



# Ordinary Meeting of Council Agenda

to be held on Tuesday 21 February 2017 at 7.00pm  
Fitzroy Town Hall

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- Hearing loop(Richmond only), the receiver accessory may be accessed by request to either the Chairperson or the Governance Officer at the commencement of the meeting, proposed resolutions are displayed on large screen and Auslan interpreting (*by arrangement, tel. 9205 5110*)
- Electronic sound system amplifies Councillors' debate
- Interpreting assistance (*by arrangement, tel. 9205 5110*)
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## **Order of business**

- 1. Statement of recognition of Wurundjeri Land**
- 2. Attendance, apologies and requests for leave of absence**
- 3. Declarations of conflict of interest (Councillors and staff)**
- 4. Confidential business reports**
- 5. Confirmation of minutes**
- 6. Petitions and joint letters**
- 7. Public question time**
- 8. General business**
- 9. Delegates' reports**
- 10. Questions without notice**
- 11. Council business reports**
- 12. Notices of motion**
- 13. Urgent business**

## 1. Statement of Recognition of Wurundjeri Land

*"Welcome to the City of Yarra."*

*"Yarra City Council acknowledges the Wurundjeri as the Traditional Owners of this country, pays tribute to all Aboriginal and Torres Strait Islander people in Yarra and gives respect to the Elders past and present."*

## 2. Attendance, apologies and requests for leave of absence

Anticipated attendees:

### Councillors

- Cr Amanda Stone (Mayor)
- Cr Danae Bosler
- Cr Mi-Lin Chen Yi Mei
- Cr Misha Coleman
- Cr Jackie Fristacky
- Cr Stephen Jolly
- Cr Mike McEvoy
- Cr Daniel Nguyen
- Cr James Searle

### Council officers

- Vijaya Vaidyanath (Chief Executive Officer)
- Ivan Gilbert (Group Manager - CEO's Office)
- Andrew Day (Director - Corporate, Business and Finance)
- Chris Leivers (Director - Community Wellbeing)
- Bruce Phillips (Director - Planning and Place Making)
- Jane Waldock (Assistant Director - Planning and Place making)
- Guy Wilson-Browne (Director - City Works and Assets)
- Joanne Murdoch (Group Manager - Advocacy and Engagement)
- Fred Warner (Group Manager – People, Culture and Community)
- Rhys Thomas (Senior Governance Advisor)

## 3. Declarations of conflict of interest (Councillors and staff)

## 4. Confidential business reports

### Item

- 4.1 Personnel matters
- 4.2 Personnel matters
- 4.3 Contractual matters; AND Matters prejudicial to Council and/or any person

## **Confidential business reports**

The following items were deemed by the Chief Executive Officer to be suitable for consideration in closed session in accordance with section 89 (2) of the *Local Government Act 1989*. In accordance with that Act, Council may resolve to consider these issues in open or closed session.

### **RECOMMENDATION**

1. That the meeting be closed to members of the public, in accordance with section 89 (2) of the *Local Government Act 1989*, to allow consideration of:
  - (a) personnel matters;
  - (b) contractual matters; and
  - (c) matters prejudicial to Council and/or any person.
2. That all information contained within the Confidential Business Reports section of this agenda and reproduced as Council Minutes be treated as being and remaining strictly confidential in accordance with the provisions of sections 77 and 89 of the *Local Government Act 1989* until Council resolves otherwise.

## **5. Confirmation of minutes**

### **RECOMMENDATION**

That the minutes of the Ordinary Council Meeting held on Tuesday 7 February 2017 be confirmed.

## **6. Petitions and joint letters**

## **7. Public question time**

Yarra City Council welcomes questions from members of the community.

Public question time is an opportunity to ask questions, not to make statements or engage in debate.

Questions should not relate to items listed on the agenda. (Council will consider submissions on these items separately.)

Members of the public who wish to participate are to:

- (a) state their name clearly for the record;
- (b) direct their questions to the chairperson;
- (c) ask a maximum of two questions;
- (d) speak for a maximum of five minutes;
- (e) refrain from repeating questions that have been asked previously by themselves or others; and
- (f) remain silent following their question unless called upon by the chairperson to make further comment.



**8. General business**

**9. Delegates' reports**

**10. Questions without notice**

## 11. Council business reports

| Item  |   | Page | Rec. Page | Report Presenter   |
|-------|---|------|-----------|--|
| 11.1  | Consideration of a petition requesting that a BMX track be constructed in the City of Yarra   | 8    | 10        | Justin Hanrahan – Manager Open Space and Recreation          |
| 11.2  | Options for Establishing a Waste and Recycling Advisory Committee   | 11   | 14        | Jane Waldock – Assistant Manager Planning and Place Making   |
| 11.3  | Waste and Environment Service Charge  | 17   | 35        | Jane Waldock – Assistant Manager Planning and Place Making   |
| 11.4  | Amendment C209 to the Yarra Planning Scheme - Revised Clause 22.09 Licensed Premises Policy - Consideration of Submissions Received | 37   | 41        | David Walmsley - Manager City Strategy                       |
| 11.5  | NDIS Transition Report  | 74   | 81        | Aldo Malavisi – Community Partnerships Unit Manager          |
| 11.6  | Yarra Youth Advisory Committee Membership   | 82   | 85        | Lisa Wilkins – Acting Manager Family and Children’s Services |
| 11.7  | Compact Agreement between DET, DHHS and Local Government  | 86   | 87        | Lisa Wilkins – Acting Manager Family and Children’s Services |
| 11.8  | Richmond and Collingwood Youth Program Grants 2017-2020 Recommendation Report   | 99   | 102       | Aldo Malavisi – Community Partnerships Unit Manager          |
| 11.9  | Family Violence Services and Hub Options in Yarra   | 103  | 117       | Fred Warner – Group Manager People, Culture and Community    |
| 11.10 | Proposed discontinuance of Part of roads at rear of 1-3 Alexandra Parade, Collingwood   | 127  | 130       | Bill Graham – Coordinator Valuations                         |
| 11.11 | Quarterly Financial Report - December 2016  | 144  | 148       | Ange Marshall - Chief Financial Officer                      |
| 11.12 | Annual Plan Quarterly Progress Report - December  | 172  | 177       | Julie Wyndham – Manager Corporate Planning and Performance   |

### Public submissions procedure

The public submission period is an opportunity to provide information to Council, not to ask questions or engage in debate.

When the chairperson invites verbal submissions from the gallery, members of the public who wish to participate are to:

- (a) state their name clearly for the record;
- (b) direct their submission to the chairperson;
- (c) speak for a maximum of five minutes;
- (d) confine their remarks to the matter under consideration;
- (e) refrain from repeating information already provided by previous submitters; and
- (f) remain silent following their submission unless called upon by the chairperson to make further comment.

## **12. Notices of motion**

| <b>Item</b> |   | <b>Page</b> | <b>Rec. Page</b> | <b>Report Presenter</b> |
|-------------|---|-------------|------------------|-------------------------|
| 12.1        | Notice of Motion No 4 of 2017 - Extension of Out-of-Home Care Age from 18 to 21 | 219         | 220              | Chen-Yi-Mei, Councillor |

## **13. Urgent business**

Nil

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## 11.1 Consideration of a petition requesting that a BMX track be constructed in the City of Yarra

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Trim Record Number: D16/185196

Responsible Officer: Director Planning and Place Making

### Purpose

1. This report is in response to a petition received by Council in August 2016 containing 203 signatures requesting that the City of Yarra and the State Government provide a BMX race track for inner Melbourne.

### Background

2. At the Ordinary Meeting of Council on 2 August 2016, Council tabled a petition containing 203 signatures generated across three formats: hard copy petition (38 signatures), online petition (97) and Facebook petition (68). The petition requested that: *"the City of Yarra and the State Government to provide a BMX race track in Inner Melbourne"*.
3. The petition notes that BMX racing is a sport offered up to Olympic level competition and that there are no accessible facilities in inner Melbourne.
4. The City of Yarra offers a range of outdoor sporting opportunities to its residents and visitors to the Municipality, but does not include fit-for-purpose BMX track among its sporting infrastructure.
5. BMX racing in Victoria is administered by BMX Victoria and its website identifies 18 BMX clubs throughout Victoria. There are no BMX clubs within 15km of the CBD, with the closest facilities to Yarra residents being at Oakleigh South, Mill Park or Park Orchards depending on residential address.
6. Participation numbers at a State and National level are difficult to identify as the ABS data includes BMX riding among broader cycling numbers, however the BMX Victoria website notes the sport has a membership base of over 1,400 across Victoria, making it a niche sport among Victorian club-based sports.
7. As a comparison, smaller sports that have facilities within Yarra include athletics (Athletics Victoria - 6,000 members, Little Athletics Victoria - 19,000 members) and table tennis (4,200 members).
8. The City of Yarra is unable to provide suitable facilities for all sports and residents interested in participating in these sports must travel beyond the Municipality. Sports that do not have access to sports facilities in Yarra include hockey (Hockey Victoria - 20,000 members), rugby union (VRU – 5,000 members) and lacrosse (Lacrosse Victoria - 1,000 members).
9. In addition to formal BMX racing facilities, a select number of Councils provide informal BMX tracks that offer an introduction to BMX without being a racing venue or the home of a club. Similarly, many skateboard facilities offer the opportunity for BMX riders to use the facility, however such venues are not supported by a club structure and are not seen as pathways to Olympic competition.
10. The public open space (and sporting facilities) within the City of Yarra is generally very well used and can result in competition for space between different sports or between organised sport and informal recreational pursuits. To accommodate such activities, Council regularly prepares master plans to set a vision for the use of a particular park. The provision of a BMX track is not included in any park master plan endorsed by Council.

### External Consultation

11. No consultation has occurred at this time.

### **Internal Consultation (One Yarra)**

12. The report has been prepared on behalf of the Recreation and Open Space Branch, which is responsible for the strategic planning for the open space network and the planning for sporting and recreational activities. As a result, the internal consultation has been limited to this branch.

### **Financial Implications**

13. Consideration of the petition requesting a BMX track in Inner Melbourne does not have any financial implications.

### **Economic Implications**

14. There are no economic implications associated with this report.

### **Sustainability Implications**

15. There are no sustainability implications associated with this report.

### **Social Implications**

16. There are no social implications associated with this report.

### **Human Rights Implications**

17. There are no human rights implications associated with this report.

### **Communications with CALD Communities Implications**

18. No consultation has occurred at this time and there are no issues affecting communicating with CALD communities associated with this report.

### **Council Plan, Strategy and Policy Implications**

19. The 2013-17 Council Plan references recreation and sporting facilities, within "Strategic Objective 3: making Yarra more liveable". It includes as a focus for the 2013-17 period:  
*"Upgrade and refresh Leisure Centres, sports and recreation facilities and grounds to meeting growing demands"*.
20. None of Council adopted park Master Plans has identified a BMX race track as one of its recommendations.

### **Legal Implications**

21. There are no legal implications associated with this report.

### **Other Issues**

22. Much of the open space network within the City of Yarra consists of smaller local and neighbourhood parks that range from several hundred square metres to several thousand square metres. The larger parks that offer opportunities for organised sport are already at or close to their respective carrying capacities and the inclusion of a new sport would, by necessity, be at the expense of an existing sport unless the sports can use the same playing surface.
23. A review of the facilities at the BMX facilities at Oakleigh South, Mill Park and Park Orchards show that land in the order of 7,000m<sup>2</sup> – 10,000m<sup>2</sup> required. (Note: these areas include small pavilion, but exclude car parking). As a reference, the tracks are comparable in size to significant parks within the City of Yarra such as Curtain Square, Carlton North (8,200m<sup>2</sup> approx.), Gahans Reserve, Abbotsford (7,300m<sup>2</sup>) and Atherton Gardens, Fitzroy (6,000m<sup>2</sup>).
24. The only Council managed open spaces that could accommodate a BMX race track are the existing turf playing fields i.e. golf, cricket and/or Australian Rules football/soccer facilities e.g. Yambla Reserve, Clifton Hill is 8,300m<sup>2</sup>, Alfred Crescent Oval, Fitzroy North is 9,600m<sup>2</sup>.
25. The nature of BMX race tracks is such that such a facility could not co-exist with a turf playing field and for one to be constructed in Yarra, it would require a change in use of an existing sports oval.

26. The largest expanse of parkland within the City of Yarra is at Yarra Bend Park, with the land managed by Parks Victoria. The existing land uses at Yarra Bend park are comparable to those within the broader Yarra network and for a BMX race track to be constructed at that park, a turf playing surface would need to be lost. Parks Victoria has advised that it has no current plans to construct a BMX race track at Yarra Bend Park.

### **Options**

27. There are no options associated with this report.

### **Conclusion**

28. An analysis of BMX race tracks in the Melbourne metropolitan area confirm the assertion made in the petition that inner Melbourne is lacking in such facilities when compared to outer Melbourne. This can be explained in part, by the fact that BMX is a relatively young sport requiring a substantial parcel of land to service the needs of the clubs and riders.
29. A review of the land requirements for a BMX race track explains, in part, why such facilities are found in the middle to outer suburbs of Melbourne as the facilities are comparable in size to a traditional soccer field or a small cricket/Australian rules oval and land of this size is rarely available for a new use.
30. Inclusion of a BMX race track within an existing park in inner Melbourne would require a change use from a soccer/cricket/Australian Rules facility. With strong participation trends in all three sports in Yarra and without an endorsed master plan supporting the inclusion of a BMX race track in Yarra, the request to provide such a facility in Yarra cannot be supported at this time.

### **RECOMMENDATION**

1. That Council:
  - (a) notes the petition and acknowledges the lack of BMX race tracks within inner Melbourne;
  - (b) notes that Council's parks and sporting facilities are well used and, in many instances, are at capacity and that without displacing another user group, it is not possible to construct a BMX race track in the City of Yarra; and
  - (c) authorises the Director, Planning and Place Making to write to the lead petitioner thanking them for their suggestions and advising them that Council cannot accommodate a BMX race track in the City of Yarra.

**CONTACT OFFICER:** Justin Hanrahan  
**TITLE:** Manager Open Space and Recreation  
**TEL:** 9205 5720

### **Attachments**

There are no attachments for this report.

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## 11.2 Options for Establishing a Waste and Recycling Advisory Committee

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Trim Record Number: D17/18633

Responsible Officer: Director Planning and Place Making

### Purpose

1. This report responds to a Council resolution regarding the viability of establishing a Waste and Recycling Advisory Committee.

### Background

2. On the 20 December 2016 Council resolved:

*“That officer’s report to the February Council Meeting on a proposal for Council to establish a Waste and Recycling Advisory Committee including proposed terms of reference and proposed composition including community representatives to seek a report on establishing a Waste and Recycling Advisory Committee.”*

3. The background for this resolution included the following comment:

*“... over the past 4 years, numerous submissions have been made by residents about organic and waste recycling options that are being implemented in other municipalities, and have asked that Yarra establish an advisory committee to ensure that trials and schemes are devised in a demand-driven way, and which draw upon the expertise in our community.”*

4. Currently there are two established Advisory Committees which focus on sustainability issues: the Yarra Environment Advisory Committee (YEAC) and the Urban Agriculture Advisory Committee (UAAC).

5. The objectives of YEAC include :

- (a) capitalising on the knowledge, experience and skill available in the Yarra community, to provide advice to Council in respect of the development and implementation of the relevant Strategies;
- (b) to provide strategic advice to Council on key policy development, issues that affect the environment, and the design and delivery of specific environmental programs by Council;
- (c) raising the profile of the environmental sustainability activities within the City of Yarra; and
- (d) ensuring this key focus of work for the City of Yarra community is provided with an appropriate communication mechanism with Council.

6. The objectives of UAAC include the sharing of information and development of networks among residents interested in urban agriculture.

7. A Waste and Recycling Advisory Committee could have similar objectives.

8. The YEAC and UAAC committees typically meet bi-monthly and provide members the opportunity to have greater input into the development of Councils environmental and urban agriculture initiatives. Each committee has previously invited Yarra’s Waste Minimisation and Urban Agriculture co-ordinator to provide presentations on the Waste and Resource Recovery Strategy which was adopted in 2013.

9. The YEAC and UAAC committees each have community representatives, and comprise a cross section of the Yarra community, as best achieved from the nominations. Historically, a member of the community environment group Yarra Climate Action Now (YCAN) has successfully nominated for each committee.

10. The YEAC committee was refreshed (through an expression of interest process) in late 2015. While the committee has expressed interest in waste matters, it remains strongly interested in other environmental matters (such as climate change and urban forestry), and its current meeting program would not lend itself to being dedicated to the particular interest area of waste and recycling. It is possible that one or a number of, meetings could be dedicated to discussion of waste management matters, but typically the agenda is set in consultation with the committee members rather than being set exclusively by Council or officers.
11. It is noted that the Terms of Reference for the UAAC have not been updated since 2011 when the committee was created, and could be amended to expand its remit to include waste and recycling. As with YEAC, it is possible that one or a number of, meetings could be dedicated to discussion of waste management matters, but typically the agenda is set in consultation with the committee members rather than being set exclusively by Council or officers.
12. The UAAC membership is due to be refreshed, and it is anticipated that requests for expressions of interest will be advertised in the first half of 2017.
13. There is a strong established connection between urban agriculture and good management of organic waste. The connection to wider waste matters such as recycling is less strong.

#### **External Consultation**

14. There has been no external consultation.

#### **Internal Consultation (One Yarra)**

15. There has been discussion with the secretariat of the Yarra Environment and Urban Agriculture Advisory Committees about each committee's focus, and whether it is consistent with each committee's current practices to potentially include greater focus on Waste and Recycling.
16. A Yarra Waste and Recycling Advisory Committee could complement the YEAC, but may also duplicate some of the work undertaken by that committee. Similarly, a Yarra Waste and Recycling Advisory Committee could complement the YUAAC, but may also duplicate some of the work undertaken by that committee.

#### **Financial Implications**

17. The main financial implications associated with the operation of a new committee are associated with staff resources. Existing staff would be able to provide secretariat services (on a paid overtime or time in lieu basis) to a new committee. Where matters raised are consistent with existing funded actions, these matters would be progressed. However it is noted that staff time to progress other matters identified by a committee may require deferral or non-commencement of other tasks.
18. An annual budget allocation to provide light food for committee meetings would be recommended.

