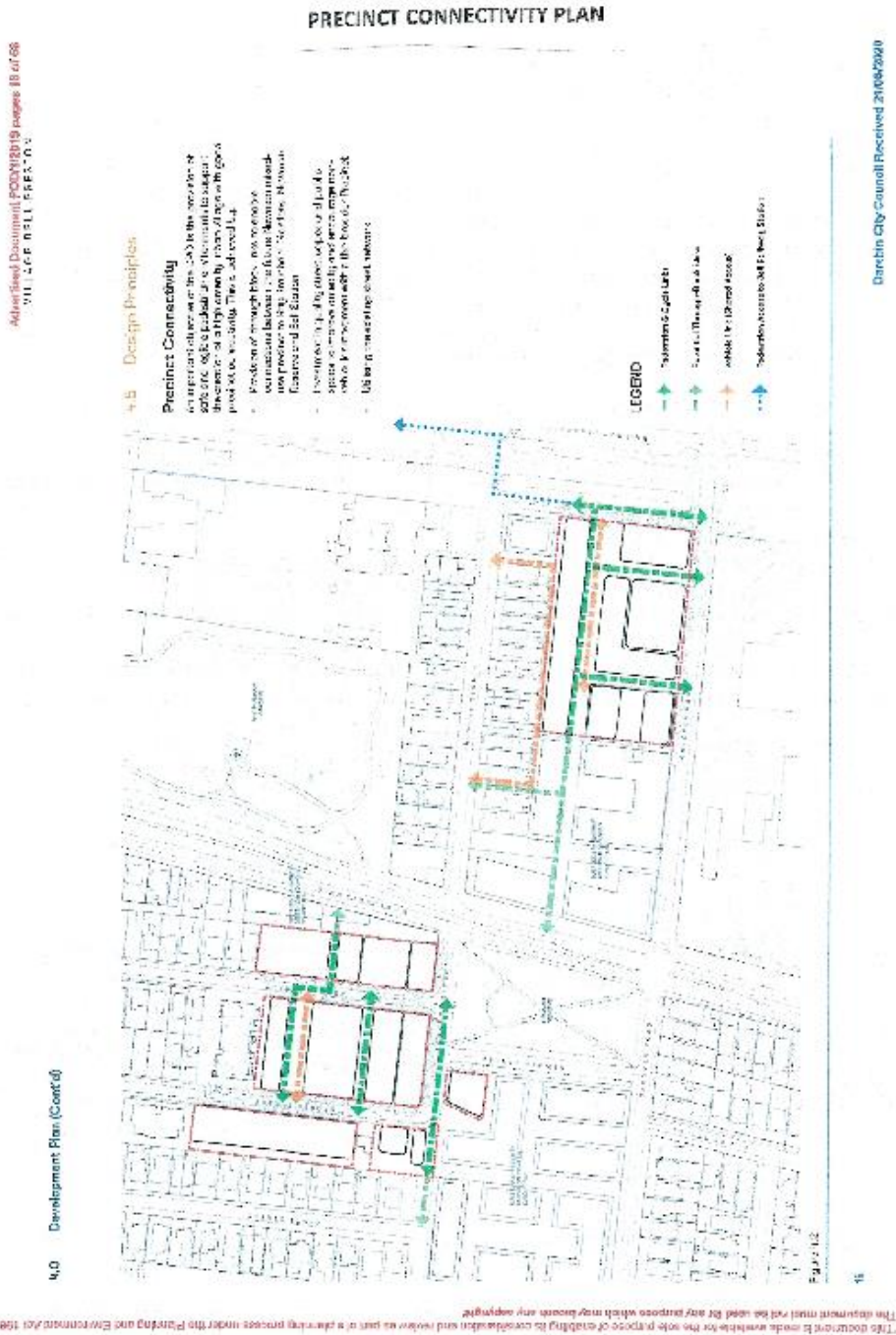
Appendix A – Statutory Plan - Proposed Public Highway Declaration - Road adjoining 4 to 9 Kenwood Court, 19 to 47 Showers Street, 15 to 19 Railway Place West and 32 Oakover Road, Preston



Appendix A – Site Plan - Proposed Public Highway Declaration - Road adjoining 4 to 9 Kenwood Court, 19 to 47 Showers Street, 15 to 19 Railway Place West and 32 Oakover Road, Preston



Appendix B – Precinct Connectivity Plan - Proposed Public Highway Declaration - Road adjoining 4 to 9 Kenwood Court, 19 to 47 Showers Street, 15 to 19 Railway Place West and 32 Oakover Road, Preston



8.17 DRAFT 10-YEAR ASSET PLAN**Author:** Manager Property & Asset Strategy**Reviewed By:** General Manager, Governance and Engagement**EXECUTIVE SUMMARY**

Council is responsible for managing a diverse range of assets covering local roads, footpaths, stormwater drainage, playgrounds, public lighting, library and community buildings, recreation centres and sporting reserves. These Council assets are valued at approximately \$1.97 billion.

The Asset Plan 2022-2032 is a new requirement introduced through the Local Government Act 2020 and must be in place by 30 June 2022. This new long-term plan provides a 10 year strategy for the management of Council assets to achieve the Community Vision aspirations.

The draft 10-year Asset Plan (**Appendix A**) has been developed using the context of 2041 Community Vision, 2021-25 Council Plan, Asset Management Policy, Asset Management Strategy, Toward Equality Framework, strategic planning principles, engagement principles, service performance principles and asset plan integration. Its development has also been informed by the existing 10-year Financial Plan 2021-31 adopted by Council on 28 June 2021.

Following exhibition of the draft 10-year Asset Plan, the Plan will be presented to Council for adoption at its meeting on 27 June 2022.

Officer Recommendation

That Council:

- (1) Note that community consultation was undertaken from 22 March 2022 to 24 April 2022 to inform the draft 10-year Asset Plan.
- (2) Endorse the draft 10-year Asset Plan to proceed to community consultation.
- (3) Note that the 10-year Asset Plan will be presented to Council for adoption on 27 June 2022.

BACKGROUND / KEY INFORMATION

The 10-year Asset Plan and 10-year Financial Plan are the two resource plans required by *the Local Government Act 2020* that support the achievement of the Community Vision. The Asset Plan is a strategic asset management planning document, underpinned by the Asset Management Policy and Asset Management Strategy adopted by Council on 22 November 2021. Operational delivery is guided by a suite of Asset Management Plans based on asset classes.

The 10-year Financial Plan was adopted by Council on 28 June 2021 in accordance with the requirements of *the Act* that it be in place by 31 October 2021 and take effect from 1 July 2021.

The 10-year Asset Plan is required to be adopted by 30 June 2022 in accordance with the implementation requirements of *the Act*.

Council adopted the Asset Management Policy and Asset Management Strategy on 22 November 2021. These documents will underpin the 10-year Asset Plan, along with the Asset Management Plan for each asset class.

Previous Council Resolution

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

At its meeting on 14 October 2019, Council resolved:

That Council:

- (1) *Endorses the use of borrowings for the ten-year capital works funding strategy in accordance with the following borrowing principles:*
 - a. *The purpose for the borrowing is consistent with Council's strategic objectives as detailed in the Council Plan.*
 - b. *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.*
 - c. *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.*
 - d. *Loan funds are drawn only at the time when required and for the amount that is required.*
 - i. *Expenditure will be made using working capital during the financial year with borrowings entered into towards the end of the financial year.*
 - ii. *The amount drawn down will not exceed funding requirements.*
 - e. *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.*
 - f. *The nature of any borrowings (short or long term) and the interest rate (fixed or variable) will take into account the purpose of the borrowings and seek to minimise interest rate exposure.*
 - g. *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.*
 - h. *Borrowing is not to be used to finance ongoing recurrent operational expenditure.*
 - i. *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.*
- (2) *Notes that Council will receive a Borrowing Policy based on the principles of this report including that borrowings are subject to Council resolution.*
- (3) *Endorses the underlying assumptions of the ten-year capital works funding strategy;*
- (4) *Endorses the ten-year capital works funding strategy for the delivery of the ten-year capital works program including the Multi-sports Stadium, the Northcote Aquatic and Recreation Centre and the Reservoir Leisure Centre.*

ALIGNMENT TO 2041 DAREBIN COMMUNITY VISION

Strategic Direction 1: Vibrant, Respectful and Connected

Strategic Direction 2: Prosperous, Liveable and Flourishing

Strategic Direction 3: Climate, Green and Sustainable

ALIGNMENT TO 2021-25 COUNCIL PLAN

Strategic Direction 4 Responsible, Transparent and Responsive

ALIGNMENT TO COUNCIL PLAN STRATEGIC OBJECTIVES

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

DISCUSSION

Council is responsible for managing a diverse range of assets covering local roads, footpaths, stormwater drainage, playgrounds, public lighting, library and community buildings, recreation centres and sporting reserves. These Council assets are valued at approximately \$1.97 billion.

Darebin City Council is responsible for the stewardship of these assets for the benefit of current and future generations. As custodian of community assets, we have the responsibility for managing these assets in the most cost-effective manner. This is achieved through managing our assets through their lifecycle from creation and acquisition to maintenance and operation, through to rehabilitation and disposal.

Our infrastructure assets covered within the Draft 10-year Asset Plan (**Appendix A**) are valued approximately \$1.188 billion and grouped into the following key asset classes:

- Buildings and Facilities
- Transport Infrastructure
- Stormwater Drainage Assets
- Open Space Assets

The purpose of the 10-year Asset Plan is to:

- Ensure that assets support the achievement of the Darebin 2041 Community Vision and Council Plan objectives
- Demonstrate we will responsibly manage our assets to meet the service delivery needs of our community into the future in a cost-effective way
- Provide a method to integrate our strategic asset management planning outcomes with our Council Plan, Financial Plan and Budget
- Improve effectiveness of asset management planning through a more engaged community and informed Council
- Ensure we comply with our asset statutory and legislative obligations

The draft 10-year Asset Plan identifies challenges and opportunities across eight themes and articulates what this means for asset management and service delivery. The eight themes are:

- Demographic change
- Recognition of First Nations Peoples
- Legal and policy change
- Funding constraints and affordability
- Climate Emergency
- Equality
- Diversity and Accessibility
- Ageing assets

The draft 10-year Asset Plan summarises the state of assets in each asset class, identifying key challenges and opportunities and an asset performance summary. The challenges and opportunities for each infrastructure asset class contained within the draft 10-year Asset Plan include:

- Buildings and Facilities
 - Ageing buildings
 - Changing use of buildings and future needs
 - Building technology
- Transport Infrastructure
 - Sustainable transport
 - City redevelopment
 - Transport safety
- Stormwater Drainage Assets
 - Ageing assets
 - City redevelopment
 - Climate change
- Open Space Assets
 - Open space demand
 - Changing demographics and use
 - Quality of open space, Climate change and sustainability

The draft 10-year Asset Plan incorporates the forecasts for asset costs, consistent with our Financial Plan and cover the planned asset activities in the next ten (10) years. All funding requirements identified for each asset class have been allocated in the Financial Plan.

The 10-year Asset Plan is required to be adopted by 30 June 2022 in accordance with the implementation requirements of *the Act*. In this first iteration of the 10-year Asset Plans across all Victorian Councils, implementation advice from Local Government Victoria is that deliberative engagement is not required. The next Asset Plan is due for completion following the next Council election in 2024, required to be adopted by 31 October 2025. This will be informed by deliberative engagement.

CONSIDERATION OF LOCAL GOVERNMENT ACT (2020) PRINCIPLES

Financial Management

The draft 10-year Asset Plan (**Appendix A**) provides for the long-lived nature of many assets and the need for their ongoing renewal, requiring planning on an understanding of the full costs throughout each asset's lifecycle.

Community Engagement

Community engagement was undertaken to inform the development of the draft 10-year Asset Plan (**Appendix A**). Community engagement commenced on 22 March 2022 and ended on 24 April 2022. This was promoted through the Your Say Darebin website, the Community Satisfaction Survey, a dedicated community survey and two engagement sessions in the community:

- Northcote Senior Citizens Centre on 13 April, supported by interpreters
- East Reservoir Senior Citizens Centre on 14 April, supported by interpreters

Community attendance and completion of surveys was higher through the day time session held in East Reservoir.

Accompanying this period of engagement was a video explaining Council's role in managing assets, promoted through the Your Say Darebin website and used in the community engagement sessions.

For the purpose of the community survey, we grouped Council assets into 8 categories, as shown below:



A total of 745 people participated in the Asset Plan community engagement. 701 responses were received via the City of Darebin's 2022 Community Survey, and the remainder of people contributed surveys via Council's Have Your Say webpage or in person at one of the Community Information Sessions held. Further individual comments were provided in addition to ranking the survey questions to help shape the asset needs and priorities for the future. The following 5 questions were asked:

- *On a scale of 0 (lowest) to 10 (highest), how much do you think each of the following assets are currently used by the community, and how important do you think they will be to meeting future community needs over the next 10 years?*
- *On a scale of 0 (lowest) to 10 (highest), what priority do you think each of these broader asset issues are for Council to address in the next 10 years?*
- *What are the key asset principles that should be used to guide Council decisions?*
- *On a scale of 0 (lowest) to 10 (highest), how important is it that Council protects and reduces the impact of climate emergency on its assets?*
- *Do you have any other comments about the Asset Plan?*

Following endorsement of the draft Asset Plan to proceed to community consultation, the draft 10-year Asset Plan will be made available on the Your Say Darebin website for community feedback until 5 June 2022.

Other Principles for consideration

Overarching Governance Principles and Supporting Principles

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

Public Transparency Principles

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

Strategic Planning Principles

- (d) strategic planning must identify and address the risks to effective implementation;

Through the development of the 10 year Asset Plan and other key plans over the past 12 months, Council has also developed an Integrated Strategic Planning and Reporting Framework (**Graphic A**), that guides how the organisation implements these strategic planning principles.

Graphic A – Darebin Integrated Strategic Planning and Reporting Framework



Service Performance Principles

(c) quality and costs standards for services set by the Council should provide good value to the municipal community;

COUNCIL POLICY CONSIDERATIONS

Environmental Sustainability Considerations (including Climate Emergency)

The draft 10-year Asset Plan (**Appendix A**) acknowledges council’s commitment to environmental sustainability and the climate emergency and existing strategies.

The Plan incorporates our asset management objectives including mitigating environmental impact, improving the resilience of our infrastructure and aligning our asset management activities with climate adaptation responsibilities and preparing our community for change in an equitable, inclusive and rights-based way.

Equity, Inclusion, Wellbeing and Human Rights Considerations:

The draft 10-year Asset Plan (**Appendix A**) aligns to the Toward Equality Framework and will undergo an Equity Impact Assessment before being presented to Council for adoption on 27 June 2022.

Economic Development and Cultural Considerations

The draft 10-year Asset Plan (**Appendix A**) gives consideration to significant challenges in managing Council’s assets, including a growing population and changing demographics.

Operational Impacts

Upon adoption, the 10-year Asset Plan will guide Council's management of infrastructure assets.

The development and review of required Asset Management Plans for each asset class will be developed in the coming months and presented to Council for adoption. These are being supported by CT Management, the consultants contracted to assist in the preparation of the 10 year Asset Plan and associated Asset Management Plans.

Legal and Risk Implications

The draft 10-year Asset Plan aligns to the requirements of the Local Government Act 2020, ISO 55001 (the International Standard for Asset Management), the National Asset Management Accountability Framework (NAMAF) and the International Infrastructure Management Manual.

IMPLEMENTATION ACTIONS

Upon endorsement Council will commence community consultation on the draft 10-year Asset Plan (**Appendix A**). The Asset Plan will be presented to Council at its meeting on 27 June 2022 for adoption.

RELATED DOCUMENTS

- Community Vision 2041
- Financial Plan 2021-31
- Asset Management Strategy
- Asset Management Policy
- Local Government Act 2020

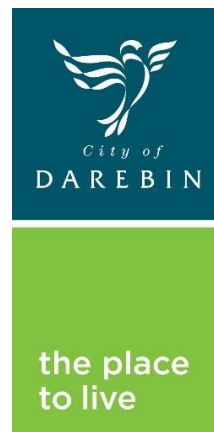
Attachments

- Draft 10 year Asset Plan (**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 conflicts of interest in a matter to which the advice relates.

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



Asset Plan (Draft)

2022 - 2032



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Acknowledgement of Country

Council acknowledges the Wurundjeri Woi wurrung people as Traditional Owners and custodians of the land and water we now call Darebin.

Across the ages Wurundjeri Woi Wurrung people have lived on this land, practising customs and ceremonies of celebration, initiation, and renewal.

Council acknowledges the Elders past, present and emerging are central to ongoing self-determination of Aboriginal communities, and in maintaining culture, history and language. This is part of our formal Statement of Commitment to Traditional Owners and Aboriginal and Torres Strait Islanders People.



Foreword



Our vibrant city is home to people of diverse races, ethnicities, faiths and beliefs, abilities, gender identities, ages, occupations, incomes and lifestyles. This is what makes Darebin a great place to live.

A diverse community requires a diverse range of services in order to function and thrive. Supporting our city are a range of infrastructure assets which provide a backbone for the delivery of our services. Our buildings and facilities support a range of community and recreation services, our roads and pathways provide vital transport pathways, our stormwater drainage provides critical flood mitigation and water treatment, and our open spaces and parks provide opportunities for passive and active recreation activities as well as biodiversity and environmental protection.

In short, we rely on our infrastructure more than we realise. Our assets, which have been built over multiple generations, are essential to the day-to-day functioning of our community and require ongoing long-term planning and management if we are to manage them in a cost effective and sustainable manner.

Council has long been an advocate for sound asset management practices however our new Asset Plan is a first for Darebin City. This Asset Plan now forms a key part of Council's Integrated Planning Framework and links our asset planning with our Darebin 2041 Community Vision, Council Plan and Long-Term Financial Plan. The Asset Plan is more than simply a requirement under the *Victorian Local Government Act 2020*. It is a formal commitment to engage with our community about our city's valuable infrastructure assets and link our investment and delivery with community priorities and objectives.

A dedicated Asset Plan community engagement survey was conducted, and community information sessions were held in March and April 2022 to ask the community "what are the most important assets to our community over the next 10 years?". The community survey received over 740 responses and effectively represents the diverse needs of our community across a range of assets.

The responses have been included in this Asset Plan and have and will be utilised by Council when making current and future decisions about our assets and specifically for our discretionary funding allocation. The survey outcomes and feedback from the information sessions have directly informed our first Asset Plan and will continue to guide our asset investment decisions over the life of this plan.

I would like to sincerely thank all community members who contributed in shaping this document. Your feedback and contributions will be invaluable for Council now and well into the future.

Rachel Olivier

Acting Chief Executive Officer, Darebin City Council

1 About our Asset Plan

Supporting our vibrant city are Council managed infrastructure assets such as local roads, footpaths, stormwater drainage, playgrounds, public lighting, library and community buildings, recreation centres and sporting reserves. The city consists of lively urban areas however also has valuable natural assets such as natural bushland reserves, and open space and parks.

Darebin City Council is responsible for the stewardship of these assets for the benefit of current and future generations. As custodian of community assets, we have the responsibility for managing these assets in the most cost-effective manner. This is achieved through managing our assets through their lifecycle from creation and acquisition to maintenance and operation, through to rehabilitation and disposal.

This Asset Plan provides an avenue to communicate the importance and magnitude of the assets for which Council is responsible for and outlines the way we manage our community's assets to support delivery of services. It provides a 10-year strategic and financial view of the assets that we own and control and how they will integrate with Darebin 2041 Community Vision, Council Plan and Financial Plan.



1.1 The Purpose of the Asset Plan

The purpose of this Asset Plan is to:

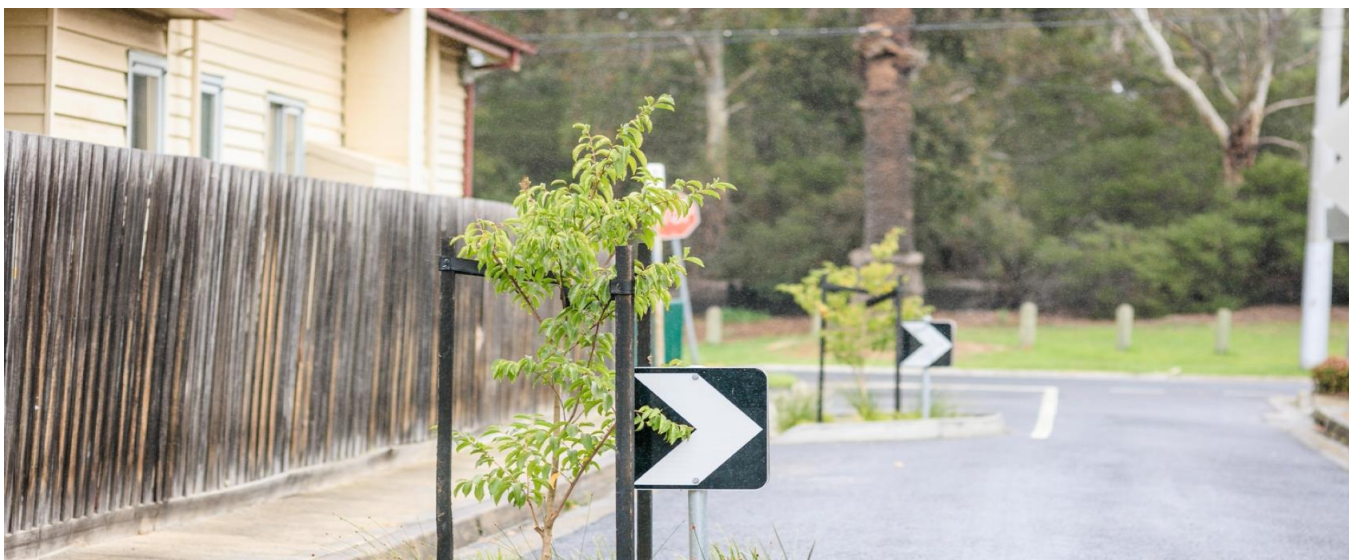
- Ensure that assets support the achievement of the Darebin 2041 Community Vision and Council Plan objectives
- Demonstrate we will responsibly manage our assets to meet the service delivery needs of our community into the future in a cost-effective way.
- Provide a method to integrate our strategic asset management planning outcomes with our Council Plan, Financial Plan and Budget.
- Improve effectiveness of asset management planning through a more engaged community and informed Council.
- Ensure we comply with our asset statutory and legislative obligations.

1.2 Scope of the Asset Plan

While we manage an extensive portfolio of assets, this Asset Plan focusses on physical infrastructure that is under the control and is recognised as an asset of the Darebin City Council. Our infrastructure assets include:



It is a general overview document that summarises the key elements of our individual Asset Management Plans that we have developed for each of the above infrastructure asset classes and provides a crucial link to other key strategic plans of Council.



2 Strategic Context

The *Local Government Act 2020* requires all councils to develop an integrated, longer-term, and transparent approach to planning organised around a ten (10) year community vision. We have developed an integrated planning and reporting framework to ensure that we achieve our long-term community vision. This is how we set the direction for Council, and ensure we are moving towards our Vision.

This Asset Plan is an important part of our planning and reporting framework. It identifies the long-term resourcing strategy for assets to support the delivery of the Community Vision and integrates the asset plan with the 10-year Financial Plan and 10-year Capital Works Plan which is illustrated in the following diagram.