#### **Economic Implications**

19. There are no economic implications associated with Council establishing an additional consultative committee.

#### **Sustainability Implications**

20. A Waste and Recycling Advisory Committee whether stand alone, or as part of a redesigned Urban Agriculture committee would be consistent with Council's sustainability objectives.

#### **Social Implications**

21. There are no direct social implications associated with Council creating a new advisory committee.



### **Human Rights Implications**

22. There are no direct implications on human rights associated with this report.

### **Communications with CALD Communities Implications**

23. There has been no communication with the CALD community.

### **Council Plan, Strategy and Policy Implications**

24. There is currently no action in the Council Plan to establish a new committee.

### **Legal Implications**

25. There are no legal implications related to the establishment of a consultative committee.

### **Other Issues**

26. There are no other issues.

### **Options**

27. There are three options below to consider.

#### Option A: Establish a new Waste and Recycling Advisory Committee

28. This would involve:

- (a) adoption of Terms of Reference for the new committee (refer to Attachment 1 for draft Terms of Reference);
- (b) delegation of one or two Councillors to attend up to 6 meetings annually;
- (c) recruitment of potential committee members through an expression of interest process;
- (d) appointment of committee members as determined by Council; and
- (e) allocation of a minor budget allocation in the draft 17/18 budget to allow for provision of light meals at committee meetings.

#### Option B: Integrate Waste and Recycling into the existing Urban Agriculture Advisory Committee

29. This would involve:

- (a) adoption of new Terms of Reference for the redesigned Urban Agriculture, Waste and Recycling committee;
- (b) recruitment of potential additional committee members through an expression of interest process; and
- (c) appointment of committee members as determined by Council.

#### Option C: Integrate Waste and Recycling into the existing Environment Advisory Committee

30. This would involve:

- (a) adoption of new Terms of Reference for the redesigned Environment, Waste and Recycling committee;
- (b) recruitment of potential additional committee members through an expression of interest process; and
- (c) appointment of committee members as determined by Council.

### **Conclusion**

31. It is recommended that Option A – establishment of a new committee is implemented.

32. A Waste and Recycling Advisory Committee would provide a specific focus on that subject matter to assist the Council in its environmental considerations.

33. Two Councillors should be appointed to the Advisory Committee and other appointments made via an expression of interest (EOI) process.

**RECOMMENDATION**

1. That the officer's report on the appropriateness of a Waste and Recycling Advisory Committee be noted.
2. That the attached draft Terms of Reference for the Waste and Recycling Advisory Committee be adopted.
3. That Councillor/s ..... and .....be appointed as delegates to the Waste and Recycling Advisory Committee.
4. That Council authorise officers to commence an expression of interest process for the appointment of committee members in accordance with the attached Terms of Reference.
5. That a further report be prepared for Council to consider the appointment of committee members on completion of the EOI process.

**CONTACT OFFICER:** Lisa Coffa  
**TITLE:** Waste Minimisation Coordinator  
**TEL:** 9205 5793

**Attachments**

- 1 Draft Terms of Reference - Yarra Waste and Recycling Advisory Committee (YWRAC)

## **Attachment 1 - Draft Terms of Reference - Yarra Waste and Recycling Advisory Committee (YWRAC)**

### **Draft Terms of Reference - Yarra Waste and Recycling Advisory Committee (YWRAC)**

The Yarra Waste and Recycling Advisory Committee is a community committee, comprising members with interests pertaining to local waste and recycling issues, to provide advice to Council on action towards these issues by Council, including effective implementation of the Yarra Waste and Resource Recovery Strategy (2013).

The Yarra Waste and Recycling Advisory Committee has no delegated functions or decision making power.

#### **Objectives**

Capitalising on the knowledge, experience and skill available in the Yarra community, to provide advice to Council in respect to:

- implementation of the Yarra Waste and Resource Recovery Strategy;
- advice on key policy development, issues that affect waste and recycling activities in Yarra, and the design and delivery of specific waste and recycling programs by Council.
- raising the profile of the waste and recycling activities within the city of Yarra; and
- providing an appropriate communication mechanism with Council.

#### **Function**

The Yarra Waste and Recycling Advisory Committee will provide advice to Council on:

- The development and implementation of the Yarra Waste and Recycling Strategy (2013 and future), as well as other key policies that affect/support waste and recycling in the City of Yarra.
- Priorities, strategies, initiatives and issues affecting the City of Yarra community in terms of waste and recycling;
- The delivery of its Council Plan, in particular the implementation of the Yarra Waste and Resource Recovery Strategy (2013);
- Resolving issues that may arise from the Agenda of YWRAC meetings; and
- How to engage the wider City of Yarra community on waste and recycling issues.

#### **Membership**

- The Yarra Waste and Recycling Advisory Committee will comprise 12 community members including at least one member each from the business and residential sectors, if nominations are made from those groups.
- A quorum of 50% plus 1 of committee members must be present for any determinations or formal advice to Council on a particular issue.
- In addition, meetings will be attended by nominated Yarra Councillors and Council Staff.
- Regular bi-monthly meetings will be of 1.5 - 2 hours duration, held at a Council meeting room.
- Specific additional meetings may be required on an as needs basis, such as during consultation for the Yarra Waste and Resource Recovery Strategy in 2017/18.
- Meetings will be chaired by a Yarra Councillor, nominated annually.
- Yarra City Council's Waste Minimisation and Urban Agriculture Coordinator will be the secretariat for the Committee.

#### **Recruitment**

- Community members will have a tenure of 2 years.

## **Attachment 1 - Draft Terms of Reference - Yarra Waste and Recycling Advisory Committee (YWRAC)**

- Council seeks both continuity within the Committee and generation of new ideas and direction, and once established a mix of new and existing members is encouraged. Once established, any existing members seeking another term must re-nominate.
- Yarra Waste and Recycling Advisory Committee vacancies will be advertised via the Yarra Environment e-bulletin, business e-bulletin, on Council's website and twitter account, and via other in-formal channels.
- Council seeks applicants with an ability to work collaboratively with other members and Council, a strong interest in the local waste and recycling issues, a proven understanding of waste and recycling issues, and a willingness to commit 2 hours every two months to attend Committee meetings.
- It is intended to create a committee with the following attributes:
  - a. Diversity of waste and recycling interests and knowledge including organic waste management, recycling, waste minimisation, waste transport, waste to energy, and community development, engagement and education;
  - b. Representation of members of different local community groups;
  - c. Representation of a variety of sectors in the municipality, including community agencies, business, education, and interested citizens;
  - d. A mix of skills and attributes to complement other members of the Committee;
- Members will be selected on the merits of their skills and their ability to contribute to ensuring the attributes are achieved

### **Resignation**

A member of the Committee may resign at any time. Notice of resignation is to be provided in writing to the YWRAC Secretariat.

Membership of the Committee will be deemed to have resigned if they fail to attend two consecutive YWRAC meetings without prior notice.

Any member who resigns or whose membership is terminated, may be replaced at the discretion of the Committee Chair and Secretariat, seeking members initially from any previously unsuccessful applicants.

### **Conflicts of Interest**

In the event of a conflict of interest arising for any member of the Committee, the member will disclose the interest and clearly state the nature of that interest at the meeting before the matter is considered. Any member who discloses a Conflict of Interest in a matter, must leave the room and not participate in any discussion, nor vote on the matter in which they have a conflict.

### **Sunset**

This committee will cease operation on 30 October 2020.

### **Contact Details**

All questions or queries regarding the Yarra Waste and Recycling Advisory Committee should be directed to the Secretariat:

Lisa Coffa

Waste Minimisation and Urban Agriculture Coordinator

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P City of Yarra PO Box 168, Richmond 3121

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## 11.3 Waste and Environment Service Charge

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### Executive Summary

#### Purpose

The purpose of this report is to inform Council in regard to potentially introducing a separate waste service charge and environmental service charge as part of the annual rates income.

This report outlines the first step towards the potential introduction of a separate waste service charge and environmental service charge for the new financial year commencing 1<sup>st</sup> July 2017 in accordance with the principles and recommendations within this report.

#### Background

In June 2016 the City of Yarra's Long Term Financial Strategy (LTFS) was adopted, and included the assumption that a waste service charge and an environmental service charge would be introduced in year 2017/18. The LTFS identified that the cost to deliver waste services would increase by an average of 6.5% per annum between 2017/18 and 2026/27. It is critical from a financial and quality service delivery perspective to isolate these costs from the rates cap and implement a transparent mechanism to recover the full cost of service delivery.

#### Key Issues

In 2015 the State Government of Victoria Parliament introduced a rate cap for councils which commenced in 2016/17 at 2.5%. The rate cap for the 2017/18 period has been set at 2%.

Under the Local Government Act 1989 Section 155, Council may declare the following rates and charges on rateable land:

- (a) general rates (under section 158);
- (b) municipal charges (under section 159);
- (c) service rates (under section 162);
- (d) service charges (under section 162);
- (e) special rates (under section 163); and
- (f) special charges (under section 163).

Yarra is one of only six Victorian Councils that do not have a separate waste service charge or environmental service charge of some description. Separating the waste and environment charges would exclude them from the rate cap, allowing cost recovery of the services.

Council provides a range of services that could be charged for including the weekly kerbside rubbish and recycling collections, commercial (domestic type), waste and recycling collection and the 'at call' hard and green waste collections. All residential properties receive the rubbish and recycling service except for approximately 2000 Units that receive a private collection. Approximately 2500 commercial properties out of 6199 receive a Council waste service. Council does not provide waste services to industrial properties. Currently all properties contribute to the cost of waste services. Under the proposed separate waste service charge, Multi Unit Development sites and Commercial sites that have a private collection would not incur a waste service charge.

Council also delivers a range of environmental services including, street cleaning, public litterbins, litter and dumped rubbish control, graffiti removal, weed control, storm water drain cleaning/maintenance, street lighting and open space services. It is considered that all properties benefit from the delivery of these services, and it is therefore proposed that all properties could incur a separate environmental service charge.

A rate cap of 2% has been set for the 2017/18 financial year, and it anticipated that the 2% rate cap will continue to apply for the longer term, and in fact the rate cap may fall below 2% in the future. Given that the LTFS has identified that the cost to deliver waste services will increase by 6.5% per annum, this report also explores the financial implications of the gap between the rate cap and the actual cost to deliver the services.

A waste service charge and an environmental service charge would isolate the cost to deliver the services and would provide Council with a transparent mechanism to recover the cost to deliver the services. Without the ability to recover the cost for waste management services and environmental services Council would be in the position of not being able to deliver the high quality services expected by the community. This would put Council in a position of having to choose between providing a lower quality of waste services and environmental services, or cutting other services provided to the Yarra Community.

Based on the financial implications identified in the Council LTFS and the introduction of the rate cap by State Government, this report provides a basis on which Council could establish a suitable model for a separate waste service charge and environmental service charge.

### **Financial Implications**

The cost to deliver waste services and environmental services will continue to increase by more than the 2% rate cap over the next ten years. Without a separate waste service charge and environmental service charge the budget deficit to deliver the services is expected to be approximately \$0.7 million in the 2018/19 financial year. The deficit is expected to increase year on year, and is expected to be approximately \$6.5 million per annum by the 2026/27 financial year. The total accumulated deficit between 2018/19 and 2026/27 is expected to be approximately \$30.1 million.

The ESC guidelines require that in the first year of the implementation of a separate waste service charge and environmental service charge that the total rates based income plus the waste service charge and environmental service charge must not be more than the previous year's rate income plus the rate cap.

In real terms the introduction of a separate waste service charge and environmental service charge in 2017/18 would generate no real increase in rates beyond the rate cap. Full cost recovery to deliver the waste services and environmental services would commence in the 2018/19 financial year.

This means that in 2017/18 the total rates income including the waste service charge and environmental service charge would equal the 2% rate cap increase based on the rates income from the 2016/17 period.

There would be no real increase to the aggregated total rates for Yarra property owners in 2017/18 except for the 2% rate cap increase. The proposed introduction of a waste service charge and an environmental service charge in this period would establish the administration processes and requirements for separating the charges on the rates bill.

## **PROPOSAL**

That officers undertake further detailed planning and analysis of the impact of potentially implementing a separate waste service charge and environmental service charge commencing in the 2017/18 financial period in accordance with the principles within this report, and that the draft 2017/8 Yarra budget reflect the inclusion of these proposed charges.

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## 11.3 Waste and Environment Service Charge

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Trim Record Number: D17/18631

Responsible Officer: Strategic Transport Coordinator

### Purpose

1. The purpose of this report is to inform Council in regard to potentially introducing a separate waste service charge and environmental service charge as part of the annual rates income.
2. This report outlines the proposal for the introduction of a separate waste service charge and environmental service charge for the new financial year commencing 1<sup>st</sup> July 2017 in accordance with the principles and recommendations within this report.

### Background

3. The rating framework within the Local Government Act 1989 provides principles of equity, benefit, efficiency and community resource allocation. However in December 2015, following a review of all Victorian Councils rates by the Essential Services Commission, the Victorian parliament legislated that Councils would be subject to a rate cap from the 2016/17 financial year, with yearly rate cap percentages to be set by the Minister for Local Government.
4. Through a process of consultation and determination Council has the capacity to modify certain aspects of the rating system in accordance with the legislation. Based on public finance theory and practice, the implication is that rating revenue is used to finance community services and obligations that are not necessarily directly related to user benefit; but ultimately to benefit the community as a whole. Based on this principle rates are a general purpose service charge and are not linked to user pays principles.
5. Other charges such as waste service charges or environmental service charges are linked to costs associated with the service. The City of Yarra is one of only six Councils in Victoria that do not levy a separate waste service charge or an environmental service charge. However many councils do levy rubbish and recycling charges and environmental charges which are included on the rates notice. The level of these charges must be linked to the cost of the service provided.
6. Under the Local Government Act 1989 Section 155 Council may declare the following rates and charges on rateable land:
  - (a) general rates (under section 158);
  - (b) municipal charges (under section 159);
  - (c) service rates (under section 162);
  - (d) service charges (under section 162);
  - (e) special rates (under section 163); and
  - (f) special charges (under section 163).
7. Council provides a range of services that could be charged, including the weekly kerbside rubbish and recycling collections, commercial (domestic type), waste and recycling collection and the 'at call' hard and green waste collections. All residential properties receive the rubbish and recycling service except for approximately 2000 Multi Dwelling Units that receive a private collection. Approximately 2500 commercial properties out of 6199 receive a Council waste service. Council does not provide waste services to industrial properties. Currently all properties contribute to the cost of waste services. With a separate waste service charge the Multi-Unit Dwelling Sites and Commercial sites that have a private collection would not incur the proposed waste service charge.



8. Council also delivers a range of environmental services including, street cleaning, public litterbins, litter and dumped rubbish control, graffiti removal, weed control, storm water drain cleaning/maintenance, street lighting and open space services. It is considered that all properties benefit from the delivery of these services, and it is therefore proposed that all properties could incur a separate environmental service charge.
9. In the consultation paper the ESC; *MAV Submission to the Rates Capping Enquiry, April 2016* the MAV noted that CPI is a weighted basket of household goods; however council costs are predominantly made up of infrastructure construction and maintenance, service provision salaries, materials, contracts and utilities, all of which generally exceed other cost increases in the economy. Research and analysis undertaken by the MAV indicates that local government costs therefore typically increase by about one per cent above the consumer price index (CPI).
10. The impact of using CPI alone as the cap will mean that in real terms, Council revenue available to fund services and capital infrastructure will effectively reduce year on year. Under a rate cap system the cost to deliver waste services and environmental services is expected to increase more than the proposed rate cap. Council could move to a separate transparent full cost recovery model for waste services and environmental services for consistency and for fairness. Full cost recovery would ensure Council can maintain the quality of these services.
11. In June 2016 the City of Yarra's Long Term Financial Strategy (LTFS) was adopted and included the assumption that a waste service charge and an environmental service charge would be introduced in 2017/18. Given the predicted increase in the cost to deliver waste services and environmental services between 2017/18 and 2026/27 it is proposed that Council isolate these costs from the rates cap.

## External Consultation

### State Government Legislation

12. In 2015, the Victorian Government introduced rate capping legislation in the form of its "Fair Go Rates System" (FGRS). The FGRS introduced an annual rate cap set by the Minister for Local Government, and this controls general rate increases for all councils during that financial year.
13. On 22 December 2015, the Minister for Local Government, the Hon Natalie Hutchins MP, advised an annual rate cap for the 2016/17 financial year of 2.5 per cent. In December 2016 the rate cap was set at 2% for the 2017/18 period.

### The ESC Guidelines

14. In December 2016 the ESC released a paper; *How Councils Set Their Rates, Council Compliance with 2016-17 Rate Caps*. This document provided guidance to Councils for how the ESC will monitor waste service charges in the 2017-18 period. The framework provides guiding principles that should be considered when setting a waste service charge or an environmental service charge which include:
  - (a) In the first year of implementing a separate waste service charge and environmental service charge the total rates income (rates income + waste service charge and environmental service charge) must not equal more than what the general rates income would have been under the rate cap without the waste service charge and environmental service charge;
  - (b) The waste service charge and environmental service charge must be on a full cost recovery basis and must not result in a windfall profit for Council;
  - (c) The waste service charge and environmental service charge must be clear, easy to understand and transparent;
  - (d) Prior to implementing a waste service charge or environmental service charge Council must undertake a consultation process with its community;
  - (e) Council must provide information to the ESC about new rating strategies; and

- (f) Councils are encouraged to meet with the ESC to discuss their approach and seek answers to any questions regarding the RSC guidelines.

**Compliance with ESC Guidelines**

15. In the following financial period after a waste service charge or environmental service charge has been implemented the ESC will monitor Council for rate increase compliance with the rate cap. The increase in the general rates revenue must be in accordance with the rate cap set by the State Government and the increase for the waste service charge and environmental service charge must be in accordance with a full cost recovery model.

**Other Councils**

16. There are only six Councils in Victoria (including Yarra) that do not have some type of waste service charge. Table 1 below provides a sample of some of the types of charges across Victorian Councils. Because councils differ in the types and structures of services provided it is difficult to compare like for like.