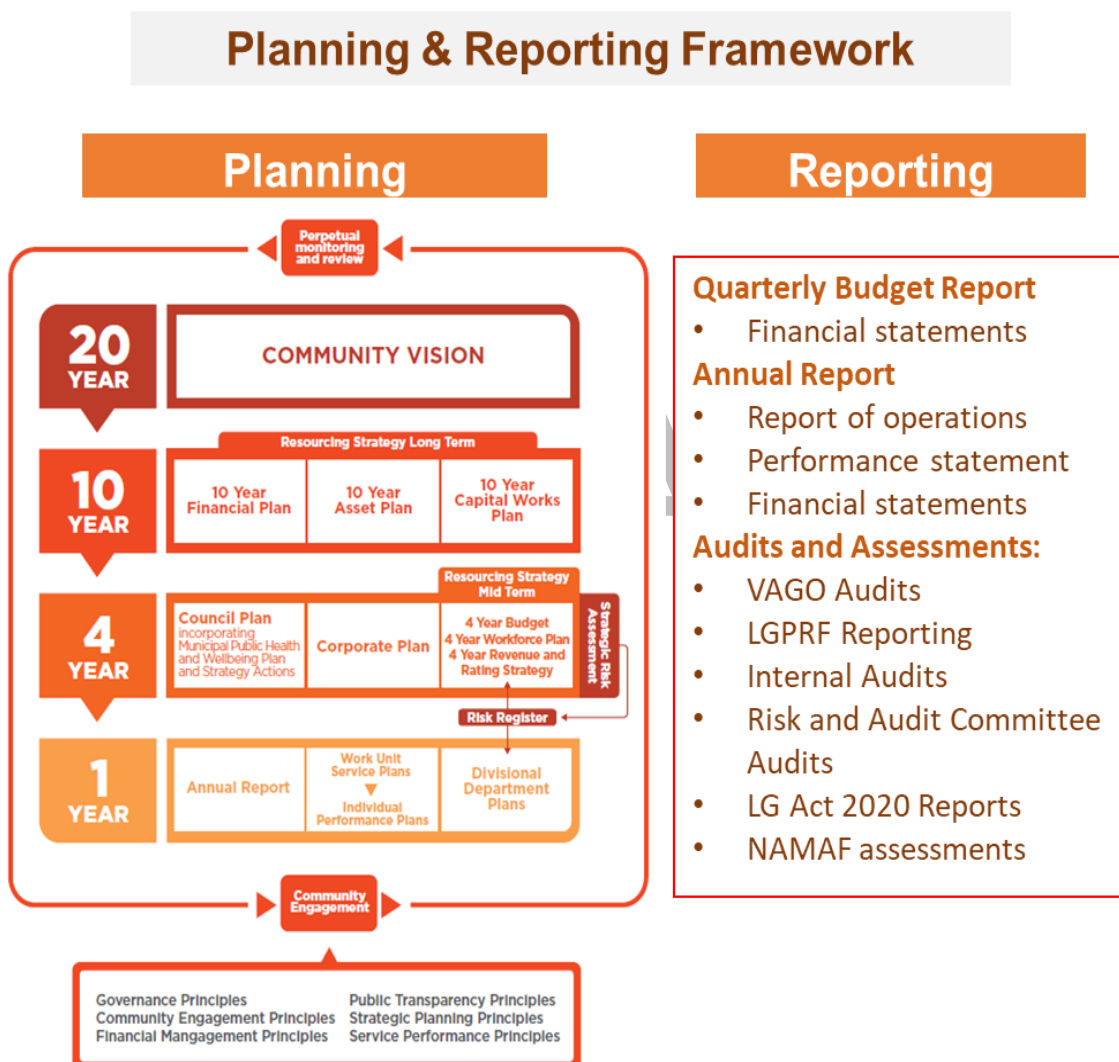


Figure 1 – Darebin Integrated Planning and Reporting Framework

2.1 The Darebin 2041 Community Vision

Our Community Vision is a statement of our community’s goals and aspirations for the future. It considers where we are, where we want to be and how will we get there. Our Community Vision - Darebin 2041 sets our horizon 20 years into the future, on the community we want to be in 2041.

The Darebin 2041 Community Vision:

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

Our vision is supported by 3 key pillars:



Under each of these pillars, we commit to strategic objectives (what we want to achieve), indicators (how we can tell if we have), key actions (what actions we will take), and the health and wellbeing priorities they will address. Our assets are related to the key pillars which support the achievement of the Community Vision.

2.2 The Council Plan




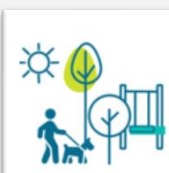
Our Council Plan makes a commitment to outcomes and priority initiatives across a number of strategic objectives which align to the Community Vision. Effective asset management supports the outcomes of the Council Plan and the delivery of sustainable services and programs. We recognise our stewardship role in appropriately managing the assets we have and aim to fulfil our obligations to future communities to provide sustainable assets and services.

2.3 The Financial Plan

The Financial Plan provides a long-term view of the resources that we expect to be available to us and how these will be allocated and prioritised over the next ten (10) years. Our Financial Plan identifies our current and projected financial capacity to continue delivering high quality services, facilities, and infrastructure while identifying critical new capital investment to support our community’s prosperity and to respond to our future challenges. This Asset Plan is based on and inherently linked with the budgets and projections outlined in our Financial Plan. Ongoing affordability and financial sustainability are our key objectives. The Financial Plan in combination with the Asset Plan supports in achieving these objectives.

2.4 How do Our City’s Assets Support the Delivery of Services?

Assets play a critical role in the delivery of the City’s goals and outcomes identified in the Community Vision by supporting the delivery of services such as sport and recreation, transport, and community health. Without fit for purpose and well managed assets, the delivery of services can suffer or diminish. Assets play a critical role in delivering services to the community. The table below provides an overview of our asset classes and how our assets enable the provision of services to our community and alignment to our Community Vision.

Darebin Vision 2041 and Pillars	Asset Related Council Services and Programs	Supporting Assets
<p><i>Darebin is an equitable, vibrant and connected community.</i></p> <p><i>Darebin respects and supports First Nations People, values country, our diverse communities and places.</i></p> <p><i>Darebin commits to mitigating the climate emergency, creating prosperity for current and future generations.</i></p>	<p>Community Vision Strategic Directions and Actions</p> <ul style="list-style-type: none"> ▪ Access to senior citizen facilities ▪ Arts and heritage programs ▪ Arts events, exhibitions, performances, festivals, and cultural programs ▪ Environmental sustainability initiatives ▪ Family services ▪ Immunisation 	 <p>Buildings and Facilities</p> <p>Building and facilities supports the community by providing spaces to deliver services across our 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. They provide suitable accessible, inclusive, and welcoming spaces in which Council can provide services both to the community and for the community.</p>
	<ul style="list-style-type: none"> ▪ Road and footpath maintenance ▪ Sustainable transport opportunities 	 <p>Transport Infrastructure</p> <p>Roads, pathways, bridges and car parks 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. They also provide accessibility for the community to key activity areas and facilities.</p>
	<ul style="list-style-type: none"> • Drainage maintenance 	 <p>Stormwater Drainage Assets</p> <p>Stormwater drainage assets provide flood mitigation protection for public and private property throughout the city. They also assist with the implementation of the city’s Integrated Water Management Program which aims to manage water including stormwater and reduce pollution entering our waterways.</p>
	<ul style="list-style-type: none"> ▪ Parks, gardens, and playgrounds ▪ Leisure and sports facilities (program involves multiple asset types) 	 <p>Open Space and Natural Assets</p> <p>Open space assets provide accessible, equitable and inclusive spaces for active and passive recreation, including playgrounds and sports fields, that respond to the diversity of the Darebin community. They provide and protect the “green lungs” for our community.</p>

2.5 Climate Emergency Plan 2017 - 2022

Council has recognised that we are in a state of climate emergency that requires urgent action by all levels of government, including local councils. A key goal for Council is to continue to aim for net zero carbon emissions for our Council and community in the short term. To reach our goal, we will be working to improve our energy efficiency, generating more of our own energy on-site, entering new renewable energy purchasing arrangements and, as a last resort, offsetting the remaining emissions.

Council assets play a key role in achieving and maintaining the goals of the Climate Emergency Plan. For example, Council buildings and facilities use and produce carbon emissions which will be addressed through various initiatives to offset or reduce these emissions over time. Council is expanding its use of sustainable roads and paths materials such as recycled asphalt materials to avoid or reduce the use of petroleum-based materials. Asset operations, construction and materials used will be continually reviewed as part of the implementation of this Asset Plan to ensure the goals of the plan are achieved and Council assets contribute to net zero carbon environment and beyond.

2.6 Towards Equality - Darebin Equity, Inclusion and Human Rights Framework 2019 - 2029

Darebin City Council has a long-standing commitment to serve and respond to the diverse needs of its community. The Equity, Inclusion and Human Rights Framework 2019 - 2029 (Towards Equality) advances this commitment and provides a framework to help address the barriers to inclusion experienced by Darebin community members. This outlines key considerations for diversity, inclusion, equity, and human rights across all of Council's organisational culture, practice, process and decision-making and continuing to stand against discrimination.

Discrimination and poverty impinge on people's rights and ability to participate fully and equally in our community. Council assets play a key role in the implementation of the Equity, Inclusion and Human Rights Framework by providing freedom of movement, accessibility, places of inclusion and community support. Asset planning, design, construction and maintenance will continually reference the goals and objectives of the Towards Equality Framework. Key considerations for assets are accessibility and inclusion, including signage for a multi-cultural and diverse community.

2.7 Relevant Strategic Documents

This Asset Plan supports several other strategic Council documents to achieve our long-term goals. These are:

Asset Management Strategy	Towards Equality Framework – People, Places, and Experiences
Early Years Infrastructure Strategy 2021 - 2031	Transport Strategy 2007–2027
Creative and Cultural Infrastructure Framework 2018	Urban Forest Strategy 2013-2028
Breathing Space: Open Space Strategy 2019	Disability Access and Inclusion Plan 2021-2026
Active Healthy Ageing Strategy 2011-2021	Climate Emergency Plan 2017-2022
Public Toilet Strategy 2015-2025	Natural Heritage Strategy 2015-2025
Safe Travel Strategy 2018-2028	Libraries and Learning Strategy
Outdoor Sports Infrastructure Framework	Walking Strategy 2018-2028
Waste and Recycling Strategy 2020	Road Management Plan

3 Challenges and Opportunities

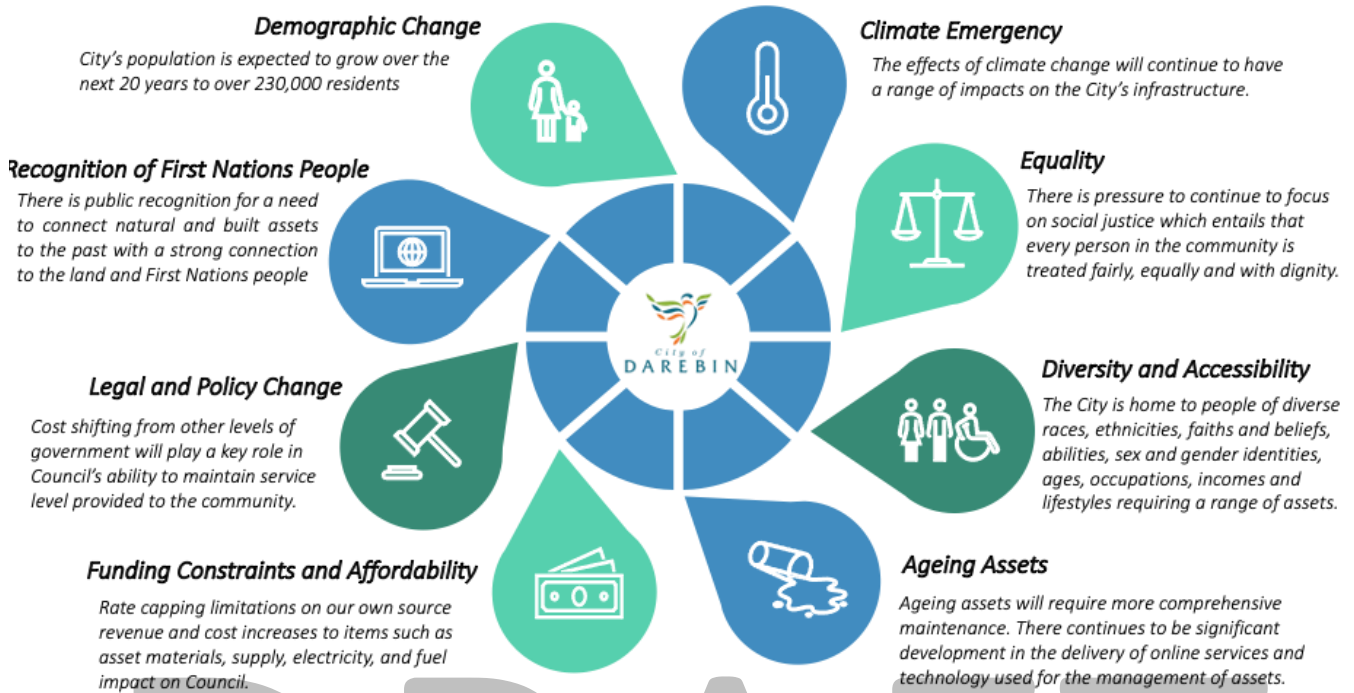


Figure 2 – Darebin City Asset Challenges and Opportunities

Challenge	What does this mean for asset management and service delivery?
<p>Recognition of First Nations People</p> <p>There is public recognition for a need to connect natural and built assets to the past with a strong connection to the land and First Nations people, whilst moving to the future with asset design, energy efficiency and materials.</p>	<p>Council will need to continue to plan for and connect current and future natural and built assets with a strong connection to the land and First Nations people. Whilst providing a strong connection and design elements to the past these assets must also be able to quickly respond to emerging needs such as generational change, legislation, environmental standards, facilities experienced elsewhere and new technology.</p>
<p>Population and Demographic Change</p> <p>Population projections indicate a significant increase for Darebin Local Government Area over the next 20 years. This is an increase from over 164,000 residents today to 230,116 residents in 2041. The growth is anticipated to settle predominantly in Preston West and East and Reservoir (Oakhill, Cheddar and Edward Lakes).</p> <p>Whilst all age brackets are expected to grow in number, the majority of the population growth will be in the 25-29, 30-34 years and 35-39 age demographic ranges.</p> <p>This will include significant increases in couples with children, couples without children and lone person households. These groups will require a range of services and assets to support their needs towards 2041.</p>	<p>We will need to expand our services and assets to cater for our growing community. Council will need to make a financial investment in infrastructure so that our assets are of a suitable capacity to cater for growth and that exemplary urban renewal is achieved.</p> <p>A changing demographic will mean that we will need to adjust the provision of assets to accommodate the changing demographics with younger families in the growth areas and maintain a focus on providing services that promote access and equity.</p>

Challenge	What does this mean for asset management and service delivery?
Climate emergency	
<p>We are already experiencing the impacts of climate change. The past 16 years are among the 17 warmest years on record. Global sea levels have risen more than 20 cm since the end of the 19th century. There are already climate refugees and millions of people are in danger of being displaced. Commentators and researchers are already linking conflicts around the world with climate change impacts such as drought.</p> <p>In the future, we can expect storm damage to infrastructure; increased heat and drought conditions, reduced summer outdoor activities; and hotter urban spaces.</p>	<p>We recognised that we are in a state of climate emergency. Our Climate Emergency Plan outlines a range of initiatives including asset and infrastructure initiatives to enable our community to be resilient in the face of any unavoidable dangerous climate impacts.</p> <p>There is an expectation that there will be continued leadership from Council to develop and implement long term strategies to address and adapt to climate change impacts. These will range from the use of sustainable energy sources to provide assets that are environmentally efficient, greening the city to reduce heat effects and building resilience into the drainage network to cope with severe storm events.</p> <p>Assets will need to be built and renewed to a standard that can withstand at least 1.5 degrees of temperature increase. This may require different materials, methods of asset construction and other innovative approaches. Changing weather will lead to increased need for reactive maintenance and asset repair to mitigate asset deterioration and weathering.</p>
Equality	
<p>There is ongoing pressure from the community for equality throughout the city. This presents itself in several forms such as equity in the extent and quality of assets and services being provided i.e. more advanced and functional buildings and facilities, enhanced open space areas, access to transport, modern technology, and convenience.</p> <p>There is pressure for Council to continue to focus on social justice which entails that every person in the community is treated fairly, equally and with dignity. Their rights are recognised and protected. Systemic and structural inequalities (the barriers people face because of poverty and discrimination) should be addressed so people can have equal access to services, opportunities and capacity to influence.</p>	<p>The City’s Towards Equality Framework guides and help strive for a just society by reducing disadvantage, standing against discrimination and sharing resources equitably, in partnership with the community, local agencies and organisations.</p> <p>Council will need to continue to review the provision, extent, quality and availability of assets throughout the City to ensure that current and future investment is targeted toward areas which have identified inequity.</p>
Diversity and Accessibility	
<p>The City of Darebin is home to people of diverse races, ethnicities, faiths and beliefs, abilities, sex and gender identities, ages, occupations, incomes and lifestyles. People with disability are part of every section of our community.</p> <p>The community expects Council to be able to respond to emerging needs of a diverse community including access to asset and infrastructure that meet the communities’ diverse needs.</p> <p>This will require continual review of the current state of assets and must be balanced and prioritised against investment in new and expanded assets to support the City’s future.</p>	<p>The City’s Disability Access and Inclusion Plan 2021-2026 outlines a number of initiatives to improve access and inclusion. It includes key impacts relating to the City’s infrastructure assets such as:</p> <ul style="list-style-type: none"> ▪ Kerb ramps and crossovers feel safe for the community to use. ▪ Accessible parking spaces where they are needed. ▪ Accessible transport for people with disability. ▪ Accessibility to Council buildings, like libraries and leisure centres, as well as open spaces, such as parks and playgrounds. ▪ Accessible facilities, including toilets and changing places in public places. ▪ Design of public places is underpinned by the principles of universal design. <p>Our assets must cater for the expectations of the community by remaining universally accessible, well maintained, and fit for purpose.</p>

Challenge	What does this mean for asset management and service delivery?
Built Environment	
<p>One of the biggest financial challenges facing the city is the cost of renewing our steadily ageing infrastructure.</p> <p>Much of Darebin City was developed and expanded through the 1940's and 1950's however there are much older parts of the city that were constructed pre-1900. The city has progressively renewed assets throughout this period however many longer life assets such as roads and stormwater pipes will require increased investment into the future as they age and require replacement.</p> <p>There is a significant move to online and connected services throughout the world. Governments are increasingly moving online to deliver and access services, obtain information and to perform day to day activities.</p> <p>There is also significant change in technologies for the management of assets such as asset inspection methods and technology, road pavement materials, building and facility operational systems, asset inspection technology and performance monitoring devices.</p>	<p>As our assets continue to age and additional and more complex assets are built, more investment in asset maintenance and renewal expenditure will be required to ensure that the current levels of service enjoyed by the community continue to be delivered. There is a need to continuously improve asset management systems and processes to ensure that the performance of our ageing assets are monitored and the right assets are renewed at the right time and cost.</p> <p>We will make use of available and emerging technologies to share our data on our assets to others enabling them to interact with our services digitally. We will also be able to enable a more mobile workforce with real-time access to information in the field.</p> <p>We will assess and, where appropriate, adopt and introduce new asset operational and management technologies to achieve efficiencies in asset inspections, asset performance and utilisation monitoring and predictive modelling for effective decision-making on asset maintenance and investment.</p>
Funding Constraints and Affordability	
<p>Many Councils are experiencing a significant limitation on their source revenue due to constraints such as rate capping.</p> <p>Asset cost increases to items such as asset materials, supply, electricity, and fuel exceed the rate cap and impact on Council's finances. For the Council, this occurs with expectation of doing more with less or improving our efficiency over time.</p>	<p>Limitations or reduction of own source income due to rate capping could also have a material effect on Council's financial sustainability and our ability to fund asset maintenance and renewal.</p> <p>Federal and State Government Grant schemes can reduce or cease based on several external factors outside of our control. This could impact our investment in new and upgraded assets and could force Council to fund only asset renewal and maintenance and limit expenditure on new or upgraded infrastructure. We will need to aim to continually balance the affordable provision of services against the needs of our community.</p>
Legal and Policy Change	
<p>Cost shifting from other levels of government will continue to play a key role in Council's ability to maintain service levels provided to the community. There is an expectation that Council will continue to deliver services, even when State and Federal government funding is withdrawn or reduced.</p> <p>Asset related compliance and reporting requirements are also expected to continue to increase and become more complex.</p>	<p>We will explore service delivery partnerships with other agencies where appropriate, for non-asset service delivery or shared service solutions and in turn, optimise the use of Council's asset portfolio.</p> <p>We will also continue to strongly advocate to other levels of government for support in meeting the current and future needs of the community.</p> <p>We will also continue to meet our asset related regulatory and statutory obligations while being conscious of maintaining affordability and financial sustainability. This requires prudent and efficient decisions to be made to manage competing funding demands across a broad range of projects, programs, and services.</p>

Table 1 - Summary of Key Challenges and Opportunities

4 Community Engagement Outcomes

4.1 Community Engagement

This Asset Plan has been developed with input from our community via online surveys, stakeholder engagement and community information sessions. The community engagement was undertaken across March and April 2022 in line with *Local Government Act 2020* requirements, to inform the development of the Darebin 10 Year Asset Plan.

A total of 745 people participated in the Asset Plan community engagement. 701 responses were received via the City of Darebin’s 2022 Community Survey, and the remainder of people contributed surveys via Council’s Have Your Say webpage or in person at one of the Community Information Sessions held. Further individual comments were provided in addition to ranking the survey questions to help shape the asset needs and priorities for the future. The following five questions were asked:

- *On a scale of 0 (lowest) to 10 (highest), how much do you think each of the following assets are currently used by the community, and how important do you think they will be to meeting future community needs over the next 10 years?*
- *On a scale of 0 (lowest) to 10 (highest), what priority do you think each of these broader asset issues are for Council to address in the next 10 years?*
- *What are the key asset principles that should be used to guide Council decisions?*
- *On a scale of 0 (lowest) to 10 (highest), how important is it that Council protects and reduces the impact of climate emergency on its assets?*
- *Do you have any other comments about the Asset Plan?*

The outcomes from this process, along with previous community engagement outcomes relating to the development of the Community Vision and Council Plan, have been incorporated into the Asset Plan and will guide Council decisions over the life of this Asset Plan.

4.2 Current Asset Use by the Community

Respondents were requested to consider current use of Council assets from a selection of Council’s most well-utilised assets and those important for community well-being. All assets ranked fairly evenly and were considered to be currently well used by the community, with the top three rated being:

1. Local roads (8.64)
2. Open space, parks and playgrounds (8.59)
3. Carparks and shopping areas (8.47)

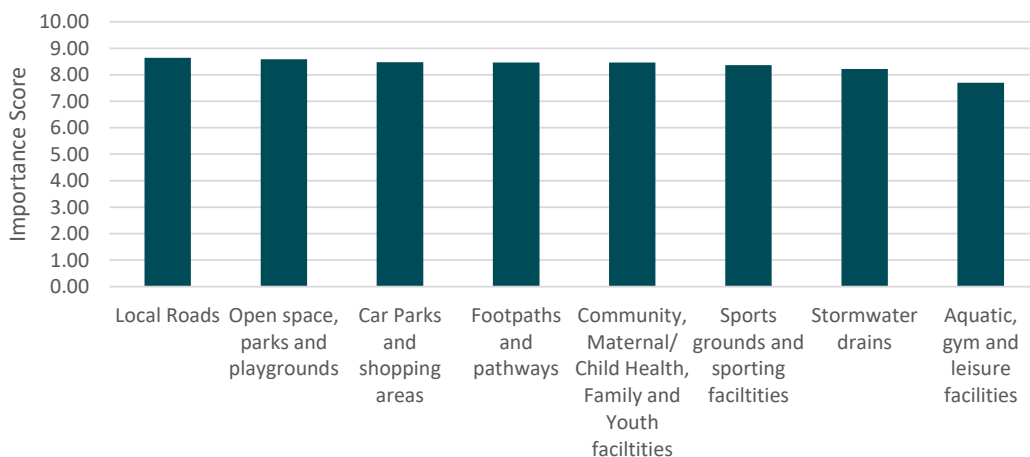


Figure 3 – Current Asset use by the Community

4.3 Asset Importance to meet Future Needs of Community

The community was then requested to identify which assets are important to meet our future community needs over the next 10 years. Open space, parks and playgrounds (8.64) along with community, maternal and child health, family and youth facilities (8.58) were the highest-ranking asset groups. Sports grounds and sporting facilities (8.46) rated third as important to meet future needs of the community.

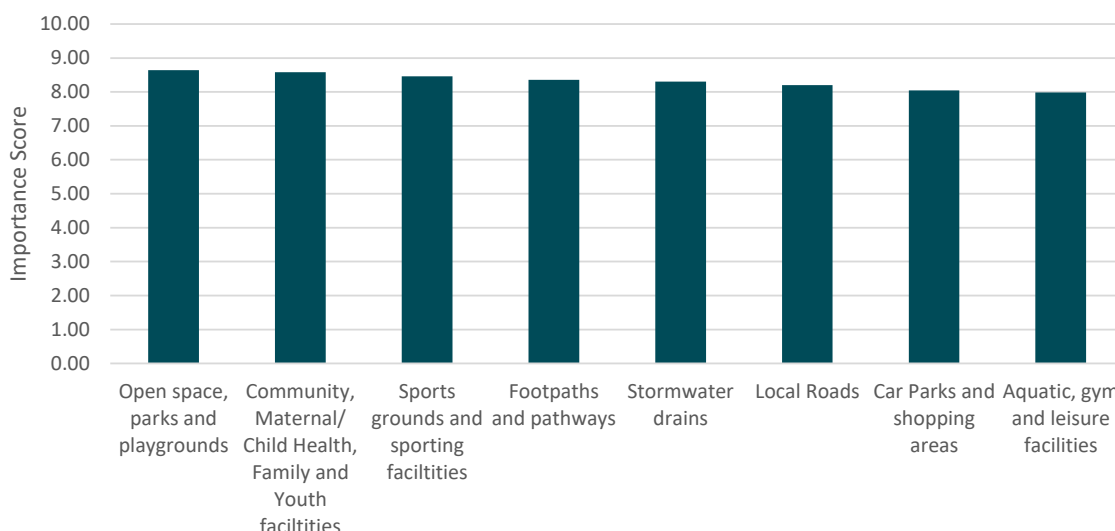


Figure 4 – Future Asset Importance

4.4 Key Asset Related Issues

The key asset issues that need to be prioritised over the next 10 years were rated on a scale of zero to 10. The issues covered 10 broad asset types and areas. On average, all broader asset classes were considered very important by respondents, with all scores ranging from 8.68 to 7.65. However, the three most important issues were:

1. Open space/natural areas (8.68)
2. Transport connections/pathways (8.63)
3. Parks and reserves with all-accessible equipment and furniture (8.59)

Car parking, drainage and local flooding as well as facilities to support more females to join in sports and activities were also identified as high priorities by the community.