**Table 1 – Examples of other Victorian municipal charges**

| <b>COUNCIL</b> | <b>STATE</b> | <b>TYPE OF CHARGE</b>              | <b>CHARGE PER ANNUM<br/><i>Linked to Rubbish Bin Sizes</i></b> |
|----------------|--------------|------------------------------------|--|
| Stonnington    | Vic          | Waste service charge + Green Waste | \$336 Min  |
| Geelong        | Vic          | Garbage Levy                       | \$239-\$319  |
| Glen Eira      | Vic          | Waste, Recycling, Green, Litter    | \$174-\$359<br>\$174 – MUD's                                   |
| Bendigo        | Vic          | Waste Service Fee                  | \$333.45   |
| Yarra Ranges   | Vic          | Waste, Recycling, Green            | \$267-\$285  |
| Boroondara     | Vic          | Waste service charge               | \$190 - \$836 Residential<br>\$190 - \$836 Commercial          |
| Moreland       | Vic          | Waste service charge               | \$154 - \$361  |
| Frankston      | Vic          | Garbage Charge + Landfill Levy     | \$212  |
| Horsham        | Vic          | Garbage Charge                     | \$218 - \$355  |
| Brimbank       | Vic          | Garbage Collection +Green          | \$262 -\$592<br>\$118 - \$129 (Extra for Green)                |

17. There are a variety of titles used for the waste service charge, and the dollar amounts also vary from council to council. Essentially the charges all relate to cost recovery to deliver waste management and environmental services.

**Benchmarking Against Other Councils**

18. It is a difficult exercise to benchmark Yarra against other councils to determine what a waste service charge or an environmental service charge should consist of and what the dollar value should be. The multiple variables can lead to numerous potential combinations which are specific to each individual council.
19. The most appropriate approach for Council to determine potential waste service charge and environmental service charge is to tailor the charges in a way that is specific to Yarra's needs and financial situation. The process to determine the most appropriate waste and environmental service charge has involved a number of key steps including:

- (a) Identify which services would be included in a waste service charge;
- (b) Identify which services would be included in an environmental service charge;
- (c) Identify the full cost to deliver the services; and
- (d) Calculate the relevant charge per rateable property based on a full cost recovery.

### **Internal Consultation (One Yarra)**

20. All relevant internal stakeholders have been consulted, including Finance, engineering operations, compliance and communications teams.

### **Financial Implications**

#### Financial Assumptions

21. For the purposes of this report a number of financial assumptions have been adopted including:
- (a) Council's Long Term Financial Strategy (LTFS June 2016) has been used to calculate the cost to deliver waste management services and environmental services over the next ten years;
  - (b) The Waste Management Contracts (Rubbish and Recycling) have been used to calculate the annual increase to deliver the services;
  - (c) Council's LTFS has assumed an average annual increase of 6.5% for the waste management services;
  - (d) Council's LTFS has assumed an average annual increase of 2.5% for the environmental services;
  - (e) based on historic property growth within Yarra City Council, an average increase of 0.5% per annum growth rate has been used for rateable single dwellings, a 2.0% per annum growth rate has been allowed for multi-unit dwellings and zero growth has been assumed for commercial and industrial rateable properties;
  - (f) the number of properties considered to be utilising a Council collection service has been used as a denominator to calculate the proposed annual waste service charge; and
  - (g) the final financial modelling may be subject to adjustment.

#### Council's Long Term Financial Strategy (LTFS)

22. Council's LTFS recognises that the cost to deliver waste management services and environmental services will be more than the 2% rate cap over the next ten years. Table 2 and Table 3 below provide the approximate variance between 2018/19 and 2026/27 if the cost to deliver waste services and environmental services are not separated from the general rates income. The introduction of a separate waste and environmental service charge would provide a transparent mechanism for Council to recover the full cost of the service delivery to ensure that the quality of services is maintained.

#### Cost Benefit Analysis

23. Table 2 below shows the rate revenue increase between 2017/18 and 2027/27 assuming a 2% rate cap.
24. Table 3 shows the expected full cost to deliver waste services and environmental services between 2017/18 and 2027/27 in accordance with Council's LTFS and budget forecasts. The balance of the rates income is increased by the 2% rate cap.
25. The variance line in Table 3 provides the expected budget shortfall year on year without the capacity to recover the full cost of service delivery. The costs in Table 3 are indicative figures, and will be subject to further verification.
26. The costing information included in this report is based on careful analysis of available information, and will be further verified if the proposal is supported by Council.

| <b>TABLE 2 : ESTIMATED RATES INCOME WITHOUT A SERVICE CHARGE – Assuming a 2% Rate Cap</b> |        |          |          |          |          |          |          |        |          |          |
|---|--------|----------|----------|----------|----------|----------|----------|--------|----------|----------|
|   | 17/18  | 18/19    | 19/20    | 20/21    | 21/22    | 22/23    | 23/24    | 24/25  | 25/26    | 26/27    |
|   | Year 1 | Year 2   | Year 3   | Year 4   | Year 5   | Year 6   | Year 7   | Year 8 | Year 9   | Year 10  |
| <b>Rates Income with a 2% Cap</b>   | \$104M | \$108.3M | \$112.7M | \$117.1M | \$121.7M | \$126.4M | \$131.1M | \$136M | \$140.9M | \$145.9M |

| <b>TABLE 3 : ESTIMATED COMBINED RATES INCOME AND SEPARATE WASTE &amp; ENVIRONMENTAL SERVICE CHARGE (if implemented)</b> |         |         |          |         |          |          |          |          |          |          |
|---|---------|---------|----------|---------|----------|----------|----------|----------|----------|----------|
| <b>Rates Income with a 2% Cap</b>   | \$76.8M | \$80.5M | \$84.4M  | \$88.3M | \$92.3M  | \$96.3M  | \$100.5M | \$104.7M | \$109M   | \$113.4M |
| <b>Cost Recovery for Waste &amp; Environmental Services as per Council's LTFS</b>                                       | \$27.2M | \$28.5M | \$29.5M  | \$30.7M | \$31.9M  | \$33.3M  | \$34.6M  | \$36M    | \$37.4M  | \$39M    |
| <b>Total</b>  | \$104M  | \$109M  | \$113.9M | \$119M  | \$124.2M | \$129.6M | \$135.1M | \$140.7M | \$146.4M | \$152.4M |
| <b>APPROX. BUDGET GAP WITHOUT SEPARATE CHARGES</b>  | \$0M    | -\$0.7M | -\$1.2M  | -\$1.8M | -\$2.5M  | -\$3.2M  | -\$3.9M  | -\$4.7M  | -\$5.6M  | -\$6.5M  |

27. The total variance/shortfall in the budget between 2017/18 and 2026/27 without a separate waste service charge and environmental service charge is expected to be approximately \$30.1 million.
28. *NOTE: Table 2 and Table 3 above provide an analysis of no separate waste service charge and environmental service charge versus introducing a separate charge. The \$0 variance in 2017/18 is in line with the ESC requirements.*

**Proposed Charges**

Services Included in the Waste service charge & Environmental service charge

29. There is no clear definition from the ESC regarding what services should be included in a waste service charge or an environmental service charge. At a meeting between the ESC and the City of Yarra in December 2016 the ESC noted that it was not their (ESC) role to determine which services should be included in a waste service charge or an environmental service charge and that the decision about which services to include should be based on Council Policy. The ESC supported officers' view that the services to be included should be services that impact on the quality of the Yarra environment and amenity.
30. Services proposed to be included in the Waste service charge:
  - (a) Kerbside Rubbish Collection & Disposal; and
  - (b) Kerbside Recycling Collection & Processing.
31. Services proposed to be included in the Environmental service charge:
  - (a) Street Sweeping;
  - (b) Manual Litter Collection;
  - (c) Green Waste Collection & Processing;
  - (d) Hard Waste Collection;
  - (e) Drain Cleaning;
  - (f) Graffiti & Bill Poster Removal;

- (g) Public Litterbin Servicing;
- (h) Waste Removal Public Events;
- (i) Open Space Maintenance;
- (j) Tree Maintenance;
- (k) Maintenance of Recreation Services Facilities; and
- (l) Street Lighting Costs.

Cost to Deliver Waste Management Services

32. In 2015/16 Council tendered for the main waste contracts (rubbish & recycling) and as a result of retendering the cost to deliver waste management services (including festivals and events) has increased by \$2.2 million for the 2016/17 period. The cost to deliver the waste services will increase by approximately 6.5% per annum between 2016/17 and 2027/27.

Calculation for the proposed Waste service charge

33. In general terms the proposed waste service charge would be calculated by dividing the total cost to deliver the services divided by the total properties using the Council waste service.
- (a) Total cost of services/Total properties using the service = Annual Waste service charge.

Current Waste Services

34. Currently Council provides a range of waste services as per Table 4 below:

**Table 4: Current range of waste services provided**

| Property Type                                 | Current Rubbish Per Week | Current Recycling Per Week | Current Booked Hard Waste Collection | Current Booked Green Waste Collection |
|---|--------------------------|----------------------------|--------------------------------------|---------------------------------------|
| Residential Single Dwelling                   | 80 litres                | 120 litres                 | 2 per annum                          | Up to 26 per annum                    |
| Residential Multi Unit Developments (Average) | 60 litres                | 100 litres                 | 2 per annum                          | Up to 26 per annum                    |
| Commercial Properties                         | 80/120/240 litres        | 120/240 litres             | 0                                    | 0                                     |
| Industrial Properties                         | 0                        | 0                          | 0                                    | 0                                     |

Calculation for the proposed Environmental service charge

35. The proposed environmental service charge would be based on a scaling model using a rate in the dollar. Scaled modelling would be applied to the proposed environmental service charge as all properties benefit from the environmental services delivered within the City of Yarra. The application of a scaled environment charge would reduce the impact of the flat waste service charge for properties at the lower end of valuation scale. This would be a more equitable method than applying a flat rate charge across all properties for these services.
36. The calculation for the environmental charge would be based on the following formula:
- (a) Total Cost of Service/Total NAV of all non-exempt properties = Rate in the Dollar
37. The scaled environmental service charge would be further weighted for residential properties, non-residential properties. Table 5 below provides the weightings proposed to be used and the rate in the dollar.

**Table 5 – Proposed weighting of Environmental charge for residential/non-residential properties**

| Category        | Ratio | Rate in the \$ |
|-----------------|-------|----------------|
| Residential     | 0.736 | 0.004961       |
| Non Residential | 1.55  | 0.010447       |

Proposed Waste service charge & Environmental service charge

38. Table 6 below shows:

- (a) the indicative cost to deliver waste management services and environmental services over the next ten years in accordance with the budget assumptions in the LTFS; and
- (b) provides an indicative base waste service charge for residential dwellings & commercial properties.

**Table 6: Indicative waste charge if service continues to be provided for approximately 2000 commercial properties\***

|   | 17/18  | 18/19   | 19/20  | 20/21   | 21/22   | 22/23 | 23/24   | 24/25   | 25/26   | 26/27   |
|---|--------|---------|--------|---------|---------|-------|---------|---------|---------|---------|
|   | YR 1   | YR 2    | YR 3   | YR 4    | YR 5    | YR 6  | YR 7    | YR 8    | YR 9    | YR 10   |
| <b>Cost to Deliver Waste Services</b>                                 | \$8.9M | \$9.5 M | \$10 M | \$10.6M | \$11.3M | \$12M | \$12.8M | \$13.7M | \$14.6M | \$15.5M |
| <b>Waste service charge Single Dwellings + Commercial Properties)</b> | \$220  | \$230   | \$240  | \$250   | \$260   | \$270 | \$280   | \$290   | \$300   | \$310   |

*\* All the numbers in table 6 may be subject to minor adjustment post auditing of the financial modelling and auditing of the rates database.*

*The indicative waste service charge would be subject to adjustment depending on the number of Multi Unit Developments that have a private waste collection and the number of commercial properties that have a private waste collection;*

*Calculations for the indicative waste service charge are based on the **current** number of properties receiving a Council collection service.*

Proposed Waste service charge Structure

39. It is proposed that the application of a Waste service charge be applied according to the following principles:

Single Dwellings – Residential

- 40. A flat Waste service charge.
- 41. A single dwelling could not opt out of the service, even if the service is not used, because the collection contracts are priced on the base number of properties as a minimum which cannot be reduced.
- 42. The Waste service charge would increase each year in accordance with Table 6 above.

Multi-Unit Developments – (MUD’s) Residential Serviced by Council

43. A flat Waste service charge.

44. There would be no option for a single *unit* to opt out of the service, even if the service is not used, because the collection contracts are priced on the base number of properties as a minimum which cannot be reduced.
45. The Waste service charge would increase each year in accordance with Table 5 above.
46. A number of MUD sites have a private collection service due to lack of space to place bins out on the kerb and the need to have an internal private collection. These sites would not incur the waste service charge as these properties are not currently included in the collection contract base numbers.
47. Currently all MUD sites pay the same rates regardless of whether they utilise the Council collection or have a private collection service. A separate waste service charge would provide a more transparent and equitable mechanism for applying the rates charges.

Commercial Properties

48. Currently approximately 2500 of 6199 commercial properties receive a Council collection. Approximately 3700 commercial properties which have a private collection do not receive a discount on their rates bill.
49. Table 7 below provides a breakdown of the current bin numbers in the commercial sector based on the waste bin database.

**Table 7: Waste Bins currently assigned to commercial properties**

| COMMERCIAL RUBBISH BIN |             | COMMERCIAL RECYCLING BINS |             |
|------------------------|-------------|---------------------------|-------------|
| BIN SIZE               | No. BINS    | BIN SIZE                  | No. BINS    |
| 80                     | 657         | 0                         | 0           |
| 120                    | 195         | 120                       | 436         |
| 240                    | 1602        | 240                       | 2227        |
| <b>TOTALS</b>          | <b>2454</b> | <b>TOTALS</b>             | <b>2663</b> |

*Nb. This does not account for stolen bins which may be utilised by some commercial properties.*

50. A separate waste service charge would provide a more transparent and equitable mechanism for applying the rates charges.

No Proposed Change to Current Services for Residential Properties

51. The introduction of a separate waste service charge would not alter the level or type of waste services provided to residential properties; in fact it would ensure that the expected quality of services can continue in the long term. For 2017/18 rate payers would simply see a difference in the presentation of their rates bill as the general rates would decrease and the balance would be the separate waste service charge and the separate environmental service charge.

Additional Waste Bins for Residential Dwellings

52. Under current waste management practices Council does not have a formal process to assess if a household is eligible for an additional rubbish bin. Current practice is that additional waste bins are not issued to a property unless exceptional circumstances apply. Current practices are based on waste minimisation targets to encourage residents to divert material from landfill and to maximise recycling and resource recovery. It is recognised however that it is difficult for some families to cope with one 80 litre rubbish bin per week. With the proposed introduction of a waste service charge, families that are eligible would be provided with an additional waste bin for an additional waste service charge. This would encourage residents to return the additional waste bin when they no longer need it.

Additional Recycling Bin Residential Single Dwelling

53. To encourage residents to recycle more, residential properties are provided with an additional recycling bin free of charge. This practice would continue with the introduction of a proposed waste service charge.

Competitive Neutrality

54. In 2012, the Victorian Government released its Competitive Neutrality Policy, built on the back of Victoria being a signatory to the national inter-governmental Competition Principles Agreement.
55. The relevance in this circumstance is that Council is obliged to account for the inequalities between Council and private businesses in such a way that where Council undertakes significant business activities in a market, it does so, on a fair and equitable basis. In most cases, this means Council is obliged to implement full cost-reflective pricing. This principle should be applied when considering service options for commercial properties.

Options for Commercial Properties

56. Table 8 below provides a summary of waste collection options proposed for commercial properties. There are no proposed changes to recycling collections.

**Table 8: Commercial Waste Service Options**

| OPTION   | DESCRIPTION   |
|----------|---|
| <b>A</b> | <ul style="list-style-type: none"> <li>• Discontinue service to commercial properties</li> <li>• Waste service charge \$220 + GST per annum in 2017/18</li> <li>• A one year transition period would be provided to shift to a private service</li> <li>• Council to work with contractors to limit the number of commercial collectors in Yarra</li> </ul>   |
| <b>B</b> | <ul style="list-style-type: none"> <li>• 80 litre rubbish bin - Waste service charge \$220 + GST per annum in 2017/18 for Council service</li> <li>• A one year transition period would be provided to shift from 120/240 rubbish bins to 80 litre rubbish bin</li> <li>• Council to work with contractors to limit the number of commercial collectors in Yarra</li> </ul>   |
| <b>C</b> | <ul style="list-style-type: none"> <li>• Option for an 80 litre rubbish bin - Waste service charge \$220 + GST per annum in 2017/18 for Council service</li> <li>• Option for an 120 litre rubbish bin - Waste service charge \$400 + GST per annum in 2017/18 for Council service</li> <li>• Option for an 240 litre rubbish bin - Waste service charge \$800 +GST per annum in 2017/18 for Council service</li> </ul> |
| <b>D</b> | <ul style="list-style-type: none"> <li>• 80 Litre Rubbish Bin - \$220 per annum service charge + GST</li> <li>• 120 Litre Rubbish Bin - \$400 per annum service charge + GST</li> <li>• 240 Litre Rubbish Bin - \$800 per annum service charge + GST</li> <li>• No charge for the service of recycling bins</li> </ul>  |



|  |  |
|--|--|
|  | <ul style="list-style-type: none"> <li>• Fit RFID Tags to all commercial bins (Bin identity and location)</li> <li>• Remove all Stolen Bins</li> <li>• Targeted Education Program for diversion from landfill &amp; increased recycling</li> <li>• Explore a transition to linking the commercial service as a separate component of the waste management contracts in the future</li> <li>• Explore how the footprint of bins on the street can be reduced</li> <li>• No waste service no waste service charge</li> </ul> |
|--|--|

Assessment of Potential Options

- 57. The options for the commercial properties outlined in Table 9 above were evaluated by a weighted average score matrix based on Governance Implications, Financial Implications and Sustainability Implications.
- 58. Option D is considered to have best weighted outcomes and would also allow a transition period for commercial properties to change behaviour and eventually lower their waste costs.
- 59. Note that there would be no physical change to the waste service provided to commercial properties until towards the end of 2017-18 financial year. This would provide Council with the opportunity to undertake additional communication with commercial properties and provide a smooth transition period.

Impact on Compliance

- 60. Options for the provision of services to commercial properties would also need to take into account the impacts on the Compliance branch which includes the number of bins on the street and the space restrictions within commercial properties. Even if commercial properties engage a private collection service it is in Councils interest to assist in keeping bin numbers and footprints down to a minimum. Council officers would work with the commercial properties to explore combinations of bins, collection frequencies and the most appropriate collection points for bins.