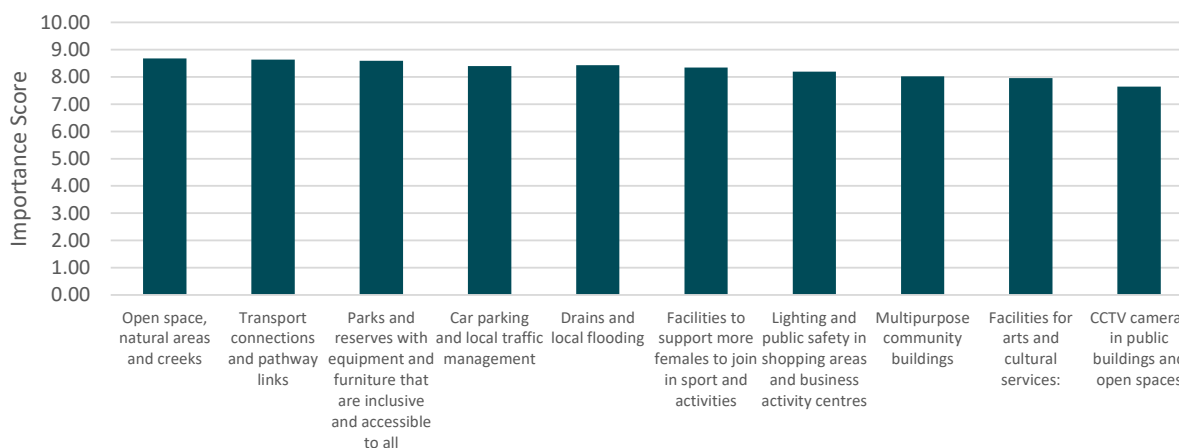


Figure 5 – Key broader asset related issues

4.5 Key Asset Decision Making Principles

Decision making principles help guide Council in the allocation of funding for asset investment. An important part of the engagement was to identify where the community sees asset investment priorities, in addition to the most important assets now and in the future.

The most selected asset decision-making principles by the community were:

1. Prioritise replacement and fixing of existing assets instead of creating new ones (45%)
2. Prioritise easier access to transport and improve transport connections through the city (39%)
3. Investing in alternative energy sources for Council assets (35%).

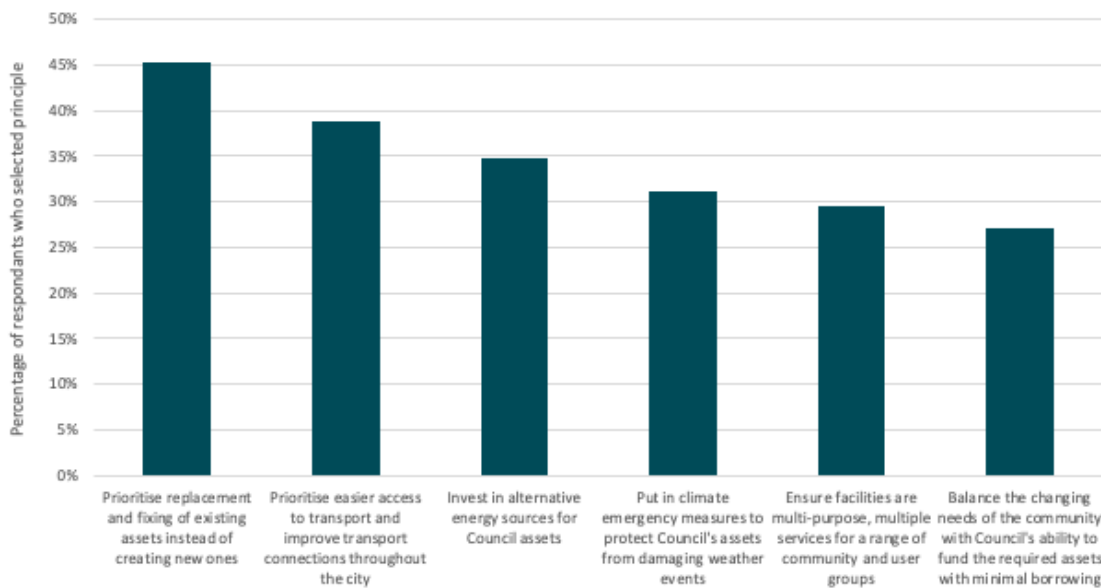


Figure 6 – Key asset related decision-making criteria

4.6 Importance of Climate Emergency

The importance of Council protecting and reducing the impact of climate emergency on its assets was rated very highly by the survey respondents at an average of 8.28 out of 10, with 91.2% on average rating it as an important issue for Council. This reflects the broader community expectation that Council will continue to lead in the implementation of climate emergency measures and specifically for infrastructure assets.



Figure 7 – Importance of protecting and reducing impact of climate change on assets

5 Our Assets

Our assets are valued at approximately **\$1.97 billion**. This includes land, infrastructure assets and non-infrastructure assets.

Our infrastructure and non-infrastructure assets covered by this plan are valued at approximately **\$1.188 billion**. Our assets are grouped into the following key asset classes:

Asset Class	Key Asset Quantities	Value as at 30 June 2021
 Buildings and Facilities	333 Buildings <i>Key examples:</i> 2 Aquatic Centres 41 Sport Pavilions 31 Health Centre / Child Care Buildings 30 Community Centres/Halls 4 Libraries 8 Community Neighbourhood Houses 2 Municipal Buildings 46 Public Toilet Facilities	\$434.41 m
 Transport Infrastructure	530km of Roads 1045km of Sealed Paths 66 Road and Footbridges	\$453.32 m
 Stormwater Drainage Assets	627.6km Stormwater pipes 23,194 Stormwater pits 29 Wetlands	\$190.60 m
 Open Space Assets	790 ha Open Space 27 Sports Reserves 7 Natural Reserves 57 Playing Fields/ Sport Grounds 100 Playgrounds 84,300 Street Trees	\$109.95 m
TOTAL		\$1.188 b

Table 2 - Asset Summary

Each year we spend millions of dollars on maintaining, replacing, upgrading, and constructing new assets to serve the community. Given the value of our assets and how much the community depends on them, it is important that we carefully plan for their delivery and ongoing management to provide the diverse range of services to the quality that our community expects now and into the future.

We need to do this in the most cost-effective way possible for the benefit of our community. This is what asset management is all about.

5.1 Asset Performance

The performance of our assets is measured by their current condition, the functionality of our assets to meet community needs, the capacity or ability of our assets to meet user demand and the environmental sustainability of our assets and their resilience and adaptability to climate change impacts. We also look to the future to see if our assets will continue to perform and meet the service needs of our community. The following table provides a high-level assessment of the performance of our key assets under each asset class. Overall, our assets are performing well with some areas for improvement identified. Asset performance along with current and future challenges for each asset class are further explored in Section 7. State of Our Assets.



Buildings and Facilities	Transport Infrastructure	Stormwater Drainage	Open Space Assets								
Sports and Recreation Centres ● Condition ● Functionality ● Capacity ● Environmental Sustainability	Roads ● Condition ● Functionality ● Capacity ● Environmental Sustainability	Stormwater Pipes and Pits ● Condition ● Functionality ● Capacity ● Environmental Sustainability	Sports fields and playing surfaces ● Condition ● Functionality ● Capacity ● Environmental Sustainability								
Children’s Services Buildings ● Condition ● Functionality ● Capacity ● Environmental Sustainability	Pathways ● Condition ● Functionality ● Capacity ● Environmental Sustainability	Wetlands and Water Sensitive Assets ● Condition ● Functionality ● Capacity ● Environmental Sustainability	Playgrounds ● Condition ● Functionality ● Capacity ● Environmental Sustainability								
Community Facilities ● Condition ● Functionality ● Capacity ● Environmental Sustainability	Bridges and Footbridges ● Condition ● Functionality ● Capacity ● Environmental Sustainability		Street trees ● Condition ● Functionality ● Capacity ● Environmental Sustainability								
Cultural Facilities (Arts Centre and Libraries) ● Condition ● Functionality ● Capacity ● Environmental Sustainability	Car parks ● Condition ● Functionality ● Capacity ● Environmental Sustainability		Park facilities (BBQ’s, tables, seats, lighting, picnic shelters) ● Condition ● Functionality ● Capacity ● Environmental Sustainability								
Public toilet facilities ● Condition ● Functionality ● Capacity ● Environmental Sustainability	<table border="1"> <tr> <td>Asset Condition</td> <td>The overall current condition of the assets</td> </tr> <tr> <td>Functionality</td> <td>Are the assets fit for purpose to meet service needs</td> </tr> <tr> <td>Capacity</td> <td>How well do the assets meet user demand</td> </tr> <tr> <td>Environmental Sustainability</td> <td>How resilient and adaptable are the assets to climate change impacts</td> </tr> </table>	Asset Condition	The overall current condition of the assets	Functionality	Are the assets fit for purpose to meet service needs	Capacity	How well do the assets meet user demand	Environmental Sustainability	How resilient and adaptable are the assets to climate change impacts		Natural Reserves ● Condition ● Functionality ● Capacity ● Environmental Sustainability
Asset Condition	The overall current condition of the assets										
Functionality	Are the assets fit for purpose to meet service needs										
Capacity	How well do the assets meet user demand										
Environmental Sustainability	How resilient and adaptable are the assets to climate change impacts										

Key

- Meets existing and future service needs
- Meets existing service needs
- May require minor work to continue to meet existing service needs
- May require major works to continue to meet existing service needs
- Fails to meet existing service needs



6 How Do We Manage Our Assets?

“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.” Darebin Asset Management Policy

6.1 Asset Management Framework

Our Asset Management Framework illustrates the relationship between the Community Vision, Council Plan goals and objectives and asset planning at the strategic, tactical, and operational levels. This Framework aims to ensure that a systematic approach to asset management delivers prudent and efficient outcomes to meet both our community and asset management objectives.



Figure 8 – Darebin City Council Asset Management System / Framework

Document	What does this mean for asset management and service delivery?
Asset Plan	<p>The Asset Plan provides a high level 10-year view of Council’s priorities around maintenance, renewal, acquisition, expansion, upgrade and disposal of infrastructure and how these are to be integrated within Council’s decision-making process and financial plans.</p> <p>The plan relates outcomes from community engagement to guide Council asset decisions, needs and activities over the next 10 years.</p>
Asset Management Policy	<p>The Asset Management Policy summarises the objectives for asset management. The Policy outlines responsibilities for asset management across the organisation and recognises that asset management is a collective responsibility. The objectives can only be achieved if all parties responsible work together to achieve the vision.</p>
Asset Management Strategy	<p>The Asset Management Strategy outlines how we will deliver our Asset Management Policy intentions. The purpose of the Strategy is to provide the framework for the ongoing enhancement of Council’s asset management practices to deliver sustainable and effective services, support the implementation of the Asset Management Policy and to achieve organisational objectives.</p>
Asset Management Plans	<p>Our Asset Management Plans provide information on how we intend to manage each of our asset classes to meet the demands of our community in the future. They provide the roadmap for achieving value from our assets by optimising cost, risk, and performance across the lifecycle of an asset.</p> <p>We currently have Asset Management Plans for Transport Assets, Stormwater Drainage and Buildings.</p>
Operational Plans	<p>Our Operational Asset Plans provide information on how we manage our assets at an operational level. They cover aspects such as asset maintenance and inspections frequencies and details, asset condition assessment and operational procedures for complex assets. They aim to provide guidance and structure to the operations of assets and ensure that these operations are consistent with the overall lifecycle management strategy of an asset.</p>

Table 3 – Asset Management Planning Document Definitions

We take a formal approach to the lifecycle management of our assets. This ensures we optimise our management practices at each phase in an asset’s lifecycle and results in cost-effective asset management. Underpinning our asset management practices are our asset risk management processes to support decision making through each lifecycle phase.



6.2 Asset Investment Strategy

The next 10 years requires a significant investment to maintain and renew the assets at optimal points in time and ensure public safety, continuity of service provided to the community, whilst minimising ongoing lifecycle asset costs. This investment in asset maintenance and renewal is to be balanced by investment in new and upgraded assets to meet current and future demand across the municipality.

Prudent and efficient investment decisions using a holistic lifecycle approach to asset management have been applied in this Asset Plan and supporting practices. The integration of the Asset Plan and the Financial Plan is critical to ensure the resources required to manage assets to agreed levels of service are provided for, in a financially sustainable manner. This integration is further evident in the adoption of our 10 year Capital Works Plan which outlines all asset projects and programs to be delivered over the life of this Asset Plan.

Our asset investment strategy aligns to the decision-making principles developed via community engagement and our asset management objectives and covers the following aspects:

- Continue to prioritise the renewal of ageing infrastructure
- Continue to optimise asset life and costs through timely and effective maintenance
- Manage impacts of population changes and rationalise, re-purpose, modernise and/or construct new assets where they are critical to support growth
- Focus on universally accessible and sustainable transport connections
- Provide assets that promote the health and well-being of our community in an equitable manner
- Manage asset resilience to climate change impacts
- Continue to comply and meet all relevant legislative requirements.
- Provide long-term affordable and sustainable services.

6.3 Investment Categories

For the purposes of this Asset Plan, our investment in our infrastructure is categorised in the table below. Classifying our expenditure in this way helps us to plan our budgets and track how we spend our money on our assets and services.

Expenditure Category	Activity	Description
Non-Discretionary Maintenance and Operations	Maintenance	Ongoing work required to keep an asset performing at the required level of service.
	Operations	Recurrent expenditure that is continuously required to provide a service.
Non-Discretionary Renewal	Renewal	Returns the service potential or the life of the asset up to that which it had originally
Discretionary Growth	Upgrade	Enhancements to an existing asset to provide a higher level of service.
	Expansion	Extends or expands an existing asset at the same standard as is currently enjoyed by residents, to a new group of users.
	New	Creates a new asset that provides a service that does not currently exist.

Table 4 - Expenditure Categories

6.4 Funding Community Needs

In accordance with the community engagement feedback, Council will commit to prioritising the renewal funding of its existing infrastructure assets before allocating funds to any discretionary projects relating to new assets or expansion or upgrade of existing assets. As a result, the funding of renewal is deemed a non-discretionary expenditure and has been allocated the highest priority in our Capital Works Program.

Further to the community engagement, Council will prioritise asset investments to ensure the public health and safety of our community, manage climate emergency impacts and compliance with statutory obligations are also given priority above discretionary funding.

The community identified asset priorities, broader asset related issues and decision-making principles identified from the extensive survey undertaken for this Asset Plan will be used to inform the prioritisation of non-discretionary and discretionary funding available. They will be used to review current and planned asset investment in new and upgraded assets to meet the needs of the community over the next 10 years. These principles will be progressively implemented over the life of this Asset Plan. Once constructed, these new and upgraded assets will require ongoing maintenance and renewal and will add to the ongoing funding needs over time.

The diagram below summarises the allocation of funding and prioritisation over the life of the Asset Plan.

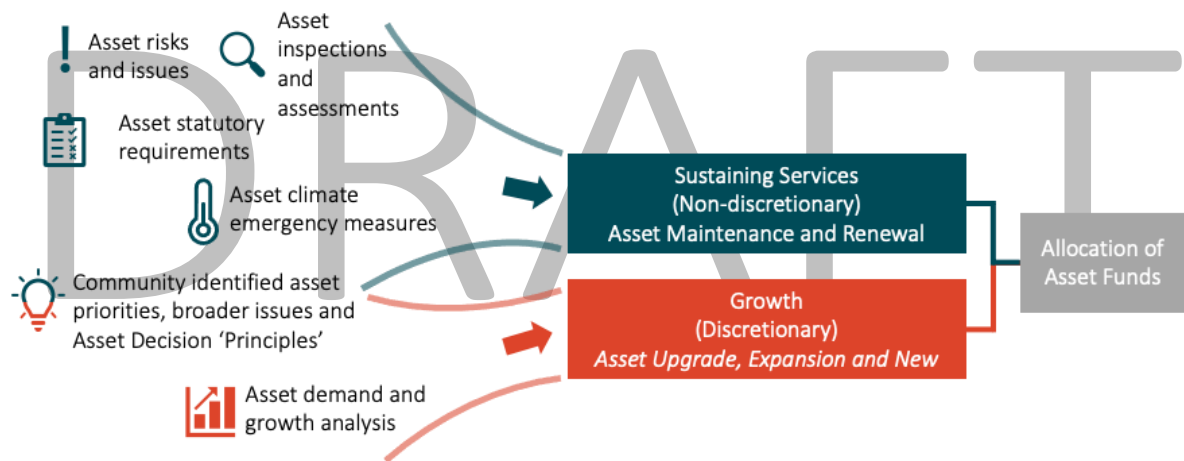


Figure 9 – Community identified asset priorities and principles in action

The integration of the Asset Plan and the Long-Term Financial Plan is critical to ensure the resources required to manage assets to agreed levels of service are provided for in Council’s financial planning instruments.

If the required resources are not provided adequately for non-discretionary asset expenditure for asset maintenance and or renewal, then a resource gap can arise which can result in a lowering of levels of service provided to the community or risks such as public health and safety can be compromised.

On the other hand, if the required resources are not provided adequately for discretionary asset expenditure for the timely upgrade and expansion of existing assets or the construction of new assets, it can result in a difference between the current level of service provided by assets and the level of service demand required of the assets.

This balance is and will continue to be an ongoing challenge for Council within a constrained financial environment. The Asset Investment Strategy outlined above is needed to underpin the financial integration of this Asset Plan with the Financial Plan.

7 State of Our Assets

The following state of the assets summaries for each asset class provide the key challenges, opportunities, performance, and projected expenditure requirements for each key asset class over the next 10 years. These funding requirements have been determined based on the key principles and outcomes from the community engagement, affordability assessments made in our Financial Plan and represent the investment that is required to maintain our existing levels of service provided to the community.

7.1 Buildings



Service	Provide buildings and facilities for Council services such as maternal and child health centres, community centres, arts and library facilities, sporting pavilions and change rooms, aquatic, gym and leisure centres, youth centres, kindergartens, childcare and public amenities.
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Service Objective	Our buildings and facilities are safe, functional, fit for purpose and accessible to all users.
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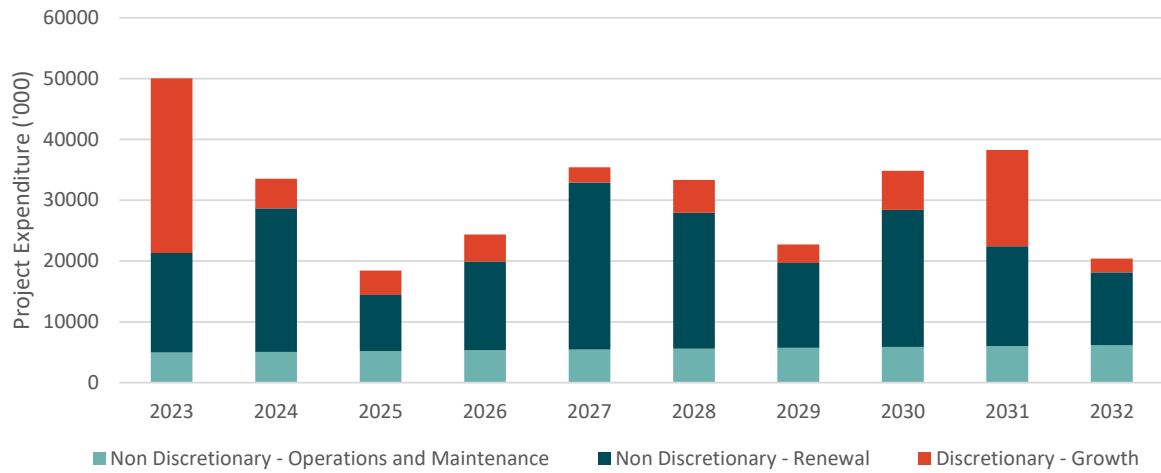
Key Challenges and Opportunities

Ageing Buildings	Changing use of buildings and future needs	Building Technology
<ul style="list-style-type: none"> Ageing buildings will require continued investment in maintenance and renewal to ensure they are maintained in a safe condition. Older buildings could be rationalised or co-located with other buildings to provide modern multi-purpose facilities whilst reducing ongoing maintenance costs. Multi use buildings will be required as buildings are expected to support a range of different services. 	<ul style="list-style-type: none"> Demand for upgrade to existing buildings and facilities to meet the needs of a growing and changing demographic. Requires increase of availability of building functional spaces and the enhancement of buildings to meet diverse community needs. Universally accessible facilities are required to ensure inclusivity and equitable access. 	<ul style="list-style-type: none"> Passive solar design and energy efficient building services and operational systems could provide opportunities to improve operational efficiencies and reduce ongoing building lifecycle costs whilst reducing carbon emissions and energy usage of Council facilities. Use of smart technology for buildings and facilities management and other innovative service delivery approaches is increasing which may change the way Council delivers services through its buildings and facilities

Asset Performance Assessment

Current Performance	Fit for the Future?
<p>The current portfolio of buildings are in good condition. Long term building maintenance and renewal programs enable Council to renew and replace building elements when they fall due for renewal. A number of Darebin’s buildings will require upgrade or extensions to meet current day standards and requirements such as provision for required spaces for kindergartens and female friendly change rooms and facilities at sporting pavilions and change rooms.</p>	<p>Council has significant capital programs in place to address functional and capacity issues of key buildings such as sporting pavilions and children’s service buildings. Significant upgrades are underway and planned for both the Northcote and Reservoir Aquatic, Leisure and Recreation Centres as well as the redevelopment of the Preston Civic Precinct (Catalyst Project) to create a new community hub, library and public amenities. Continued building upgrade and expansion (and construction of new or co-located buildings) is required over the next 10 years to ensure that our buildings continue to support the delivery of a vast array of services.</p>

Financial Projections



Costs

	2023 (\$'000)	2024 (\$'000)	2025 (\$'000)	2026 (\$'000)	2027 (\$'000)	2028 (\$'000)	2029 (\$'000)	2030 (\$'000)	2031 (\$'000)	2032 (\$'000)	
Renewal	16,393	23,583	9,213	14,590	27,438	22,328	13,938	22,551	16,383	11,970	178,387
Growth	28,713	4,887	4,027	4,467	2,522	5,396	3,056	6,412	15,843	2,272	77,595
Operations/Maintenance	4,947	5,070	5,197	5,327	5,460	5,597	5,737	5,880	6,027	6,178	4,947
Total	50,053	33,540	18,437	24,384	35,420	33,321	22,731	34,843	38,253	20,420	311,403

Key Projects and Programs



Northcote Aquatic and Recreation Centre Redevelopment

Multiyear redevelopment of the existing Northcote Aquatic and Recreation Centre to construct a brand-new facility.



Annual Building Renewal Program

An ongoing, major asset renewal program which address partial renewal of buildings with works informed by regular building condition audits. Key renewal works are planned for KP Hardiman Pavilion, John Hall Pavilion and Bill Lawry Oval Pavilion among other buildings.



3-Year-Old Kindergarten Building Improvements and Development

Based on projections from the Early Years Infrastructure Plan, additional kinder rooms and space will be required in Darebin to meet the needs of 3-year-old kindergarten into the future. This program is for the design and construction of future facilities and facility upgrades to meet these needs.

7.2 Transport Infrastructure



Service	Provision of transport services to the community including vehicular, cycling and other relevant modes. Provision of off-street carpark facilities at key locations.
Service Objective	To provide the community, road users and pedestrians with a safe, functional and fit for purpose road and pathway network. To provide safe and suitable off-street carparking facilities.