Opting In or Out of Waste Management Services – Commercial Properties

- 61. Commercial properties would have the ability to opt in or out of Council’s kerbside rubbish & recycling collection services. The option would be either a Council service for both recycling and waste, or no Council service.

**Rates Database Property Categories**

- 62. Table 9 below provides a summary of rateable property types within Yarra City Council. These may be subject to minor amendments.

**Table 9: Rateable Property types in Yarra**

| CATEGORY                      | NUMBER        | WASTE SERVICE CHARGE      | ENVIRONMENTAL SERVICE CHARGE |
|-------------------------------|---------------|---------------------------|------------------------------|
| Rateable Industrial           | 1462          | N/A                       | Yes                          |
| Rateable Commercial           | 6199          | Yes If Council Collection | Yes                          |
| Rateable Residential          | 44745         | Yes If Council Collection | Yes                          |
| Rateable Low Value Properties | 948           | Yes If Council Collection | Yes                          |
| <b>Total Rateable</b>         | <b>53,354</b> |                           |                              |

Non-Rateable Properties

- 63. Section 154 of the Local Government Act (1989) provides a broad description for non-rateable properties including:

64. Land which is unoccupied and is the property of the Crown or is vested in a Minister, a Council, a public statutory body or trustees appointed under an Act to hold that land in trust for public or municipal purposes;
- (a) Land that is used exclusively for public or municipal purposes;
  - (b) Any part of land, if that part is used exclusively for charitable purposes;
  - (c) Land which is vested in or held in trust for any religious body and used exclusively as a residence of a practising Minister of religion; or for the education and training of persons to be Ministers of religion; or for both the purposes;
  - (d) Land which is used exclusively for mining purposes, and
  - (e) Land held in trust and used exclusively as a club for or a memorial to persons who performed service or duty within the meaning of section 3(1) of the Veterans Act 2005; or as a sub-branch of the Returned Services League of Australia; or by the Air Force Association (Victoria Division); or by the Australian Legion of Ex-Servicemen and Women (Victorian Branch).
65. There are 604 properties identified as non-rateable on the rates database. Table 10 below provides a summary of these properties. It is proposed that the non-rateable properties would be subject to a waste service charge and an environmental service charge as outlined in Table 10. This principle is in accordance with the *Fire Services Property Levy Act 2012*, which applies the fire levy to non-rateable properties.

**Table 10: Non Rateable properties in Yarra**

| CATEGORY                  | NUMBER     | WASTE SERVICE CHARGE               | ENVIRONMENTAL SERVICE CHARGE |
|---------------------------|------------|------------------------------------|------------------------------|
| Non Rateable Residential  | 251        | Yes – If receiving Council Service | Yes                          |
| Non Rateable Commercial   | 273        | Yes – If receiving Council Service | Yes                          |
| Non Rateable Industrial   | 66         | N/A                                | Yes                          |
| <b>Total Non-Rateable</b> | <b>590</b> |                                    |                              |

66. Yarra properties listed in Table 11 above include religious organisations, charity organisations, hospitals, health organisations, State Government, education organisations and crown land.

Ongoing Administration of a Waste service charge/Environmental service charge

67. The ongoing cost to maintain a separate waste service charge and environmental service charge of is estimated to be approximately **\$150,000 per annum**.
68. The cost of maintaining the separate waste service charge and environmental service charge is considered to be a part of providing waste management services & environmental services, and as such is part of the total cost of delivery and would be recovered through the waste service charge and environmental service charge. The implementation costs and maintenance costs have been included in the long term costs provided in this report.

Proposed Implementation Strategy

69. The implementation of a separate waste service charge and environmental service charge would occur in stages over the next 16 months. Table 11 below provides a summary of the potential milestones for the implementation if this proposal is adopted.

**Table 11: Proposed Implementation Milestones**

| ITEM  | TIMELINES  |
|---|------------|
| Financial cost for inclusion in Draft 2017-18 budget                          | March 2017 |
| Potential Community Consultation/ Public exhibition with draft budget 2017-18 | Apr 2017   |
| Evaluation of submissions from exhibition period                              | May 2017   |
| Council considers adoption as part of the 2017-18 Budget                      | June 2017  |

**Economic Implications**

- 70. In general terms Council plays a role in economic development including:
  - (a) attracting and encouraging new business;
  - (b) supporting and assisting current business through networking professional development;
  - (c) expanding local markets;
  - (d) developing local and regional branding and tourism;
  - (e) assisting with attracting, marketing, promoting and staging events, and
  - (f) supporting investment in infrastructure, such as business district revitalisation and access to a natural asset.
- 71. The implementation of a waste service charge and an environmental service charge would ensure that Council can continue to deliver waste services and environmental services that meet expected quality requirements. Appropriate waste services and environmental services protect the amenity of the Yarra Environment and are integral for attracting the broader business community, visitors and tourists to the Yarra area.
- 72. It is critical for Council to ensure that it can maintain high standards of service delivery for its waste management functions.

**Sustainability Implications**

- 73. Waste management and environmental services are a key sustainability function for Council. Both the recycling contractor and the waste contractor have been awarded contracts that are based on a hierarchy of avoid, reduce, reuse and recycle which is a critical part of the service delivery methodology and culture. In adopting these concepts within the waste management contracts, sustainability outcomes are established to effectively manage natural and human resources by:
  - (a) minimising waste generation;
  - (b) managing waste through procedures for recycling reuse and disposal;
  - (c) delivery of Community Education Programs;
  - (d) training and awareness building for the client’s staff and the contractor’s staff and subcontractors; and
  - (e) monitoring and measuring to drive continual improvement in resource recovery and diversion of waste from the landfill stream.

74. The Yarra Waste and Resource Recovery Strategy 2014-2018 was developed through an extensive process of community consultation, stakeholder engagement, policy and strategy review and analysis. It builds on the achievements of the previous Waste Management Strategy 2009 – 2013 which was successful in increasing diversion rates to landfill and increasing recycling/resource recovery while ensuring an excellent service to the Yarra Community. The application of a transparent waste service charge based on full cost recovery would assist Council in meeting the objectives of the Strategy.
75. The City of Yarra delivers a range of environmental cleansing services that benefit the entire Yarra Community and in fact the broader community that interact within the City of Yarra on a daily basis. Although the cleansing services are not directly perceived as waste management services they protect the waterways from litter pollution and they protect the amenity and environment of the Yarra Municipality. The cleansing services area is an integral part of the overall waste management services within the City of Yarra. These services are critical for the environmental sustainability within the City of Yarra.
76. The City of Yarra has a strong commitment to the greening of the environment. The resources required to preserve and maintain Council's Open Space assets are derived from the general rates budget and are also considered critical for the long term preservation of the Yarra environment. All residents and the community that interact within the Yarra Municipality gain benefits from these services. There is also a strong focus by Council to reduce waste and litter in Open Space areas.

### Social Implications

77. Holders of a Pensioner Concession Card or a Gold Card issued by the Department of Veterans' Affairs to War Widows or Totally/Permanently Incapacitated Veterans are currently eligible for a \$175 Council rebate on their rates for their principal place of residence. This is in addition to the State Government rebate of \$218.30.
78. A sensitivity analysis has been carried out to assess the impact of the proposed waste service charge and environmental service charge on pensioners. Allowance could be made in the rate modelling to increase current pensioner rebates and minimise any additional cost to pensioners.
79. For people experiencing financial hardship that may prevent paying rates by the due date, Council's Revenue Services provides assistance with payment arrangements and alternatives.

### Human Rights Implications

80. The norms and principles of the human rights framework may be subject to interpretation and may involve complex weighing of factors and the balancing impacts and implications. For the purposes of this report the Human Rights Framework has been considered to evaluate any potential human rights implications when introducing a waste service charge and environmental service charge.
81. The Human Rights Framework utilised involves the following principles:
  - (a) **Public Participation:** Whether effective participatory mechanisms are in place during the whole life cycle of the development of the project from formulation to evaluation. Stakeholder consultations and participation should be integrated into the implementation process;
  - (b) **Equality and Non-Discrimination:** The issue of equality is an essential element for consideration;
  - (c) **Transparency and Access to Information:** Access to information is critical for both meaningful participation processes and effective accountability mechanisms. Information should be presented in a transparent and accessible manner;

- (d) **Accountability:** A fundamental contribution of a human rights approach is its focus on accountability. The importance attached to this principle is intrinsically related to the legal nature of the human rights framework. There should be clarity about accountability mechanisms that enable redress in cases where interventions might undermine the enjoyment of human rights, and
- (e) **Inter-Sectoral Approach:** The human rights framework considers all rights—civil, political, economic, social and cultural—as interdependent and interrelated. Drawing on these human rights principles, it is important to consider the cumulative impact of policy and projects by diverse sectors on the rights of individuals.

82. After the consideration of the introduction of a waste service charge and environmental service charge against the Human Rights Framework; it is considered that there are no known Human Rights implications.

### **Communications with CALD Communities Implications**

83. Council Officers would develop a consultation and communications plan for all the residents and businesses. The communications would provide clear and transparent information and consultation to the Yarra Community which would explain the reason the waste service charge and environmental service charge and how it would work at the individual level. This plan would include proposals to reach the CALD community members within Yarra.

### **Council Plan, Strategy and Policy Implications**

84. Council's Long Term Financial Strategy (LTFS) June 2016 based the long term budget on the assumptions that Council would implement a waste service charge and environmental service charge in the 2017/18 period.

85. The implementation of a separate waste service charge and environmental service charge is in alignment with the LTFS.

### **Legal Implications**

86. Section 162 of the Local Government Act (1989) provides Council with the opportunity to raise service rates and charges for any of the following services:

- (a) the provision of a water supply;
- (b) the collection and disposal of refuse;
- (c) the provision of sewerage services; and
- (d) any other prescribed service.

87. In December 2016 the ESC released a paper; *How Councils Set Their Rates, Council Compliance with 2016-17 Rate Caps*. The framework provides guiding principles for implementing rates and charges.

88. The waste service charge and environmental service charge would be implemented in accordance with:

- (a) The Local Government Act 1989; and
- (b) The ESC guidelines December 2016.

### **Other Issues**

89. There are no other issues.

### **Options**

90. Table 12 below provides options available to Council and the relevant implications.

**Table 12: Options considered for introduction of a waste service charge and an environment service charge.**

| OPTION     | DESCRIPTION   | IMPLICATIONS  |
|------------|---|---|
| <b>A</b>   | Do not separate waste service charge & environmental service charge; or   | <ul style="list-style-type: none"> <li>• With a rate cap of 2% there would be an approximate \$30.1 million budget shortfall to deliver the waste and environmental services between 2017/18 &amp; 2026/27</li> <li>• It would become necessary to deliver lower quality services or to cut services to the community</li> </ul>  |
| <b>B 1</b> | Implement a separate waste service charge for residential properties; and | <ul style="list-style-type: none"> <li>• The quality of the waste management services can be maintained over the term of the LTFS regardless of the rate cap;</li> <li>• Council would have a transparent mechanism for the full cost recovery of waste management services, and</li> <li>• There would be more equity for multi-unit dwelling sites that have a private waste collection as they will not incur the waste service charge.</li> </ul>   |
| <b>B 2</b> | Implement a separate waste service charge for commercial properties; and  | <ul style="list-style-type: none"> <li>• Equitable charges based on rubbish bin sizes for 80 litre, 120 litre &amp; 240 litre</li> <li>• The quality of the waste management services can be maintained over the term of the LTFS regardless of the rate cap;</li> <li>• Council would have a transparent mechanism for the full cost recovery of waste management services, and</li> <li>• There would be more equity for commercial sites that have a private waste collection as they will not incur the waste service charge</li> </ul> |
| <b>B 3</b> | Implement a separate environmental service charge for full cost recovery. | <ul style="list-style-type: none"> <li>• The quality of the environmental services can be maintained over the term of the LTFS regardless of the rate cap;</li> <li>• Council would have a transparent mechanism for the full cost recovery of the environmental services, and</li> <li>• There would be more equity for the lower value properties as a differential costing model could be applied for the environmental service charge.</li> </ul>   |

**Conclusion**

91. The rate cap for the 2017/18 period has been set at 2%. It is likely that a 2% rate cap will apply for some time into the future and in fact may fall below 2% based on the requirement for efficiency gains to compliment the rate caps. The Council LTFS has identified that the cost to deliver waste services and environmental services will continue to increase by more than 2% over the next ten years.
92. Without a separate waste service charge and environmental service charge the budget deficit to deliver the services would be approximately \$0.7 million for 2018/19 and would increase year on year to approximately \$6.5 million by year ten. The total of the deficit over a ten year period is expected to be approximately \$30.1 million.
93. Principles of equity, promotion of waste minimisation, and competitive neutrality have been considered in identifying a model which could be applied. The proposed model allows for established standard waste service levels to be maintained, however, charges could be introduced for additional services above standard levels.
94. The proposed waste service charge model provides for:
  - (a) all single dwellings would be charged a flat waste service charge with no opt out possible;

- (b) Multiple Unit Developments (MUD's) would be charged a flat rate waste service charge per dwelling. Individual apartments within a currently serviced MUD would not be able to opt out; however developments which currently have private waste service providers would not be charged; and
  - (c) optional waste services to commercial premises would be provided on a commercial rate, and charged according to bin sizes requested (current estimate of commercial property waste fees, subject to verification: 80L \$220 +GST, 120L \$400 + GST, 240L \$800 +GST).
95. The proposed environment service charge model provides for:
- (a) the environment service charge would be scaled based on NAV of properties: i.e. lower value properties would have a lower environmental charge.
  - (b) the environment service charge would be weighted approximately 2:1 for non-residential properties: residential properties, in order to provide a more equitable total rate outcome for lower NAV residential properties.
  - (c) That the environment service charge would be applied to non-rateable properties on the same basis as non-residential properties.
96. Pensioner rebate review:
- (a) The proposed pensioner rebate model in the budget would be reviewed to provide a more equitable rate outcome for pensioners.
97. It is proposed that officers prepare the draft 2017/18 budget on the basis of separate waste and environmental service charges.
98. It is proposed that officers undertake community consultation on the proposed introduction of separate waste and environmental charges in conjunction with the required 28 days public exhibition of the proposed 2017/18 budget.
99. It is proposed that officers develop a draft policy defining what services are included in each proposed service charge and that consultation on this draft policy occur in conjunction with the draft 2017/18 budget.

## **RECOMMENDATION**

1. That the draft 2017/18 budget be prepared on the basis of separate waste and environmental service charges on the following principles:
- (a) The waste service charge model allow that:
    - (i) all single dwellings be charged a flat waste service charge with no opt out possible;
    - (ii) Multiple Unit Developments (MUD's) be charged a flat rate waste service charge per dwelling. Individual apartments within a currently serviced MUD would not be able to opt out; however developments which currently have private service providers would not be charged; and
    - (iii) optional waste services be provided to commercial premises on a commercial rate, and charged according to bin sizes requested (current estimate of commercial property waste fees, subject to verification: 80L \$220 +GST, 120L \$400 + GST, 240L \$800 +GST); and
  - (b) The environment service charge model provide that:
    - (i) the environment service charge be scaled based on NAV of properties: i.e. lower value properties would have a lower environmental charge; higher value properties would have a proportionately higher charge;
    - (ii) the environment service charge would be weighted approximately 2:1 for non-residential properties: residential properties; and

- (iii) that the environment service charge be applied to non-rateable properties on the same basis as non-residential properties; and
  - (c) A review be undertaken of the pensioner rebate to provide a more equitable rate outcome for pensioners, to minimise the impact of any potential increase in pensioner rates as a consequence of the introduction of the proposed waste and environmental service charges.
2. That officers undertake community consultation on the proposed introduction of separate waste and environmental charges in conjunction with the required 28 days public exhibition of the draft 2017/18 budget.
  3. That officers develop a draft policy defining what services are included in each proposed service charge and that consultation on this draft policy occur in conjunction with the draft 2017/18 budget.

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**TITLE:** Waste Minimisation Coordinator  
**TEL:** 9205 5793

#### **Attachments**

There are no attachments for this report.



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**11.4 Amendment C209 to the Yarra Planning Scheme - Revised Clause 22.09 Licensed Premises Policy - Consideration of Submissions Received**

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Trim Record Number: D16/179350

Responsible Officer: Coordinator Social Policy and Research

**Purpose**

1. For Council to consider submissions and next steps for Amendment C209 to the Yarra Planning Scheme.

**Background**

2. In 2012 Council commenced an investigation into Yarra's Night Time Economy (NTE) in response to concerns about alcohol misuse at night in public places and amenity concerns between licensed premises and residential dwellings. The investigation resulted in the development of a NTE strategy which was adopted by Council in June 2014. The NTE strategy contains objectives and actions that promote the safety, vibrancy and functionality of Yarra's night time entertainment precincts and activities. A key action in the strategy relates to revising the existing licensed premises policy in the planning scheme to ensure sustainable entertainment precincts and the appropriate management of amenity impacts.
3. Council engaged *Public Place* (in association with *Ten Consulting Group*) to undertake a review of Council's existing licensed premises policy (clause 22.09 of the Yarra Planning Scheme). The outcome of this review was a draft revised local planning policy (as outlined in **Attachment 1**) and a background document which informed the draft revised local planning policy included as an attachment in a previous Council report (meeting date 19 September 2016).
4. At its meeting on 19 September 2016 Council resolved to seek authorisation from the Minister for Planning to prepare Amendment C209 to the Yarra Planning Scheme, and if granted, to exhibit the amendment. Authorisation to prepare the amendment was received and the formal consultation period for the amendment was between Monday 14 November and Friday 16 December 2016. A total of 36 submissions have been received.

**The proposed Amendment**

5. The amendment is required to introduce a revised clause 22.09 Licensed Premises that would be used to inform decision making for applications that require planning approval pursuant to clause 52.27 Licensed Premises of the Yarra Planning Scheme. The revised policy would not affect any existing approvals that are in place.
6. The objectives of the draft revised licensed premises policy are:
  - (a) To effectively manage the location, size, operation and hours of licensed premises, in order to protect the amenity of nearby properties and areas; and
  - (b) Encourage best practice venue design and venue operation for licensed premises.
7. The amendment addresses State policy changes in the planning scheme, including the introduction of cumulative impact considerations and the introduction of planning permit requirements for packaged liquor outlets.
8. Opportunities to address other policy gaps within the existing local planning policy at clause 22.09 were identified. The revised policy provides greater guidance on the preferred locations for larger venues, preferred hours for outdoor areas, preferred hours for the commencement of the sale and consumption of liquor, consideration of venue design (including smoking areas and internal design where applicable), preferred hours for deliveries and waste collection, and greater clarity regarding licensed premises within residential zones.