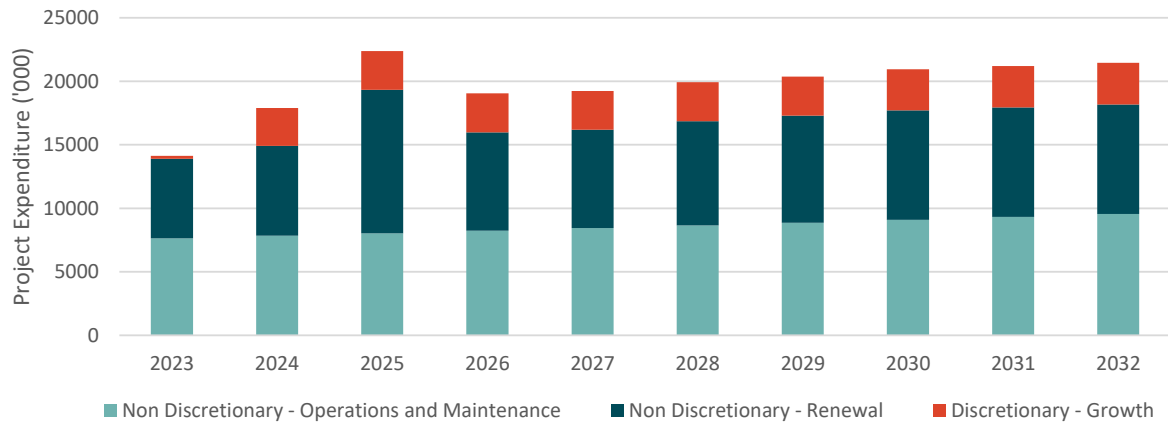
Key Challenges and Choices

Sustainable Transport	City Redevelopment	Transport Safety
<ul style="list-style-type: none"> The urban constraints of Darebin City require a progressive move to alternative forms of transport to accommodate population growth. Some improvements are required to pathways and road networks to accommodate electric vehicles and bikes and driverless vehicles. Use and reuse of sustainable materials for road, pathway and bridge construction. 	<ul style="list-style-type: none"> Managing consistent demand for on street parking whilst addressing parking issues in and around key activities centres and High Street. Continued challenge of managing urban development works which can damage Council roads, paths and kerb during construction. 	<ul style="list-style-type: none"> Continued population growth in Darebin and increasing dwelling density leading to increase users on local roads and pathways. Older traffic management devices such as medians and crossings not functioning effectively will require upgrade to current standards. Further road and pathway safety improvements such as crossings, safety barriers and signage are required at intersections between pathways and roads to bring these intersections up to standard to keep users safe. Universal access requirements will necessitate improvements to the pathways to accommodate impaired mobility needs.

Asset Performance Assessment

Current Performance	Fit for the Future?
<p>The current network of local roads, and pathways are in good condition overall. Significant investment continues to be allocated to road, pathways and bridge renewal and rehabilitation programs to ensure these assets are maintained.</p> <p>Darebin is currently investing in a City Cycling Program to improve and expand its pathway network to provide improved alternative modes of transport options for the community.</p> <p>Provision of car parking continues to be challenging as demand increases in and around activity area, business district, shopping and foreshore areas.</p>	<p>The local road and pathway networks bridges and car parks are considered fit for the future.</p> <p>The continued funding of long-term road, pathway and bridge renewal and maintenance is essential to maintain these assets in a safe condition and continue to provide current levels of service provided to the community.</p> <p>The ongoing implementation of the Darebin City Transport Strategy 2007 -2027 will focus on the increase use and safety for the City's walking cycling and public transport. This requires continued investment in the key capital works programs to upgrade and expand the pathway network, install safety improvements throughout the network and encourage usage of these assets to manage or reduce vehicle usage of local roads and car parks.</p>

Financial Projections



Costs

	2023 (\$'000)	2024 (\$'000)	2025 (\$'000)	2026 (\$'000)	2027 (\$'000)	2028 (\$'000)	2029 (\$'000)	2030 (\$'000)	2031 (\$'000)	2032 (\$'000)	
Renewal	6,260	7,078	11,289	7,753	7,738	8,213	8,424	8,636	8,636	8,636	82,663
Growth	225	2,980	3,070	3,070	3,070	3,070	3,070	3,235	3,261	3,275	28,326
Operations/Maintenance	7,720	7,913	8,111	8,313	8,521	8,734	8,953	9,177	9,406	9,641	86,489
Total	14,205	17,971	22,470	19,136	19,329	20,017	20,447	21,048	21,303	21,552	197,478

Key Projects and Programs



Cycling Asset Program

This program enhances opportunities for bike riding as a safe and enjoyable mode of transport by improving safety, building on the existing network, as well as transforming areas to make it safer for cycling. Projects include construction of pathway linkages, installation of bike hoops, signage and line marking for cycle lanes.

These projects include installation of new bike maintenance stands at Reservoir Leisure Centre, Bundoora Park Farm and Café, and the pocket park at Corner of Oakover Rd and High St, Preston, Bracken Ave priority crossings to be installed, improving safety for people walking and riding bikes along the Great Western Shimmy (partly off-road) and pinch points with space for bikes installed on Broadhurst St to reduce car speeds and create separation for people on bikes.



Footpath Renewal Program

This program addressed footpath asset renewal/ replacement and universal access installation on the pathway network. This program is informed via regular inspection of the footpath network. The program which will result in approximately 15,000 – 20,000m2 of footpath renewal based on the allocated budget. Projects include Gillies St Fairfield, Dunne St Kingsbury and Glasgow Ave Reservoir.



Road Rehabilitation Program

The two programs work in conjunction to improve our local road network condition. The road rehabilitation program renews existing sealed roads including older roads in poor condition or which do not meet current design standards.

Road Resurfacing Program*

The road resurfacing program renews road reseals/ surfaces in poor condition to bring them up to a suitable standard and protect the underlying road base. Projects include Farnan Street Northcote, Jessie Street Northcote (from Westgarth to Farnan) the full length of Arcadia Ave Reservoir.

7.3 Stormwater Drainage



Service	Provision of flood mitigation and drainage to the community including stormwater treatment and pollutant removal from stormwater run-off
Service Objective	To protect the community from flooding and improve the quality of stormwater runoff discharged to natural water courses

Key Challenges and Choices

Ageing Assets	City Redevelopment	Climate Change
<ul style="list-style-type: none"> Older stormwater assets do not meet stormwater run-off capacity requirements and therefore may be causing localised flooding. Older stormwater assets require relining or renewal to ensure they continue to provide effective conveyance of stormwater run-off and flood protection. 	<ul style="list-style-type: none"> Further high and medium density developments in Darebin will require change to existing drainage system function and capacity. Further growth and development areas may be conditioned with additional stormwater treatment devices which will increase ongoing maintenance and renewal costs to maintain these new assets. 	<ul style="list-style-type: none"> More frequent and intense storm events will pose an increased risk of flooding and reduce the reliability of capacity of the stormwater system. Increase pressure and demand to treat stormwater prior to it entering the Darebin and Merri Creeks. This may result in further water harvesting and water sensitive urban design assets being needed.

Asset Performance Assessment

Current Performance	Fit for the Future?
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Darebin City’s stormwater pipes and pits are ageing.

- 332km of stormwater pipes and pits are now 40–70 years old.
- 93 kms of stormwater pipes and pits are 70 ->120 years old.

These older stormwater pipes and pits were built to standards of the day and will require renewal or upgrade to meet current stormwater run-off capacity requirements and to ensure that they remain in good condition.

A greater understanding of the current stormwater pipe network condition is needed via the expansion of the current stormwater condition assessment program. This will assist to proactively identify which assets require renewal or maintenance.

Under capacity Melbourne Water stormwater drains are causing upstream flooding into Council drainage network during periods of heavy rain. Further work is required between Council and Melbourne Water to address these issues.

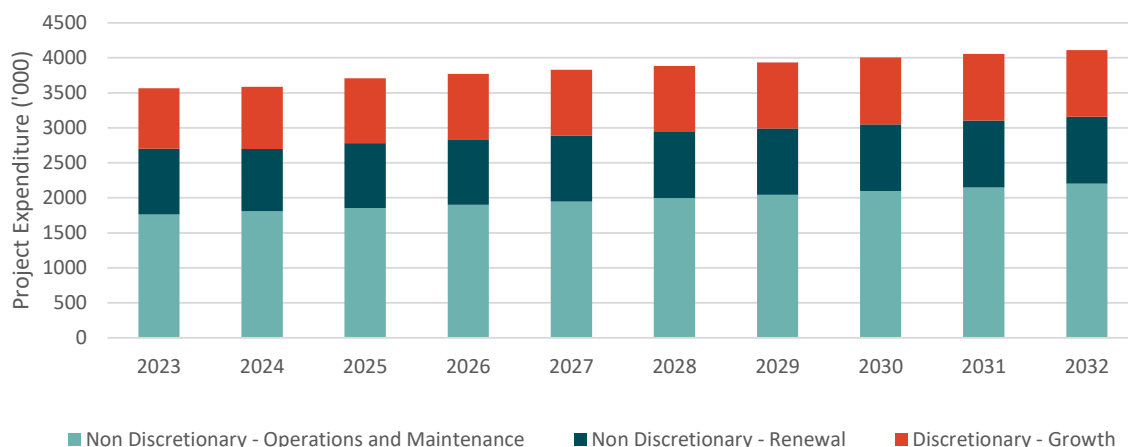
A lack of information about the current condition and performance of the stormwater network is hindering the proactive asset renewal and upgrade. Council is progressively moving toward a more proactive, evidence-based approach to the management of its stormwater assets.

The ability of the stormwater network to withstand climate change impacts is yet to be determined and further asset condition and performance assessment will need to be undertaken.

Darebin City Council has however invested in stormwater upgrade projects to reduce the number of flood prone properties via local stormwater system upgrade projects.

In recent years the city has expanded the installation of water sensitive asset such as rain gardens and stormwater treatment assets. These stormwater water treatment assets will require continued and increased funding to address both increased renewal and upgrade demand of either harvesting or treatment of stormwater before it enters the pipe network and local creeks.

Financial Projections



Costs

	2023 (\$'000)	2024 (\$'000)	2025 (\$'000)	2026 (\$'000)	2027 (\$'000)	2028 (\$'000)	2029 (\$'000)	2030 (\$'000)	2031 (\$'000)	2032 (\$'000)	
Renewal	940	889	928	937	941	945	945	955	955	955	9,390
Growth	860	888	928	936	940	944	944	954	954	954	9,302
Operations/Maintenance	1,764	1,808	1,853	1,899	1,947	1,995	2,045	2,096	2,149	2,203	19,759
Total	3,564	3,585	3,709	3,772	3,828	3,884	3,934	4,005	4,058	4,112	38,451

Key Projects and Programs



Drainage System Renewal and Upgrade Program

This program includes a range of works to improve and upgrade existing stormwater issues. These works are identified as localised flooding issues or problem areas or from inspections which result in minor upgrade works. Works also include installation of water sensitive assets to treat stormwater run-off such as rain gardens. Projects include Dole Wetland, Ruthven Wetland and Massey Ave Reservoir.



Stormwater Pipe Relining Program

This program enables the relining of existing old stormwater pipes and provides a cost-effective solution to restore damaged or older pipes without the need to dig. This is a reactive annual program, yearly priorities are determined based on several variables such as condition reports and community needs.