9. The revised policy also outlines considerations for planning permit amendment applications, ensuring that the existing operation of a premise (including any complaints and compliance issues) is taken into account in the assessment. Additionally, it includes the identification of application requirements relevant to the type of application and potential impacts.
10. Through addressing the policy gaps, the revised policy would result in improvements to the assessment of planning applications and enable on and off-site amenity impacts to be better managed.

### **External Consultation**

11. Amendment C209 was on public exhibition between Monday 14 November and Friday 16 December 2016. A total of 36 submissions have been received.
12. Consultation in relation to Amendment C209 has been in accordance with section 19 of the *Planning and Environment Act 1987* and included the following:
  - (a) Letters to all owners and occupiers of properties potentially affected by the amendment (comprising approximately 29,000 letters);
  - (b) Notices of the Amendment in the Government Gazette and The Age newspaper;
  - (c) An article about the amendment in Yarra News;
  - (d) Information and notices available at Richmond Town Hall, Collingwood Town Hall and Connie Benn Centre;
  - (e) Information and notices placed on the City of Yarra public web site and through social media;
  - (f) Two information sessions (one at Richmond Town Hall and one at Fitzroy Town Hall);
  - (g) Direct consultation with relevant groups including the Yarra Liquor Forum and Local Safety Reference Group; and
  - (h) Notification of the amendment to relevant groups including the Yarra Drug and Health Forum, Business Advisory Group and Health and Wellbeing Plan Advisory Committee.

### **Internal Consultation (One Yarra)**

13. The development of the revised planning scheme policy involved extensive consultation between Council's Statutory Planning, Compliance, Strategic Planning and Social Policy and Research units. These areas of Council have also reviewed the submissions received and have provided input into the responses to submissions where required.

### **Consideration of Submissions**

14. A total of 36 submissions have been received. The concerns raised in the submissions vary, however the key issues raised in summary are:
  - (a) proposal not being restrictive enough to protect residential amenity;
  - (b) policy change to no longer discourage licensed premises within the Mixed Use Zone not being appropriate;
  - (c) proposal resulting in unreasonable impacts on licensed venues, proposal being too restrictive on licensed venues and the proposed policy creating unrealistic amenity expectations;
  - (d) compliance issues with existing venues (particularly noise);
  - (e) patron behaviour and litter;
  - (f) traffic and parking impacts;
  - (g) hours proposed for waste collection and deliveries;
  - (h) proposed locations of Late Night Precincts;
  - (i) raising the 'Agent of change' principle and who should be responsible for mitigating against noise impacts;

- (j) conflicting policy guidance and lack of mandatory provisions;
  - (k) proposed variations in application requirements for different types of premises;
  - (l) requirements for smoking areas and how this interacts with the upcoming outdoor dining smoking bans;
  - (m) lack of consistency in relation to hours between the proposal and ordinary trading hours specified under the *Liquor Control Reform Act 1998*;
  - (n) need for the policy to acknowledge substantial health and social harms associated with the consumption of alcohol to individuals and to others in the community; and
  - (o) how the policy should seek to limit the number of licenced venues in the City of Yarra.
15. **Attachment 2** contains a summary of all submissions received, a response from Council officers and any proposed changes to the draft policy. As a result of the submissions a number of changes are proposed, as follows, with the justification for these changes outlined in the table in **Attachment 2**:
- (a) amend the proposed policy to specify that waste collection and deliveries are also not to occur before 9am on a Sunday or public holiday except for those allowed under any relevant local law ('Hours of Operation' section);
  - (b) amend the proposed policy to specify that emptying glass bottles into bins in outdoor areas not occur after 10pm on any day, before 7am Monday to Sunday, or before 9am on a Sunday or public holiday;
  - (c) amend the proposed policy so that the title of the proposed 'Late Night Precincts' refers to 'Core Entertainment Precincts' ('Location and Access' section);
  - (d) amend the proposed policy to specify preferred hours of no later than 10pm (rather than 11pm) for the Mixed Use Zone ('Hours of Operation' section);
  - (e) amend the proposed policy to specify that the Late Night Precincts (proposed to be called Core Entertainment Precincts) are applicable to properties fronting and with pedestrian access from the main streets listed ('Location and Access' section);
  - (f) amend the proposed policy to make reference to ride sharing in the relevant parts of the policy where transport is discussed ('Hours of Operation' and 'Application requirements' sections);
  - (g) amend the proposed policy to refer to unreasonable amenity impacts instead of minimal amenity impacts ('Additional application requirements' and 'Noise' sections); and
  - (h) amend the proposed policy to remove the smoking area requirements ('Venue Design' section). Under the Noise and Amenity Action Plan requirements ('Additional application requirements' section) specify that information must be provided on how smokers and on and off-site smoking areas will be managed. Specify that details of smoking areas (if to be provided) are to be provided on site and floor plans ('Application requirements' section).
16. A copy of the revised policy reflecting the above proposed post exhibition changes is at **Attachment 3** (changes are highlighted).

### Financial Implications

17. The costs associated with the amendment would be covered under the Strategic Planning Unit budget.

### **Economic Implications**

18. The City of Yarra is renowned for its dynamic night life spread across a number of precincts. In 2013 Council commissioned a report (REMPPLAN 2013) into the economic costs and benefits of Yarra's NTE. The research found that Yarra's NTE supports 2,967 jobs (approximately 8.4% of jobs within the defined commercial precincts). The total output associated with the NTE in the City of Yarra, including all direct and flow-on effects is estimated at up to approximately \$665 million per annum.
19. Whilst there are many benefits of the Night Time Economy there are also various costs and negative impacts including health, noise and the policing of anti-social and criminal behaviour. It is estimated that 957 people are employed to service and manage Yarra's NTE across the sectors of health, police and emergency services, public services and transport. The direct output generated by the 957 people servicing the NTE is estimated at approximately \$120 million per annum.
20. Overall, the research concluded that the NTE delivers net benefits to the Yarra economy across all measures examined (employment, output, wages and salaries, and value-added).

### **Sustainability Implications**

21. The amendment is not expected to have any adverse sustainability effects.

### **Social Implications**

22. The amendment would have positive social effects through the improved management of licensed premises. In particular, the revised policy would address identified policy gaps therefore allowing for improved decision making relevant to the local context and greater consideration of amenity impacts.
23. In addition to standard minimum requirements for all applications, the revised policy specifies application requirements that are only required for certain types of applications, depending on the type and scale of the proposal.

### **Human Rights Implications**

24. There are no known human rights implications.

### **Communications with CALD Communities Implications**

25. The amendment notification process included information for CALD communities. This included translator services which were utilised several times throughout the exhibition period.

### **Council Plan, Strategy and Policy Implications**

26. Council Plan 2013-17 - The amendment is supported by the strategic objectives of the Council Plan, particularly *Celebrating Yarra's Uniqueness* and *Making Yarra More Liveable*. The *Celebrating Yarra's Uniqueness* strategic objective acknowledges that many people visit and value Yarra for its diversity and venues, and also the importance of Yarra's local economy. *Making Yarra More Liveable* acknowledges the need to effectively manage change and associated amenity impacts.
27. Health Plan 2013-17 - The health plan includes priorities relating to improving community safety and reducing the harm from alcohol, tobacco and other drugs. Strategies include improving the safety of Yarra's night time entertainment precincts through improving amenity and diversifying activity. Reviewing the licensed premises policy is included as an action within the plan.
28. Night Time Economy Strategy 2014-18 - The NTE Strategy outlines the objectives and actions that promote the safety, vibrancy and functionality of Yarra's night time entertainment precincts and activities. Reviewing the licensed premises policy is included as an action within the strategy.

29. Economic Development Strategy 2015-20 - Several directions and strategic priorities are relevant to the amendment. These relate to ensuring that Yarra is an outstanding visitor destination, maintaining attractive and vibrant precincts, and maintaining and growing economic activity.

### Legal Implications

30. There are no known legal implications. The amendment would be implemented in accordance with the *Planning and Environment Act 1987*.

### Other Issues

31. There are no other apparent issues.

### Options

32. After considering a submission which requests a change to an amendment, under the provisions of the *Planning and Environment Act 1987*, Council must either:
- (a) abandon Amendment C209; or
  - (b) change Amendment C209 in response to the submissions and adopt the amendment; or
  - (c) request that the Minister for Planning appoints an independent planning panel to consider the submissions about the amendment.
33. Abandonment is not considered appropriate given the need to improve the current policy.
34. Given that some submissions are directly opposed to the amendment (with some not being entirely clear on what should change) it is not possible to change the amendment in a way that resolves these concerns.
35. Therefore it is considered that the submissions should be referred to an independent planning panel which will make recommendations to Council for its consideration at a future Council meeting. Anyone who lodged a submission to the amendment would be invited to participate in the panel process.

### Conclusion

36. Amendment C209 proposes to revise Council's existing Licensed Premises Policy at clause 22.09 of the Yarra Planning Scheme. The amendment would address identified policy gaps, allowing for improved decision making, including greater consideration of amenity impacts.
37. Amendment C209 to the Yarra Planning Scheme was exhibited in accordance with the relevant provisions of the *Planning and Environment Act 1987*. 36 submissions have been received.
38. It is not possible to change Amendment C209 in a way that resolves the concerns raised in the submissions and therefore it is considered that the submissions should be referred to an independent planning panel which will make recommendations to Council for its consideration.

### RECOMMENDATION

1. That Council:
- (a) note the officer report in relation to a proposed revised clause in the Yarra Planning Scheme regarding Liquor Licenced Premises;
  - (b) note the submission received in relation to Amendment C209, as outlined in **Attachment 2**;
  - (c) having considered the submissions received, in accordance with Section 22 of the *Planning and Environment Act 1987*:
    - (i) request the Minister for Planning to appoint a panel to consider the submissions in accordance with Section 23 of the *Planning and Environment Act 1987*; and

- (ii) authorise Council officers to make the changes to the amendment (including the policy and background documentation as required) as outlined in **Attachment 2** and **Attachment 3**.

**CONTACT OFFICER:** Erika Russell  
**TITLE:** Senior Planner, Community Health and Safety  
**TEL:** 9205 5534

**Attachments**

- 1 Amendment C209 - draft revised policy (exhibition version)
- 2 Amendment C209 - summary of submissions, response to submissions and proposed changes to the draft revised policy
- 3 Amendment C209 - draft revised policy (post exhibition version showing proposed changes)

**Attachment 1 - Amendment C209 - draft revised policy (exhibition version)**

YARRA PLANNING SCHEME

**22.09 LICENSED PREMISES**

[DD/MM/YYYY](#)  
[Proposed C209](#)  
13/08/2009  
CS4

This policy applies to all applications where a permit is required pursuant to clause 52.27 of the Yarra Planning Scheme, for new licensed premises and for the extension (including the extension of hours and the extension of patron numbers) of existing licensed premises.

~~For the purpose of this policy, licensed premises include food and drink premises and places of assembly used or to be used in conjunction with a liquor licence.~~

**22.09-1 Policy Basis**

[DD/MM/YYYY](#)  
[Proposed C209](#)  
13/08/2009  
CS4

The City has over 500-700 licensed premises. The majority of these premises are in commercially zoned areas. However, a large number of licensed premises are also in residential areas or are adjacent to residential areas. Licensed premises within retail and commercial areas have generally developed in clusters. This incidence has increased over the past decade through changes in land use patterns across the City.

Licensed premises contribute to the vibrancy and economic strength of the municipality, providing diverse opportunities for social interaction, artistic and cultural activity including live music, food and entertainment, as well as supporting other primary functions.

~~However, c~~Considerable tensions ~~have sometimes~~ developed between licensed premises and residential and other commercial land uses. These tensions relate to impacts on the amenity of the area, ~~noise, hours of operation and car parking — as well as patron behaviour off the premises and waste management.~~ The MSS seeks to achieve a reduction in the incidence of tension between business and residential activities and to minimise amenity impacts of retail, entertainment and arts uses on nearby residential properties and ~~areas including noise, patron behaviour off the premises and waste management.~~ This policy seeks to manage potential amenity impacts between licensed venues and other land uses.

**22.09-2 Objectives**

[DD/MM/YYYY](#)  
[Proposed C209](#)  
13/08/2009  
CS4

- ~~To effectively manage the location, size, operation and hours of trade of licensed premises, in order to protect the amenity of nearby properties and areas.~~
- To encourage best practice venue design and venue operation for licensed premises.
- ~~To protect residential and other commercial uses from excess noise, traffic and car parking issues.~~
- ~~To provide for daytime trade and active street frontages in retail strips, while providing reasonable commercial opportunities for the trading of licensed premises.~~

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It is policy that:

**Location and Access**

~~New licensed premises should be located such that:~~

- ~~they are not in Residential, or Mixed-Use zones~~
- ~~premises that are closed at ground floor level during the day do not unduly interrupt continuous active retail frontage in activity centres~~
- ~~there is appropriate opportunity to manage or buffer potential amenity impacts including ingress by queuing patrons, egress of those who have consumed alcohol on the premises, anti-social behaviour, in relation to more sensitive uses and, in particular, residential use~~

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- ~~there is opportunity for a high level of public safety and surveillance of patrons as they enter and leave the premises~~
- ~~there is adequate infrastructure including space for smokers, public toilets in the vicinity.~~

Licensed premises with a capacity of more than 200 persons be located in the following Late Night Precincts:

- Swan Street west of Church Street
- Bridge Road west of Burnley Street
- Victoria Street west of Burnley Street
- Smith Street between Gertrude Street and Alexandra Parade
- Brunswick Street between Gertrude Street and Alexandra Parade
- Gertrude Street between Smith Street and Nicholson Street
- Johnston Street between Nicholson Street (Fitzroy) and Hoddle Street

Licensed premises be located such that:

- They are not located in Residential zones (other than a Mixed Use Zone).
- There are appropriate opportunities to manage or buffer potential amenity impacts of (but not limited to) patron noise, ingress and egress of patrons, queuing of patrons, smoking areas for patrons, and dispersal of patrons from the site.
- There is opportunity for a high level of public safety and surveillance of patrons as they enter and leave the premises.
- The premises would not result in an unreasonable cumulative impact on the amenity of the surrounding area.

**Venue Design**

- The layout and design of new licensed premises incorporate safe design principles as detailed in the *Design Guidelines for Licensed Venues* (Department of Justice 2009).
- Licensed premises, other than a restaurant (including a café) or packaged liquor outlet, provide a smoking area on-site for patrons which is available while the venue is operating, unless an on-site smoking area is impractical or it would result in an unreasonable amenity impact on the surrounding area.
- The entry and exits points of a licensed premise and the areas for queuing of patrons be provided away from sensitive land uses.
- Waste management and storage occur on-site including the provision of noise enclosures if bottle crushers are utilised.

**Hours of Operation**

- ~~Assessment of the impact of the hours of operation on the amenity of the surrounding area consider:~~
- ~~The proposed use.~~
- ~~The zoning of surrounding land.~~
- ~~The location of the premises and location of car parking.~~
- ~~The nature of surrounding uses and hours of operation.~~
- ~~Potential noise emissions from the premises.~~



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- ~~▪ The impact of patrons arriving and leaving the premises.~~
- ~~▪ Licensed premises in a Residential or Mixed Use Zone or within 30 metres of a residential area not trade beyond 11pm on any night unless the responsible authority is satisfied that the use will not adversely affect the amenity of the area.~~
- ~~▪ Licensed premises in a Business or Industrial Zone not trade beyond 1am, unless the responsible authority is satisfied that the use will not adversely affect the amenity of the area.~~
- Licensed premises in a residential zone (other than a Mixed Use Zone) not provide for the sale and consumption of liquor beyond 8pm, unless the responsible authority is satisfied that it will not adversely affect the amenity of the area.
- Licensed premises in a Mixed Use Zone or within 30 metres of a residential zone not provide for the sale and consumption of liquor beyond 11pm, unless the responsible authority is satisfied that it will not adversely affect the amenity of the area.
- Licensed premises in a commercial or industrial zone not provide for the sale and consumption of liquor beyond 1am, unless the responsible authority is satisfied that it will not adversely affect the amenity of the area.
- Packaged liquor outlets not provide for the sale of liquor after 11pm.
- For outdoor areas, including smoking areas, rooftops and open courtyards, the sale and consumption of liquor not occur after 10pm, unless the responsible authority is satisfied that it will not adversely affect the amenity of the area.
- Licensed premises (including packaged liquor outlets) not commence the sale and consumption of liquor before 9am.
- Deliveries to and waste collection from a licensed premises only occur between 7am and 10pm.
- Assessment of the impact of the hours of operation on the amenity of the surrounding area must consider:
  - The proposed use and licence type.
  - The zoning of surrounding land.
  - The location of the premises, location of car parking and availability of public transport and taxi ranks.
  - The nature of surrounding uses and hours of operation.
  - Potential noise emissions from the premises.
  - The impact of patrons arriving and leaving the premises, including:
    - for venues operating after 10pm, whether access from the licensed premises to public transport is likely to be through a residential area; and
    - any cumulative impact on the amenity of the area.

**Patron Numbers**

- The number of patrons not exceed the safe and amenable operating capacity of the premises. As a starting basis, any assessment regarding the maximum number of patrons that can be physically accommodated within a venue should be based on the *VCGLR Liquor Licensing Fact Sheet – Maximum Patron Capacity (2012)*.
- The number of patrons reflects the strategic and physical context of the site and will not adversely affect the amenity of the surrounding area, including by any unreasonable cumulative impact.

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**Noise**

- The operation of licensed premises have minimal impact on the amenity of the area, in relation to noise.
- Noise emissions from licensed premises comply with the standards specified in the State Environmental Protection Policy or any other requirement such as accepted sleep disturbance criteria or relevant Australian Standards.
- On-site noise attenuation measures be considered for licensed premises where amenity impacts on the surrounding area may result from the proposed activities. A licensed premises must be designed and managed in accordance with an acoustic report approved by the responsible authority, where required.

**Car Parking**

- ~~Car parking for licensed premises not detrimentally impact on the functioning of local traffic networks and car parking availability.~~
- ~~Car parking be managed to discourage patrons parking in front of residential properties or in residential areas.~~
- ~~Car parking from new licensed premises not adversely impact on residential areas by way of on-street, over-flow parking or vehicles accessing off-street car parking.~~

**Noise and Amenity ~~Plan~~ Action Plan (NAAP)**

- Licensed premises be managed in accordance with a ~~Noise and Amenity Plan.~~ NAAP approved by the responsible authority, where required.

*~~NOTE: —A condition will be included on permits requiring management in conformity with the noise and amenity plan.~~*

**Application to amend an existing permit**

In the case of applications to vary or extend an existing permit for a licensed premises, the following will be considered in addition to the above:

- Any relevant information regarding the operation of the premises including complaints received by relevant authorities such as the Council, Victoria Police, and the Victorian Commission for Gambling and Liquor Regulation.
- Any contravention of a condition of the existing permit or liquor licence.
- The adequacy of the conditions on the existing permit regulating the venue design, hours of operation, patron numbers, and noise and amenity impacts.

**22.09-4 Application requirements**

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Permit applications must be accompanied by the following information:

- A site analysis plan detailing:
  - The proximity of the licensed premises to residential properties and other sensitive land uses, including details of doors, windows and open space areas on all residential properties in close proximity to the site; and
  - The nature and location of uses surrounding the proposed licensed premises, ~~and their hours of operation~~ including the type of licensed premises in the area, the hours of operation and patron numbers.
  - The location of off street car parks within the locality of the subject site,

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including the nature of any time restrictions.

- The location and hours of operation of any transport services including rail, tram, bus and taxis.

▪ Site and floor plans detailing:

- Existing floor plans of all levels of the building(s) and outdoor areas on the site.
- Proposed floor plans of all levels of the building(s) and outdoor areas on the site including a calculation of floor areas in square metres, the use and patron capacity of all areas to be licensed, waste storage area, security lighting and any amplification or speaker system. If applicable, the location of queuing areas, CCTV surveillance, areas where live performance is to occur, and dance floor areas.
- A 'red-line plan' showing the public areas where alcohol will be sold and consumed. For packaged liquor, a 'red-line plan' is required showing where alcohol will be displayed for sale and where it will be sold.

~~A site plan detailing all areas to be used by patrons of the premises, including areas adjacent to the boundaries of the site used in association with the licensed premises—that is, outdoor seating, public spaces, footpaths and car parking areas.~~

~~Plans detailing the existing and proposed layout of the premises, including all external windows and doors, the total number of patrons to be accommodated on the premises, the allocation of patrons to identified areas, and the location of waste storage areas.~~

▪ A written submission including the following information:

- A description of the proposed use(s), the type of licence(s) sought, hours of operation, provision and hours of food service, seating ratios and the type of music and/or entertainment to be offered.
- An assessment by a building surveyor detailing the patron capacity of the licensed premises where an application proposes an increase in patron numbers or a new licence.
- Details of waste management (including storage and hours of collection for general rubbish and bottles associated with the licensed premise), bottle crushers, and delivery times associated with the licensed premise.
- An assessment of all potential off-site impacts including identification of ways in which such impacts will be managed and mitigated.
- Where relevant, the views of the Victoria Police.

~~Details of the proposed hours of operation of the premises.~~

~~Details of bicycle parking and car parking to be provided, including an empirical assessment of car parking demand, the availability of car parking in the locality and public transport in the locality.~~

~~An assessment by a registered building or surveyor detailing the patron capacity of the premises.~~

~~Where relevant, the views of the Victoria Police, including police records of attendances and problems with the premises.~~

**Noise and Amenity Action Plan**

~~A Noise and Amenity Action Plan (NAAP) detailing the following information:~~

- ~~The location, type and details of existing licensed premises in the locality.~~
- ~~The identification of all noise sources associated with the premises (including, but not limited to, music noise, entries and exits to the premises and courtyards) likely to~~

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~~impact on nearby residential property.~~

- ~~▪ Measures to be undertaken to address all noise sources identified, including on and off-site noise attenuation measures.~~
- ~~▪ Procedures to be undertaken by staff in the event of complaints by a member of the public, the Victoria Police, an 'authorised officer' of Council or an officer of Liquor Licensing Victoria.~~
- ~~▪ Details of staffing arrangements including numbers and working hours of all security staff, bar staff, waiters, on-premises manager, and other staff.~~
- ~~▪ Details of training provided for bar staff in the responsible serving of alcohol.~~
- ~~▪ Hours of operation for all parts of the premises.~~
- ~~▪ Lighting within the boundaries of the premises.~~
- ~~▪ Security lighting outside the premises.~~
- ~~▪ Details of the provision of music including the frequency and hours of entertainment provided by live bands and DJs.~~
- ~~▪ Details of waste management plan including storage and hours of collection for general rubbish and bottles associated with the licensed premises.~~
- ~~▪ Any other measures to be undertaken to ensure minimal amenity impacts from the licensed use.~~

**Additional application requirements**

Permit applications must be accompanied by the following information, where required:

- A NAAP detailing the following information:
  - Procedures to be undertaken by staff in the event of complaints by a member of the public, the Victoria Police, an 'authorised officer' of Council or the Victorian Commission for Gambling and Liquor Regulation.
  - The management and dispersal of patrons, including patrons loitering around the venue after the venue has closed.
  - The management of large group bookings.
  - The management of smoking areas (particularly where liquor may not be allowed to be sold and consumed within the smoking area after a particular time).
  - The management of external queues.
  - How the movement and exit of patrons is to be managed, particularly where there is a requirement to close different sections of the venue at different times.
  - Details of the provision of music including the frequency and hours of entertainment provided by live bands and DJs.
  - Any other measures to be undertaken to ensure minimal amenity impacts from the licensed premises.

The requirement for a NAAP does not apply to a permit application for a restaurant (including a café) or a packaged liquor outlet.

- An acoustic report by a suitably qualified and experienced acoustic consultant identifying all noise sources and methods to be undertaken to control noise emissions to within *State Environment Protection Policy (SEPP) No.1 – Control of Noise from Commerce Industry and Trade* and *SEPP No.2 – Control of music noise from public premises* or any other requirement such as accepted sleep disturbance criteria or relevant Australian Standards.

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The requirement for an acoustic report does not apply to a permit application for a packaged liquor outlet (any hours) or a restaurant (including a café) where the preferred hours of operation are met.

- A report demonstrating how each of the design elements of the *Design Guidelines for Licensed Venues* have been addressed in the layout, development and management plans for the premises.

The requirement for a report addressing the design elements of the *Design Guidelines for Licensed Venues* does not apply to a permit application for a restaurant (including a café) or a packaged liquor outlet.

- A cumulative impact assessment, being either:
  - An assessment against Practice Note 61: Licensed Premises: Assessing Cumulative Impact where the site is identified within a “cluster” of licensed premises; or
  - A statement explaining why a cumulative impact assessment is not required having regard to those sections of Practice Note 61: Licensed Premises: Assessing Cumulative Impact titled “When to use the guidelines” and “What is a cluster?”

The requirement for a cumulative impact assessment does not apply to a permit application for a restaurant (including a café) (any hours) or a packaged liquor outlet where the preferred hours of operation are met.

**22.09-5 Policy Reference Documents**

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*Yarra Residential Interface Study, 2001.*

Public Place (2015) Licensed Premises Policy - Background Document

Department of Environment, Land, Water and Planning (2015) Practice Note 61 - Licensed premises: Assessing cumulative impact

Department of Justice (2009) Design Guidelines for Licensed Venues

Victorian Commission for Gambling and Liquor Regulation (2012) Liquor Licensing Fact Sheet - Maximum Patron Capacity

Department of Health (2012) Reducing the alcohol and drug toll: Victoria’s plan 2013-2017

Inner City Entertainment Precincts Taskforce (2005) ‘A good night for all’ - options for improving safety and amenity in inner city entertainment precincts

Yarra City Council (2013) Yarra Health Plan 2013-2017

**Attachment 2 - Amendment C209 - summary of submissions, response to submissions and proposed changes to the draft revised policy**

| No. | TRIM       | Location                  | Summary of Submission  | Response  | Proposed changes to the policy  |
|-----|------------|---------------------------|--|---|---|
| 1.  | D16/164115 | Victoria Street, Richmond | <p>No issue with nearby hotel who seem to comply with their conditions.</p> <p>Concerns with nearby factory which was operating as a boning factory. The site is currently up for lease. Previous use did not comply with conditions and there are concerns that this will be the case with the new occupiers.</p> <p>There is an opportunity to set the rules for the incoming operators.</p>   | <p>Does not appear to have concerns with the proposed policy. Concerns instead relate to the potential future use of a nearby factory building.</p> <p>If the future occupiers of the factory seek a planning permit for the sale and consumption of alcohol, the proposed policy would influence conditions for the venue.</p>   | No changes.   |
| 2.  | D16/165151 | City of Yarra             | <p>Was attracted to living in Yarra due to the vibrant local bar, café and pub scene. Local bars and restaurants draw visitors from other parts of the city and contribute to the culture and vibrancy of Yarra.</p> <p>Acknowledge that moving to an area known for its nightlife, and for a vibrant music and bar scene means that at times the area will be noisier than other neighbourhoods. People should be mindful of this when moving to Yarra.</p> <p>Council should be cautious about the views of a loud minority of residents who knowingly moved to a vibrant area and then complain about it being too vibrant.</p> <p>The impact of Sydney's lock-out laws demonstrates the impact of over-regulation of licensing upon culture and community.</p> <p>Council needs to set limits upon licensing in order to be able to be able to maintain effective control of the amenity of the area. However there is a need to consider the impact of any changes upon venues there is a need for the least restrictive regulation possible.</p> | <p>Policy acknowledges the benefits of licensed venues to the City of Yarra while also acknowledging the importance of protecting residential amenity.</p> <p>The proposed policy would not affect any approvals that are currently in place. Instead it seeks to improve the way future applications are assessed under the Yarra Planning Scheme. This will allow for on and off-site amenity impacts to be better managed, resulting in less conflict between licensed premises and residential areas, and safer entertainment precincts.</p> <p>The proposed policy is based on a hierarchy of potential risk associated with different venue types and reasonable amenity expectations within different zones. This is demonstrated through variations in application requirements depending on the nature of a proposal. The policy recognises that restaurants and cafes are likely to have less of an impact compared to other venue types. In terms of preferred hours, the biggest restriction is proposed within residential zones.</p>  | No changes.   |
| 3.  | D16/165196 | Nicholson Street, Fitzroy | <p>There must be an objective to protect residential premises from impacts of licensed premises.</p> <p>Licensed venues must ensure there are no impacts on residential properties. The wording in the policy is not strong enough where it talks about there being appropriate opportunities to manage or buffer potential amenity impacts.</p> <p>No new licensed venues in residential areas. They are best separated completely.</p> <p>Deliveries and waste collection must not be allowed until 10pm, these should be restricted between 7am and 5pm.</p> <p>There must be no noise emissions from sites. They must have adequate acoustic insulation to ensure there is no leakage of noise.</p> <p>The level of discretion should be reduced and policy should specify mandatory standards that cannot be altered.</p>   | <p>Objective one in the policy states 'To effectively manage the location, size, operation and hours of licensed premises, in order to protect the amenity of nearby properties and areas'.</p> <p>There is no realistic way under the policy to ensure that there will be no impacts on residential properties. Instead, the proposed policy seeks to improve the way future applications are assessed under the Yarra Planning Scheme. This will allow for on and off-site amenity impacts to be better managed. The proposed policy includes a number of new considerations (including cumulative impacts, packaged liquor outlets, smoking and outdoor areas, internal design, commencement hours, hours for deliveries and waste collection, and what to consider in amendment applications).</p> <p>It is not possible to specify no new licensed venues in residential areas (policy is not mandatory) but the proposed policy continues to discourage licensed premises within the Neighbourhood Residential Zone and General Residential Zone. A limited number of commercial uses are permitted within residential zones and there are circumstances where the sale and consumption of alcohol in limited circumstances will be appropriate and will complement the land use. The nature of Yarra's zoning (with commercial and residential directly adjacent to each other) results in significant challenges. It is not possible to completely separate uses due to these interfaces.</p> <p>It is reasonable to allow deliveries and waste collection until 10pm. The policy has had regard to State Environment Protection Policy where noise limits are prescribed for the 'day', 'evening', and 'night' periods. The greatest amenity protection is expected in the 'night' period which commences at 10pm. 10pm is further reflected in Council's General Local Law which specifies that deliveries to any commercial premises and waste collection must not occur after 10pm on any day. It also states that they should not occur before 7am on a Monday to Saturday (inclusive) or before 9am on a Sunday or Public Holiday. The General Local Law is however accompanied by a Procedure and Protocol Manual - Yarra City Council General Local Law 2016 which includes a delivery exemption for goods such as bread, milk, papers or similar goods to a commercial premises if the goods are required by the proprietor of the commercial premises as part of preparation prior to the opening of the premises.</p> <p>The proposed policy does not make reference to 9am on a Sunday and Public</p> | <p>Amend the proposed policy to specify that waste collection and deliveries are also not to occur before 9am on a Sunday or public holiday except for those allowed under any relevant local law ('Hours of Operation' section).</p> <p>Amend the proposed policy to specify that emptying glass bottles into bins in outdoor areas not occur after 10pm on any day, before 7am Monday to Sunday, or before 9am on a Sunday or public holiday.</p> |

## Attachment 2 - Amendment C209 - summary of submissions, response to submissions and proposed changes to the draft revised policy

| No. | TRIM       | Location                  | Summary of Submission  | Response   | Proposed changes to the policy   |
|-----|------------|---------------------------|--|--|--|
|     |            |                           |  | <p>holiday for deliveries and waste collection and this is now proposed. It is also recommended that reference is made to exemptions under any relevant local law to ensure that these exemptions are in place for new venues (as any planning permits issued override the local law). An opportunity has also been identified to specify that emptying glass bottles into bins in outdoor areas not occur after 10pm on any day, before 7am Monday to Sunday, or before 9am on a Sunday or public holiday.</p> <p>It is not realistic to expect no noise emissions from premises particularly for those venues that operate not after 10pm. The proposed policy specifies that an acoustic report is required for certain applications which will ensure that substantial noise impacts are addressed. This includes a restaurant and cafe where the preferred hours of operation are not met. The proposed policy also requires written information which all applications that identifies all potential impacts and how they will be managed.</p> <p>Mandatory provisions for this type of policy are not appropriate or achievable. Planning schemes based on the Victoria Planning Provisions (VPP) are predominantly performance based. Planning schemes specify the objective that needs to be achieved and provide a degree of freedom on how it is achieved. Mandatory provisions would only be considered by the State Government in circumstances where it can be clearly demonstrated that discretionary provisions are insufficient to achieve desired outcomes.</p>  |  |
| 4.  | D16/167481 | Lennox Street, Richmond   | <p>The proposed Late Night Precinct being Bridge Road west of Burnley Street is not appropriate. Should be limited to Bridge Road between Burnley Street and Church Street.</p> <p>The area of Bridge Road between Church Street and Punt Road/Hoddle Street is dominated by apartments, includes the Epworth Hospital, has narrow footpaths and poor parking availability.</p> <p>Inclusion of this area as a Late Night Precinct has potential for a major clash between those living in the new high rise apartments, the needs of the hospital and licensed venues.</p> <p>Unruly and intoxicated people and those affected by recreational drugs will become an uncontrollable major noise source and traffic and pedestrian hazard particularly when venues are closing.</p> <p>New venues will be able to operate after 10pm but Council cannot control noise or enforce any regulations imposed after Council business hours. It is unreasonable to expect the police to undertake this role.</p> <p>No mention is made about gambling and gaming machines. If these are allowed in the Late Night Precincts it will be a detrimental outcome for the community.</p> | <p>The Late Night Precincts are considered to be the existing core entertainment precincts in Yarra. By concentrating larger venues within these areas their collective impacts can be better managed and assessed. The Late Night Precincts relate to patron numbers and not hours, however this is not implied. It is proposed to refer to these areas as 'Core Entertainment Precincts'.</p> <p>Late Night Precincts have been assigned based predominantly on existing character, including the location of existing licensed premises. This area is a key activity centre, appropriately zoned Commercial 1, and has a number of existing licensed premises and other elements that make it suitable for licensed venues, including excellent transport access. The proposed requirements relating to an acoustic report and Council's existing Interface Uses Policy (clause 22.05) will assist with reducing noise impacts between residential and commercial uses. Additionally, there are a number of factors that would influence whether a site can appropriately accommodate 200 people including meeting the objectives of the policy as a whole and ultimately the size of the venue.</p> <p>It is difficult for the policy to control patron behaviour once patrons leave a venue. Many of the issues that occur when someone leaves a premises (including anti-social behaviour) is a policing matter. Venues are also required to serve alcohol responsibly. Consideration is however given in the policy to the location of a licensed premises, patron dispersal and whether there is appropriate access to transport options. Specifically, the policy states 'There are appropriate opportunities to manage or buffer potential amenity impacts of (but not limited to) patron noise, ingress and egress of patrons, queuing of patrons, smoking areas for patrons, and dispersal of patrons from the site'.</p> <p>Council officers respond to venue noise complaints after-hours.</p> <p>Gaming machines require a planning permit under a different part of the Yarra Planning Scheme and would be assessed on their merit if and when an application is received. The proposed policy would only be used to assess the sale and consumption of alcohol but would have regard to the venue type in the assessment.</p> | Amend the proposed policy so that the title of the proposed 'Late Night Precincts' refers to 'Core Entertainment Precincts' ('Location and Access' section). |
| 5.  | D16/168048 | Dight Street, Collingwood | <p>Area was previously rezoned to Mixed Use but has not been rezoned to a more residential zone since that time as intended. Area should be a residential zone.</p> <p>Traffic and parking is difficult.</p> <p>Do not need more licensed venues in Collingwood and those that are licensed should close at 8pm. Streets are affected by empty bottles, broken glass and cigarette butts.</p>  | <p>The Mixed Use Zone allows for significantly more commercial uses than other residential zones and it is not typical to go from a commercial or industrial zone to a Mixed Use Zone, then to a different residential zone.</p> <p>Traffic and parking is an ongoing concern however the provision of car parking is considered when a new use commences (not under the sale and consumption of alcohol). The proposed policy does however consider the location of the premises, location of car parking and availability of public transport and taxi ranks.</p>  | No changes.  |