Stormwater Drainage Maintenance Program

Our maintenance program for our stormwater drainage assets includes:

- Stormwater pit clearing
- Pipe silt and debris removal
- Rubbish removal
- Vegetation maintenance
- Minor repairs
- Inspections

7.4 Open Space and Natural Assets



Service	Provision of open space assets to support active and passive recreation activities.
Service Objective	To enhance the city’s public open space areas to enhance quality of life and promote social connectedness

Key Challenges and Choices

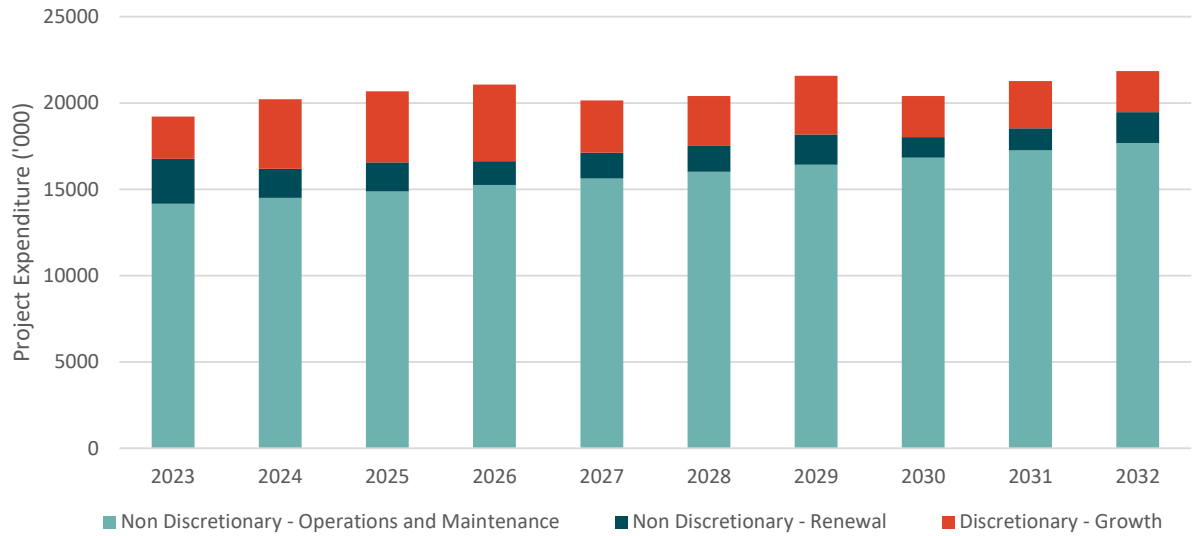
Open Space Demand	Changing Demographics and Use	Quality of open space, Climate Change and Sustainability
<ul style="list-style-type: none"> Quantity of open space. Darebin does not have enough open space to meet our community’s need and this deficiency is projected to grow as our population increases Higher density living and increased use of open space areas will require both additional provision of open space and enhanced functionality of existing open space areas. This may result in the creation of more assets which will require more asset maintenance and renewal funding in order to maintain higher level of service areas. 	<ul style="list-style-type: none"> Sporting trends may change demand over time requiring the reconfiguration of open space and sporting assets. Traditional recreational opportunities such as football grounds could move towards bike pump tracks, skate parks and exercise stations. Population increases will increase demand for specific outdoor recreation activities. 	<ul style="list-style-type: none"> Quality of open space. There is lack of sufficient indigenous trees, shrubs and ground covers in our open spaces suitable to act as habitat for our biodiverse species. This is putting this vital part of our ecosystem under threat, as well as impacting how these spaces are experienced by humans. Resilience of our open space and assets. Climate change may require assessment and upgrade to open space assets and natural areas to enable them to become more resilient to climate change impacts.

Asset Performance Assessment

Current Performance	Fit for the Future?
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<p>The key challenges for Darebin relate to the quantity, quality and resilience of its open space and natural assets now and into the future. Further urban densification and development will continue to place demand on these spaces as more people seek to use open space areas.</p> <p>Darebin’s open space assets are performing well and are maintained in good condition. Several ongoing park asset renewal and upgrade programs have ensured timely replacement, upgrade and maintenance of parks and reserves assets as well as street trees and natural bushland areas.</p> <p>A number of climate emergency adaptation measures have been implemented such as the conversion to warm season sports field grasses to reduce irrigation reliance. Further use of sustainable materials for open space assets such as recycled materials for park furniture and use of granitic sand and gravels in place of concrete are being implemented.</p>	<p>Open space, parks and natural reserves are highly valued assets and areas within Darebin. Darebin is a fully urbanised city; therefore the expansion of open space will require the resumption of existing developed land and this is to be combined with the enhancement and upgrade of existing open space areas to improve facilities and accommodate increased user needs. Upgrade of park assets such as park furniture, pathways, shelters, seats, boardwalks, accessibility, and amenity will be required. A significant expansion of the open space upgrade program is planned to meet these needs and invest in Darebin’s open space, parks and natural reserve areas over the next 10 years.</p> <p>Continued investment in climate change adaption measures for open space assets is required to ensure they continue to remain resilient to climate impacts such as heat and weather events and more sustainable asset materials are utilised going forward. The Open Space Improvement Program including the “Rewilding” Program also aims to improve the amount of natural bushland coverage throughout Darebin City.</p>
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Financial Projections



Costs

	2023 (\$'000)	2024 (\$'000)	2025 (\$'000)	2026 (\$'000)	2027 (\$'000)	2028 (\$'000)	2029 (\$'000)	2030 (\$'000)	2031 (\$'000)	2032 (\$'000)	
Renewal	2,612	1,682	1,689	1,375	1,491	1,498	1,752	1,193	1,281	1,780	16,353
Growth	2,447	4,017	4,107	4,446	3,034	2,892	3,405	2,377	2,738	2,390	31,851
Operations/Maintenance	14,156	14,510	14,873	15,245	15,626	16,017	16,417	16,828	17,248	17,679	158,600
Total	19,215	20,209	20,669	21,066	20,151	20,407	21,574	20,398	21,267	21,849	206,804

Key Projects and Programs



Open Space Improvements Program

This program includes

- Rewilding Program
- Street Tree Planting Program
- Play Space renewal programs
- Park improvements program
- Urban forest strategy implementation
- Non-sports related lighting projects
- District and Regional Park improvements program



Park Asset Renewal Program

This program enables the replacement of parks assets such as fencing, seating, drinking fountains, benches, picnic tables, bike hoops and other park furniture assets as required. Projects include All Nations Park, Zwar Reserve and Edwardes Lake Park.



Oval and Sportsground Renewal and Upgrade Program

This program addresses the need to renew and upgrade the City's sports fields and grounds over the next 10 years. It includes reshaping ovals where required to provide consistent surface levels that will assist in surface drainage and surface run-off.



Open Space and Natural Asset Maintenance Program

Our maintenance program for our stormwater drainage assets includes:

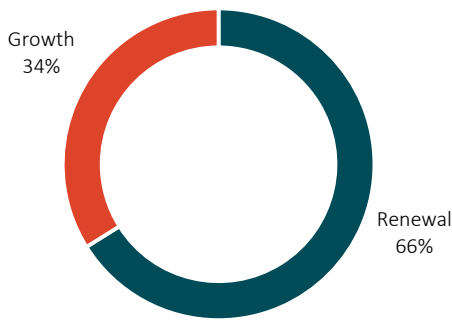
- Mowing
- Garden bed mulching and maintenance
- Rubbish removal
- Vegetation and street tree maintenance
- Minor repairs

8 Funding the Asset Plan

8.1 Financial Plan Integration

The forecasts included in this Asset Plan for the projected asset costs are consistent with our Financial Plan and cover the planned asset activities in the next ten (10) years. All funding requirements identified for each asset class have been allocated in the Financial Plan.

The figure below summarises the expenditure categories of our currently foreshadowed infrastructure capital program projects totalling in the order of \$433.9 million over the next ten (10) years. It indicates that 66% of the investments relate to non-discretionary asset renewal. This allocation aligns with our principle of prioritising asset renewal when making capital investment decisions, thereby ensuring our existing assets are properly managed to provide acceptable levels of service. The balance 34% is allocated to upgrading or constructing new assets to cater to the population growth and changing needs of our community.



Whether Council’s renewal funding is sufficient depends on many variables including how long individual assets last. Through ongoing investigation and monitoring including periodic condition surveys, Council is gaining a better understanding of how much it needs for renewal.

This will require future monitoring and further analysis as new asset information becomes available such as new asset condition data. Funding requirements may potentially change and require adjustment to both this Asset Plan and the Long-Term Financial Plan.



8.2 Total Expenditure

This section outlines the projected expenditure requirements for our infrastructure over the next 10 years. These funding requirements have been determined based on the affordability assessments made in our Financial Plan and represent the investment that is required to maintain our existing levels of service.

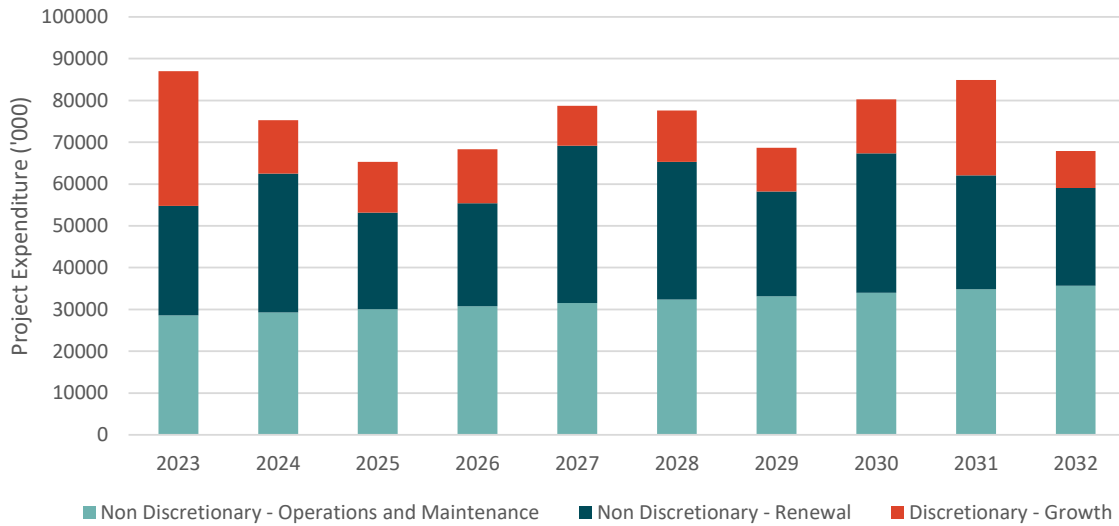


Figure 10 - Forecast Total Asset Expenditure

The following table summarises projected expenditure by asset class over the next 10 years

Asset Class	Renewal (\$'000)	Growth (\$'000)	Operations and Maintenance (\$'000)	Total (\$'000)
Buildings	178,387	77,595	55,421	311,403
Transport Infrastructure	82,663	28,326	86,489	197,478
Stormwater Drainage	9,390	9,302	19,759	38,451
Open Space	16,353	31,851	158,600	206,804
Total	286,793	147,074	320,268	754,135

Table 5 - Forecast Expenditure by Asset Class

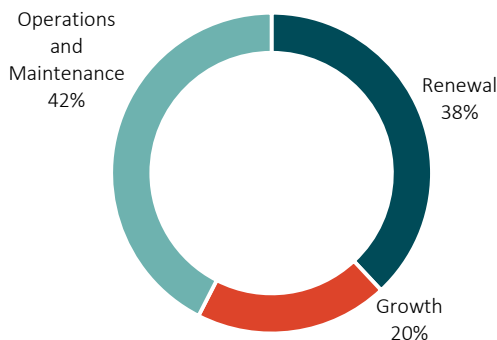


Figure 11 - Forecast Total Asset Expenditure over 10 years by Expenditure Category

A total investment in the order of **\$754** million over the next ten (10) years is proposed so that our infrastructure assets remain fit-for-purpose, are safe and support the delivery of services to our diverse and growing community.

This represents a significant investment that is made on behalf of our community and is fundamental in enabling us to meet ever changing demands and to safeguard future use of our infrastructure.

8.3 Financial and Performance Indicators

The following performance measures demonstrate we are investing in our assets in a financially sustainable manner and to ensure that levels of services to the community are maintained.





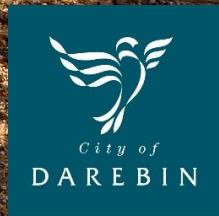
	Measure	Target	10 Year Average (2023 - 2032)
	Asset renewal funding ratio (proposed renewal budget over 10 years/forecast renewal budget over 10 years)	90% to 110%	109%
	Asset Renewal and Upgrade Expenditure as a percentage of depreciation	>100%	144.7%
	Asset Sustainability Ratio (renewal funding/depreciation)	90% to 110%	116.3%
	Infrastructure per head of population	NA	\$4,404.53*

Table 6 – Asset Management Financial Performance Indicators

*Average for similar Victorian Council's is \$6468.41

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9. NOTICES OF MOTION

Nil

10. URGENT BUSINESS

11. CONSIDERATION OF REPORTS CONSIDERED CONFIDENTIAL

In accordance with Section 66(2) of the *Local Government Act 2020*, Council may resolve to close the meeting to members of the public to consider the following items, deemed to be confidential by the Chief Executive Officer in accordance with Section 3(1) of the Act for the reasons indicated:

11.1 Review of Lease Agreement for Sullivan Stadium, 21 Blake Street, Preston and Associated Matters

This item is designated confidential because it is private commercial information, being information provided by a business, commercial or financial undertaking that if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage, pursuant to Section 3(1) (g(ii)) of the Act.

11.2 Appointment of Insurance Broker

This item is designated confidential because it is private commercial information, being information provided by a business, commercial or financial undertaking that if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage, pursuant to Section 3(1) (g(ii)) of the Act.

CLOSE OF MEETING

Recommendation

That in accordance with section 66(2) of the *Local Government Act 2020*, Council resolves to close the meeting to members of the public to consider the items designated confidential by the Chief Executive Officer on the basis that the matters are confidential in accordance with Section 3(1) of the Act.

RE-OPENING OF MEETING

Recommendation

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


12. CLOSE OF MEETING

**CITY OF
DAREBIN**

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