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|     |            |                         | <p>Non licensed venues are holding licensed events and street parties. Council advises that the police should be called when this occurs however they have more urgent matters to attend to.</p> <p>This area should not be a core entertainment precinct and greater consideration needs to be given to the amenity of residents.</p>  | <p>The policy proposes preferred hours of up to 8pm for residential zones (excluding the Mixed Use Zone). 8pm in other zones is not considered reasonable. Council undertakes street cleaning including within entertainment precincts on a regular basis. People are encouraged to report problem areas to Council to ensure areas are being cleaned at the required frequency.</p> <p>There is no capacity for Council to refuse licensed premises on the basis that no more are needed in the area. Instead the policy which would be used to assess the appropriateness of licenced premises and to establish appropriate conditions is being reviewed.</p> <p>Council is responsible for enforcing compliance with planning permits and other permits issued by Council (such as public space licences for footpath trading). Victoria Police and the Victorian Commission for Gambling and Liquor Regulation (VCGLR) are responsible for enforcing other matters. Non licenced venues may apply for temporary licences. Any alleged illegal event will be investigated by Council, VCGLR or the Victoria Police depending on the type of complaint. Generally, patron noise and behaviour after-hours is investigated by the Victoria Police.</p> <p>The Late Night Precincts are considered to be the existing core entertainment precincts in Yarra. By concentrating larger venues within these areas their collective impacts can be better managed and assessed. These precincts are located on main roads and have good public transport access. It is acknowledged that a number of these precincts are directly adjacent to residential areas. The proposed policy seeks to improve the way future applications are assessed under the Yarra Planning Scheme. This will allow for on and off-site amenity impacts to be better managed, resulting in less conflict between licensed premises and residential areas, and safer entertainment precincts.</p>  |   |
| 6.  | D16/169727 | Fitzroy Street, Fitzroy | <p>Licensed premises are currently discouraged in the Mixed Use Zone and this should continue. There have been many applications for licensed premises in this zone that have had the potential to severely impact on basic amenity.</p> <p>Currently, some licensed premises have waste collections which are noisy and disrupt sleep. Would support a policy that insists that waste collection is restricted to daylight hours.</p> <p>There should be clear guidelines on acoustic impacts within building design, external courtyards, and foot traffic exit plans in the Noise and Amenity Action Plans. Internal acoustic requirements should be set to very high standards.</p> <p>Noise impacts of excited loud voices at midnight and later should be considered a significant negative noise impact for residents.</p> <p>Security cameras should be considered by Council as a safety measure to potentially protect young, drug affected venue patrons and to deter drug dealing and assaults.</p> | <p>In 2013 changes were made to the Mixed Use Zone by the State Government. The changes included making a number of section 2 (permit required) uses section 1 (permit not required) under limited circumstances. This includes food and drink premises and shops (including packaged liquor) as long as they do not exceed 150sqm in size. As a result this zone has generally become more commercial in nature. Smaller licensed premises, with limited hours, where alcohol is a secondary consideration and where the amenity attributes are principally determined by the primary use present opportunities to be considered across the municipality, including appropriate locations in the Mixed Use Zone. Preferred hours of 10pm (rather than 11pm) are now proposed for reasons outlined below.</p> <p>It is reasonable to allow deliveries and waste collection until 10pm. The policy has had regard to State Environment Protection Policy where noise limits are prescribed for the 'day', 'evening', and 'night' periods. The greatest amenity protection is expected in the 'night' period which commences at 10pm. 10pm is further reflected in Council's General Local Law which specifies that deliveries to any commercial premises and waste collection must not occur after 10pm on any day. It also states that they should not occur before 7am on a Monday to Saturday (inclusive) or before 9am on a Sunday or Public Holiday. The General Local Law is however accompanied by a Procedure and Protocol Manual - Yarra City Council General Local Law 2016 which includes a delivery exemption for goods such as bread, milk, papers or similar goods to a commercial premises if the goods are required by the proprietor of the commercial premises as part of preparation prior to the opening of the premises.</p> <p>The proposed policy does not make reference to 9am on a Sunday and Public holiday for deliveries and waste collection and this is now proposed. It is also recommended that reference is made to exemptions under any relevant local law to ensure that these exemptions are in place for new venues (as any planning permits issued override the local law). An opportunity has also been identified to specify that emptying glass bottles into bins in outdoor areas not occur after 10pm on any day, before 7am Monday to Sunday, or before 9am on a Sunday or public holiday.</p> <p>Acoustic reports will be required for certain applications and the dispersal of</p> | <p>Amend the proposed policy to specify preferred hours of no later than 10pm (rather than 11pm) for the Mixed Use Zone ('Hours of Operation' section).</p> <p>Amend the proposed policy to specify that waste collection and deliveries are also not to occur before 9am on a Sunday or public holiday except for those allowed under any relevant local law ('Hours of Operation' section).</p> <p>Amend the proposed policy to specify that emptying glass bottles into bins in outdoor areas not occur after 10pm on any day, before 7am Monday to Sunday, or before 9am on a Sunday or public holiday.</p> |



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| No. | TRIM       | Location             | Summary of Submission   | Response  | Proposed changes to the policy  |
|-----|------------|----------------------|---|---|---|
|     |            |                      |   | <p>patrons is a relevant consideration in the policy.</p> <p>It is difficult for the policy to control patron behaviour once patrons leave a venue. Many of the issues that occur when someone leaves a premises (including anti-social behaviour) is a policing matter. Venues are also required to serve alcohol responsibly. Consideration is however given in the policy to the location of a licensed premises, patron dispersal and whether there is appropriate access to transport options.</p> <p>CCTV is a requirement under the liquor licensing process for certain types of venues. The proposed policy seeks information on the proposed location of any CCTV surveillance. Council is currently working with Victoria Police to develop guidelines for applicants applying for high risk (post 1am) applications and this would outline expectations relating to CCTV, security and ID scanning. While these matters are typically addressed at liquor licensing stage, after the planning permit stage, consideration of these matters is logical in the planning permit assessment.</p> <p>In terms of CCTV in public spaces, there is little evidence that supports CCTV as being an effective measure for deterring crime.</p>   |   |
| 7.  | D16/169730 | Clifton Hill         | <p>Licensed premises in the Mixed Use Zone need to have strong protection against disturbing medium and high density residential uses. Not opposing hours but there is a need to address interface issues.</p>  | <p>The proposed policy introduces a number of new considerations (including cumulative impacts, packaged liquor outlets, smoking and outdoor areas, internal design, commencement hours, hours for deliveries and waste collection, and what to consider in amendment applications) that will seek to better manage on and off-site amenity impacts.</p> <p>In 2013 changes were made to the Mixed Use Zone by the State Government. The changes included making a number of section 2 (permit required) uses section 1 (permit not required) under limited circumstances. This includes food and drink premises and shops (including packaged liquor) as long as they do not exceed 150sqm in size. As a result this zone has generally become more commercial in nature. Smaller licensed premises, with limited hours, where alcohol is a secondary consideration and where the amenity attributes are principally determined by the primary use present opportunities to be considered across the municipality, including appropriate locations in the Mixed Use Zone.</p> <p>Preferred hours of up to 10pm (rather than 11pm) are now proposed for the Mixed Use Zone as the greatest amenity protection is expected in the 'night' period specified under the State Environment Protection Policy which commences at 10pm.</p>  | <p>Amend the proposed policy to specify preferred hours of no later than 10pm (rather than 11pm) for the Mixed Use Zone ('Hours of Operation' section).</p> |
| 8.  | D16/177539 | Kerr Street, Fitzroy | <p>Located within the Mixed Use Zone and therefore do not enjoy the rights of other residential zones.</p> <p>The Mixed Use Zone area adjacent to Brunswick Street, one of the areas designated to allow licensed premises of more than 200 persons, contains many residential houses. These residents under the proposed regulations are disadvantaged compared to those in the residential zone.</p> <p>Greater support is required for residents. Council should provide increased consultation with, and support to those affected in objecting to developments that diminish their quality of life.</p> <p>Population in the area is increasing and there is a need for more community building amenities. More effort should be put into things like bike parks, better footpaths, landscaping, better street cleaning and rubbish collection.</p> <p>Council needs to consider how community-building initiatives could help mitigate issues and counter-balance the disadvantage that living in the Mixed Use Zone can bring.</p> <p>Noise issues are ongoing from exhaust fans, rubbish collection, crowd noise and bands. Have contacted Council outside of business hours about noise but it is not followed up. Recommend a comprehensive noise audit be carried out regularly by Council to monitor premises in the Mixed Use Zone within 100 metres of residences and that noise control officers are able on request, to inspect premises that exceed their noise limits 24/7.</p> | <p>The proposed policy seeks to improve the way future applications are assessed under the Yarra Planning Scheme. This will allow for on and off-site amenity impacts to be better managed, resulting in less conflict between licensed premises and residential areas, and safer entertainment precincts.</p> <p>In 2013 changes were made to the Mixed Use Zone by the State Government. The changes included making a number of section 2 (permit required) uses section 1 (permit not required) under limited circumstances. This includes food and drink premises and shops (including packaged liquor) as long as they do not exceed 150sqm in size. As a result this zone has generally become more commercial in nature. Smaller licensed premises, with limited hours, where alcohol is a secondary consideration and where the amenity attributes are principally determined by the primary use present opportunities to be considered across the municipality, including appropriate locations in the Mixed Use Zone.</p> <p>Preferred hours of up to 10pm (rather than 11pm) are now proposed for the Mixed Use Zone as the greatest amenity protection is expected in the 'night' period specified under the State Environment Protection Policy which commences at 10pm.</p> <p>People are notified of planning applications and there are opportunities through this process to discuss the proposal with Council and to negotiate with the applicant.</p> | <p>Amend the proposed policy to specify preferred hours of no later than 10pm (rather than 11pm) for the Mixed Use Zone ('Hours of Operation' section).</p> |

## Attachment 2 - Amendment C209 - summary of submissions, response to submissions and proposed changes to the draft revised policy

| No. | TRIM       | Location                 | Summary of Submission  | Response  | Proposed changes to the policy  |
|-----|------------|--------------------------|--|---|---|
|     |            |                          | <p>Damage to property including graffiti is an ongoing issue. Need to better control drunkenness, bottle throwing and damage to property. Council staff should be employed to monitor and address this behaviour.</p>  | <p>Council undertakes street cleaning and waste collection including within entertainment precincts on a regular basis. People are encouraged to report problem areas to Council to ensure areas are being cleaned at the required frequency. Council invests significantly in capital works. Council has also recently endorsed a Strategic Community Infrastructure Framework which sets out Council's approach for responding to community infrastructure needs. Community needs that are considered in the plans include arts and culture, early years, flexible multi-purpose community space, libraries, neighbourhood centres, open space, public realm, recreation and leisure services, youth and middle years. In association with this work, Neighbourhood Plans will be developed for each of Yarra's neighbourhoods.</p> <p>Council investigates all alleged complaints and provides a response as per the standard operating procedure for all complaints. Compliance considerations are complex with Council, Victoria Police and the Victorian Commission for Gambling and Liquor Regulation (VCGLR) all responsible for different elements of compliance and enforcement depending on the nature of the complaint and the conditions the venue is operating under.</p>   |   |
| 9.  | D16/172644 | Victoria Street, Fitzroy | <p>Changes to the policy that no longer discourage licensed premises within the Mixed Use Zone are unacceptable.</p> <p>Allowing high capacity licensed premises within the Mixed Use Zone is a drastic departure from the existing policy and fails to protect and respect the existing character of the Mixed Use Zone. This is further exacerbated by allowing for the sale and consumption of alcohol past 11pm at the discretion of Council.</p> <p>Removal of the objective to protect residential and other commercial uses from excess noise, traffic and car parking issues is not acceptable.</p> <p>Late Night Precincts encourage the development of venues which may pose a greater risk of alcohol related harm and negative cumulative impact.</p> <p>Concerned about the designation of Brunswick Street, between Gertrude Street and Alexandra Parade as a Late Night Precinct. Should specify that this applies only to places with a frontage to Brunswick Street and not to places that extend into side streets, particularly if open outdoor areas are included in a proposal.</p> | <p>The proposed policy introduces a number of new considerations (including cumulative impacts, packaged liquor outlets, smoking and outdoor areas, internal design, commencement hours, hours for deliveries and waste collection, and what to consider in amendment applications) that will seek to better manage on and off-site amenity impacts.</p> <p>In 2013 changes were made to the Mixed Use Zone by the State Government. The changes included making a number of section 2 (permit required) uses section 1 (permit not required) under limited circumstances. This includes food and drink premises and shops (including packaged liquor) as long as they do not exceed 150sqm in size. As a result this zone has generally become more commercial in nature. Smaller licensed premises, with limited hours, where alcohol is a secondary consideration and where the amenity attributes are principally determined by the primary use present opportunities to be considered across the municipality, including appropriate locations in the Mixed Use Zone.</p> <p>Preferred hours of up to 10pm (rather than 11pm) are now proposed for the Mixed Use Zone as the greatest amenity protection is expected in the 'night' period specified under the State Environment Protection Policy which commences at 10pm.</p> <p>Objective one in the policy states 'To effectively manage the location, size, operation and hours of licensed premises, in order to protect the amenity of nearby properties and areas'.</p> <p>The Late Night Precincts are considered to be the existing core entertainment precincts in Yarra. By concentrating larger venues within these areas their collective impacts can be better managed and assessed.</p> <p>The intent of the policy is for the Late Night precincts to apply for properties fronting the street, not those that extend down the side. It is proposed to make this clearer in the policy.</p> | <p>Amend the proposed policy to specify preferred hours of no later than 10pm (rather than 11pm) for the Mixed Use Zone ('Hours of Operation' section).</p> <p>Amend the proposed policy to specify that the Late Night Precincts (proposed to be called Core Entertainment Precincts) are applicable to properties fronting and with pedestrian access from the main streets listed ('Location and Access' section).</p> |
| 10. | D16/174831 | David Street, Fitzroy    | <p>Welcome the new provisions to limit venues in the Mixed Use Zone to 11pm, specifying 7am to 10pm for deliveries and waste collection, requiring on-site smoking areas, including the consideration of the management of the dispersal of patrons and considering cumulative impacts.</p> <p>Unclear whether these requirements will apply to existing venues. Want policy to apply to existing and new venues.</p> <p>Wood smoke from venues is an ongoing concern and there should be a requirement that chimneys well exceed the height of nearby properties. Smoke emissions should be prevented at the source. Have previously reported issue to Council.</p>   | <p>The proposed policy would not affect any approvals that are currently in place. Instead it seeks to improve the way future applications are assessed under the Yarra Planning Scheme. This will allow for on and off-site amenity impacts to be better managed, resulting in less conflict between licensed premises and residential areas, and safer entertainment precincts.</p> <p>Council previously investigated the complaint regarding wood smoke and undertook an inspection of the subject venue.</p> <p>Council responds to and investigates such complaints to determine whether the matter constitutes a nuisance under the <i>Public Health and Wellbeing Act 2008</i> and whether health is being impacted. This is the appropriate mechanism for dealing with these concerns. The height and clearance of proposed chimneys is considered under the building permit process.</p>  | No changes.   |

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| No. | TRIM       | Location                  | Summary of Submission   | Response   | Proposed changes to the policy   |
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| 11. | D16/176453 | Young Street, Fitzroy     | <p>Object to the changes to the Mixed Use Zone as they would further impact on the amenity of the area.</p> <p>The development of the ACU has had a detrimental effect on the area and was not part of the original development plan. It is a betrayal of Council's duty of care to residents and this proposal has further disregard to the needs of residents within the Mixed Use Zone.</p>  | <p>The proposed policy introduces a number of new considerations (including cumulative impacts, packaged liquor outlets, smoking and outdoor areas, internal design, commencement hours, hours for deliveries and waste collection, and what to consider in amendment applications) that will seek to better manage on and off-site amenity impacts.</p> <p>In 2013 changes were made to the Mixed Use Zone by the State Government. The changes included making a number of section 2 (permit required) uses section 1 (permit not required) under limited circumstances. This includes food and drink premises and shops (including packaged liquor) as long as they do not exceed 150sqm in size. As a result this zone has generally become more commercial in nature. Smaller licensed premises, with limited hours, where alcohol is a secondary consideration and where the amenity attributes are principally determined by the primary use present opportunities to be considered across the municipality, including appropriate locations in the Mixed Use Zone.</p> <p>Preferred hours of up to 10pm (rather than 11pm) are now proposed for the Mixed Use Zone as the greatest amenity protection is expected in the 'night' period specified under the State Environment Protection Policy which commences at 10pm.</p>   | Amend the proposed policy to specify preferred hours of no later than 10pm (rather than 11pm) for the Mixed Use Zone ('Hours of Operation' section).   |
| 12. | D16/176029 | Brunswick Street, Fitzroy | <p>Policy should make reference to ride sharing where it talks about transport.</p> <p>Policy should make clear what can and cannot constitute negative impacts on amenity. The Liquor Control Reform Act outlines what does not constitute a valid reason for an objection.</p> <p>Where the policy states the operation should have minimal impact on the amenity of the area in relation to noise, the wording could be improved to include negative impact as premises can also have positive impacts.</p> <p>Consideration of State Environment Protection Policy and other requirements such as sleep disturbance criteria or other relevant Australian standards is a reasonable inclusion as it allows for different considerations and a reference for noise emissions that is not uniform.</p> <p>It would be useful to outline when noise attenuation measures should be necessary having regard to appropriate levels of amenity that should be expected.</p> <p>A reasonable person test component should be applied to establish when it is reasonable for complaints to be made. If an individual has moved into an entertainment precinct noise complaints should not be valid if the premises has an overall positive impact in relation to noise, the premises complies with noise standards, the premises complies with an endorsed Noise and Amenity Action Plan, and if the complaint is unreasonable (for example if the person complaining has moved near a venue that plays music or have recently undergone renovations and have failed to protect themselves from noise emissions).</p> | <p>It is acknowledged that ride sharing services are a commonly used transport method and it is proposed to reference ride sharing in the policy.</p> <p>The <i>Planning and Environment Act 1987</i> states that <i>The responsible authority may reject an objection which it considers has been made primarily to secure or maintain a direct or indirect commercial advantage for the objector.</i> There is no legal means to specify other considerations under the proposed policy.</p> <p>The intent of the policy is for it to manage negative impacts. There are two parts of the proposed policy that refer to minimal amenity impacts. Reference to unreasonable impacts is more appropriate and it is recommended that the policy be changed to reflect this wording.</p> <p>The proposed policy specifies that an acoustic report is required for certain applications which will ensure that substantial noise impacts are addressed. The proposed policy also requires written information which all applications that identifies all potential impacts and how they will be managed. The onus is on the applicant to identify the potential noise sources and to determine what needs to be undertaken to address them. In terms of developers sound proofing their developments Council requires this for certain applications through the Interface Uses Policy (clause 22.05) of the Yarra Planning Scheme which assists with reducing noise impacts between residential and commercial uses. Council is currently examining ways to strengthen this policy through the overall rewrite of the Yarra Planning Scheme</p> <p>Noise complaints are investigated on a case-by-case basis. Compliance considerations are complex with Council, Victoria Police and the Victorian Commission for Gambling and Liquor Regulation all responsible for different elements of compliance and enforcement depending on the nature of the complaint and the conditions the venue is operating under.</p> <p>Council is obliged to investigate all matters in relation to amenity noise complaints from venues and there is no capacity to not follow up on a complaint based on a reasonable person test. In investigating complaints a certain level of discretion is used in acknowledgement of the challenging land use mix and close proximity of commercial and residential properties within the City of Yarra.</p> | <p>Amend the proposed policy to make reference to ride sharing in the relevant parts of the policy where transport is discussed ('Hours of Operation' and 'Application requirements' sections).</p> <p>Amend the proposed policy to refer to unreasonable amenity impacts instead of minimal amenity impacts ('Additional application requirements' and 'Noise' sections).</p> |
| 13. | D16/176780 | Greeves Street, Fitzroy   | <p>Concerns relating to proposed closing times for venues within residential zones.</p> <p>Venues have many benefits for the City Of Yarra and different venues attract different types of people. Pubs within residential areas attract professionals and are different from those within main entertainment areas.</p> <p>Discouraging venues from operating within residential zones with have an impact on vibrancy. A better approach is to spread people out rather than to confine them into</p>   | <p>Policy acknowledges the benefits of licensed venues to the City of Yarra while also acknowledging the importance of protecting residential amenity.</p> <p>The proposed policy would not affect any approvals that are currently in place. Instead it seeks to improve the way future applications are assessed under the Yarra Planning Scheme. This will allow for on and off-site amenity impacts to be better managed, resulting in less conflict between licensed premises and residential areas, and safer entertainment precincts.</p>   | No changes.  |

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|-----|------------|---------------------------|--|---|--|
|     |            |                           | limited areas. Larger venues should be kept to main roads but consideration needs to be given to the character and activity in other areas.  | The proposed policy is based on a hierarchy of potential risk associated with different venue types and reasonable amenity expectations within different zones. This is demonstrated through variations in application requirements depending on the nature of a proposal. The policy recognises that restaurants and cafes are likely to have less of an impact compared to other venue types. In terms of preferred hours, the biggest restriction is proposed within residential zones.  |  |
| 14. | D16/176450 | Richmond                  | Restaurants and cafes are causing noise and other amenity impacts as they often have bands and functions. Pubs seem to be managing patron dispersal well. The changes proposed for restaurants and cafes are a concern.  | <p>There appears to be ongoing compliance issues associated with venues operating with Restaurants and Café liquor licences. The police and the Victorian Commission for Gambling and Liquor Regulation (VCGLR) who enforce liquor licensing matters are aware of this issue.</p> <p>The conditions of this licence type include no live music, at least 75% seating available for the maximum number of patrons and the predominant activity at all times being the preparation and serving of meals for consumption on the premises. Council officers recently lodged a submission to the review of the <i>Liquor Control Reform Act 1998</i> which raised a number of issues with this licence type.</p>   | No changes.  |
| 15. | D16/177451 | Lennox Street, Richmond   | <p>Property is within a residential zone but borders the Mixed Use Zone. This results in noise impacts.</p> <p>There should be a buffer zone with rules that are adjusted to the circumstances. State Government noise levels need to be considered.</p> <p>Compliance issues are not being enforced. Officers do not follow up on complaints and were recently not available on a Saturday night.</p> <p>There is ongoing drinking on the street and furniture within areas not approved for trading.</p>   | <p>The proposed policy introduces a number of new considerations (including cumulative impacts, packaged liquor outlets, smoking and outdoor areas, internal design, commencement hours, hours for deliveries and waste collection, and what to consider in amendment applications) that will seek to better manage on and off-site amenity impacts.</p> <p>In 2013 changes were made to the Mixed Use Zone by the State Government. The changes included making a number of section 2 (permit required) uses section 1 (permit not required) under limited circumstances. This includes food and drink premises and shops (including packaged liquor) as long as they do not exceed 150sqm in size. As a result this zone has generally become more commercial in nature. Smaller licensed premises, with limited hours, where alcohol is a secondary consideration and where the amenity attributes are principally determined by the primary use present opportunities to be considered across the municipality, including appropriate locations in the Mixed Use Zone.</p> <p>Preferred hours of up to 10pm (rather than 11pm) is now proposed for the Mixed Use Zone as the greatest amenity protection is expected in the 'night' period specified under the State Environment Protection Policy which commences at 10pm.</p> <p>The nature of Yarra's zoning (with commercial and residential directly adjacent to each other) results in significant challenges. It is not possible to completely separate uses due to these interfaces.</p> <p>Council officers respond to venue noise complaints after-hours. Council investigates all alleged complaints and provides a response as per the standard operating procedure for all complaints. Compliance considerations are complex with Council, Victoria Police and the Victorian Commission for Gambling and Liquor Regulation (VCGLR) all responsible for different elements of compliance and enforcement depending on the nature of the complaint and the conditions the venue is operating under. People are encouraged to report non-compliance to Council for investigation.</p> | Amend the proposed policy to specify preferred hours of no later than 10pm (rather than 11pm) for the Mixed Use Zone ('Hours of Operation' section).         |
| 16. | D16/178801 | Brunswick Street, Fitzroy | <p>Resident and venue operator in Yarra.</p> <p>As a resident, am strongly opposed to the proposal as it is too heavily weighted in support of the perceived amenity rights of residents. Many people move to Yarra for its vibrancy then when they get older want amenity levels that are in contrast to a vibrant inner city.</p> <p>Amendment will negatively alter the fabric of the community.</p> <p>As a business person, the amendment is also opposed. The amendment defines Late Night Precincts as the preferred area for licensed premises over 200 capacity, and for those seeking 1am trade. However, this is contradicted by the Hours of Operation section that states licenced premises with 30m of a residential zone should not provide</p> | <p>Policy acknowledges the benefits of licensed venues to the City of Yarra while also acknowledging the importance of protecting residential amenity.</p> <p>The proposed policy would not affect any approvals that are currently in place. Instead it seeks to improve the way future applications are assessed under the Yarra Planning Scheme. This will allow for on and off-site amenity impacts to be better managed, resulting in less conflict between licensed premises and residential areas, and safer entertainment precincts.</p> <p>The proposed policy is based on a hierarchy of potential risk associated with different venue types and reasonable amenity expectations within different zones. This is demonstrated through variations in application requirements depending on the nature of a proposal. The policy recognises that restaurants and cafes are</p>   | Amend the proposed policy so that the title of the proposed 'Late Night Precincts' refers to 'Core Entertainment Precincts' ('Location and Access' section). |

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|     |            |               | <p>sale after 11pm. Most, if not all, of the Late Night Precincts are within 30m of a residential zone. It is therefore unclear whether a venue within a Late Night Precinct backing onto a residential area should be 11pm or lam.</p> <p>The Venue Design section calls for licensed premises to provide a smoking area, but then the Hours of Operation section seeks these areas to close at 10pm. It is unclear what would happen between 10pm and lam.</p> <p>The suggestion of an 8pm curfew in residential zones is not practical. Most of the premises that currently operate in residential zones have very old permits. The problem will occur when these permits are scrutinized and premises that have existed for many years will be subject to the amendment and face an 8pm curfew.</p> <p>The amendment suggests to the residents of residential zones that they are entitled to complete quiet after 8pm, and that all licensed premises zoned residential should cease at this time.</p> <p>Realise that the amendment will only affect new premises, but it will falsely empower the residents near these existing premises with a perceived amenity right they do not and should not have (quiet after 8pm). This will lead to increased tensions between residents and businesses and more complaints to Council.</p> <p>Specifying waste collection after 7am is not reasonable given that Yarra Council's own residential rubbish collection service before 7am.</p> | <p>likely to have less of an impact compared to other venue types. In terms of preferred hours, the biggest restriction is proposed within residential zones.</p> <p>The Late Night Precincts relate to patron numbers and not hours specifically, however this is not implied. It is proposed to refer to these areas as 'Core Entertainment Precincts'.</p> <p>The Late Night Precincts are considered to be the existing core entertainment precincts in Yarra. By concentrating larger venues within these areas their collective impacts can be better managed and assessed. In the assessment of planning applications all parts of the proposed policy will be considered and there will be different ways to meet the intent of the policy. The nature of Yarra's zoning (with commercial and residential directly adjacent to each other) results in significant challenges. In this specific instance, both the policy in the 'Location and Access' as well as the 'Hours of Operation' section will need to be considered. In some instances 11pm will be appropriate, in others 1am will be appropriate if the venue can demonstrate that the proposal will not adversely affect the amenity of the area (for example through acoustic treatments).</p> <p>Similarly, for smoking areas the applicant will need to demonstrate how a proposal responds to the different parts of the policy. The written requirement for a Noise and Amenity Action Plan requires information on the management of smoking areas. Planning policy is discretionary and it may be appropriate for outdoor areas to be opened after 10pm if the applicant can demonstrate that it will not adversely affect the amenity of the area. Improvements to the way smoking areas are considered under the policy have been addressed for submission number 32 from the Cancer Council Victoria.</p> <p>8pm is considered appropriate for residential zones (excluding the Mixed Use Zone) as the existing level of amenity in these areas should be protected. 8pm also aligns with Council's existing Discretionary Uses In The Residential 1 Zone policy in the planning scheme at clause 22.01.</p> <p>It is acknowledged that there are several venues that have been operating in residential zones for a very long period. These venues enjoy existing use rights and there is no ability to reduce their current hours under the planning permit process. The <i>Liquor Control Reform Act 1988</i> allows for the Chief Commissioner or a licensing inspector to vary a liquor licence but there needs to be substantial evidence to support this process.</p> <p>The timeframes for waste collection is reflected in Council's General Local Law which specifies that deliveries to any commercial premises and waste collection must not occur after before 7am on any day (or 9am on Sundays and Public Holidays). While residential collections can start earlier than 7am, these only occur in each area on a weekly basis and residential waste collection is an operational matter. If a planning permit has already been issued with different timeframes these override the local law. If no timeframes are specified on the planning permit, the timeframes in the local law apply.</p> |                                |
| 17. | D16/179518 | City of Yarra | <p>Have seen a significant increase in issues faced by licensed venue operators, particularly live music venues, over the last few years. As such the adoption of a greater management plan for council in dealing with licensed venues and amenity in the City of Yarra is welcomed.</p> <p>However, the proposal seems firmly focussed on further restricting licensed venues in order to prevent problematic conflicts between venues and residents.</p> <p>A management plan is needed that seeks to properly address the rights of residents and venue operators. It should guide venue operators on how to manage their venues in order to avoid conflicts with residents.</p> <p>Licensed venues are an integral part of the Yarra community, and have had the greatest impact on the culture and community of areas like Fitzroy, Collingwood and Richmond. These are neighbourhoods where, traditionally, people have sought to migrate to because of nightlife, live music and the culture that goes with them.</p> <p>Gentrification raises issues of how Council plans to manage the inevitable conflicts that arise beyond simply curtailing the rights of venues and entertainment districts.</p>  | <p>Policy acknowledges the benefits of licensed venues to the City of Yarra while also acknowledging the importance of protecting residential amenity.</p> <p>The proposed policy would not affect any approvals that are currently in place. Instead it seeks to improve the way future applications are assessed under the Yarra Planning Scheme. This will allow for on and off-site amenity impacts to be better managed, resulting in less conflict between licensed premises and residential areas, and safer entertainment precincts.</p> <p>The proposed policy is based on a hierarchy of potential risk associated with different venue types and reasonable amenity expectations within different zones. This is demonstrated through variations in application requirements depending on the nature of a proposal. The policy recognises that restaurants and cafes are likely to have less of an impact compared to other venue types. In terms of preferred hours, the biggest restriction is proposed within residential zones.</p> <p>Council supports licensed venues through a range of mechanisms including through the Yarra Liquor Forum. The forum meets regularly to share expert</p>  | No changes.                    |

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|     |            |                            | <p>If developers are to build new apartment blocks, and people are to move into areas that have a 40 year history of pubs, bars and restaurants that produce significant amounts of noise and street activity, the onus should not always be on those venues to take responsibility.</p> <p>Are their plans to force developers to put sound proofing on their buildings?</p> <p>Are their plans to give grants to new venues, not just old ones, for sound proofing?</p> <p>Should these areas be given new zoning, specifically focussed as 'entertainment districts'?</p>   | <p>knowledge to help in the development of good policy and practice. The forum provides opportunities for attendees to engage with fellow business operators, and representatives of Council, Victoria Police and the Victorian Commission for Gambling and Liquor Regulation (VCGLR).</p> <p>The onus is not always on venues to take responsibility for noise issues. In terms of developers sound proofing their developments Council already requires this for certain applications through the Interface Uses Policy (clause 22.05) of the Yarra Planning Scheme which assists with reducing noise impacts between residential and commercial uses. Council is currently examining ways to strengthen this policy through the overall rewrite of the Yarra Planning Scheme.</p> <p>Council offers \$25k each year in grants to enable live music venues to undertake acoustic works. Funding is capped at \$2,000 for a standalone grant or at \$5,000 for when a venue can make an equal contribution.</p> <p>Council can only utilise zones that form part of the Victorian Planning Provisions which are set by the State Government. Therefore there is currently no capacity to introduce specialised zoning. However most premises are located in a Commercial Zone which does in itself offer some expectations around amenity. The challenge in Yarra however commonly involves the interface between land zoned residential and commercial.</p>   |  |
| 18. | D16/179531 | Oxford Street, Collingwood | <p>Do not support the changes to the existing policy, in particular the changes to the Mixed Use Zone as these are transforming to residential areas with large numbers of apartment developments.</p> <p>Living in a Mixed Use Zone can be problematic due to noise from nearby late night venues, including those drinking in footpath trading areas.</p> <p>Residents wake up to streets and the park full of rubbish and a number of venues leave waste bins on the street.</p> <p>Tighter controls and regulation on loud music and nightclub venues would help whereas licensed restaurants do not pose a problem.</p>   | <p>The proposed policy introduces a number of new considerations (including cumulative impacts, packaged liquor outlets, smoking and outdoor areas, internal design, commencement hours, hours for deliveries and waste collection, and what to consider in amendment applications) that will seek to better manage on and off-site amenity impacts.</p> <p>In 2013 changes were made to the Mixed Use Zone by the State Government. The changes included making a number of section 2 (permit required) uses section 1 (permit not required) under limited circumstances. This includes food and drink premises and shops (including packaged liquor) as long as they do not exceed 150sqm in size. As a result this zone has generally become more commercial in nature. Smaller licensed premises, with limited hours, where alcohol is a secondary consideration and where the amenity attributes are principally determined by the primary use present opportunities to be considered across the municipality, including appropriate locations in the Mixed Use Zone.</p> <p>Preferred hours of up to 10pm (rather than 11pm) are now proposed for the Mixed Use Zone as the greatest amenity protection is expected in the 'night' period specified under the State Environment Protection Policy which commences at 10pm.</p> <p>Council undertakes street cleaning including within entertainment precincts on a regular basis. People are encouraged to report problem areas to Council to ensure areas are being cleaned at the required frequency.</p> | Amend the proposed policy to specify preferred hours of no later than 10pm (rather than 11pm) for the Mixed Use Zone ('Hours of Operation' section). |
| 19. | D16/179550 | Moor Street, Fitzroy       | <p>Developments and licensed venues are changing certain streets which are primarily residential by being allowed to operate in a manner than didn't exist in the past (such as night time trading).</p> <p>In Moor Street (corner of Brunswick Street), several businesses have gone from previously day time venues to night time venues. However, parking on Moor Street hasn't changed (a majority is for public and only eight or so for the residents). Moor Street parking (between Brunswick and Nicholson Street) needs to be permit only after 6pm.</p> <p>Car parking is more difficult for residents and patron noise from the venues is an issue as people walk up and down the streets at late hours to collect their cars.</p> <p>Residents need to be protected alongside changes and extended business operation.</p> | <p>The proposed policy introduces a number of new considerations (including cumulative impacts, packaged liquor outlets, smoking and outdoor areas, internal design, commencement hours, hours for deliveries and waste collection, and what to consider in amendment applications) that will seek to better manage on and off-site amenity impacts.</p> <p>Traffic and parking is an ongoing concern however the provision of car parking is considered when a new use commences (not under the sale and consumption of alcohol). The proposed policy does however consider the location of the premises, location of car parking and availability of public transport and taxi ranks.</p> <p>Council manages the demand for on-street parking using a range of measures including parking permits, area-wide parking studies and parking restrictions. Moor Street appears to have a reasonable amount of resident only parking available and no reviews have been undertaken recently. Council does however have an established process for introducing or changing parking restrictions in a street and people concerned about parking are encouraged to engage with this process.</p>  | No changes.  |

**Attachment 2 - Amendment C209 - summary of submissions, response to submissions and proposed changes to the draft revised policy**

| No. | TRIM       | Location    | Summary of Submission  | Response   | Proposed changes to the policy   |
|-----|------------|-------------|--|--|--|
| 20. | D16/179947 | Collingwood | <p>Strongly opposed to the preferred hours of 8pm in Residential Zones (excluding the Mixed Use Zone).</p> <p>Will have significant financial impacts on local proprietors of pubs, bars and restaurants who happen to be in Residential Zones (and may have for some years). It will force closures akin to those in the 'lockout zone' in Sydney's King's Cross.</p> <p>Many working people are not even home by 8pm, let alone out for the evening. If they have chosen to go out for an evening, 8pm is an early and common time to be dining. Cutting off availability or severely limiting it to certain venue types and locations will make going out on a weeknight a more frustrating and much less attractive prospect for many.</p> <p>Allocating preferred locations for larger venues (over 200 patrons) within identified Late Night Precincts seems a cynical move specifically aimed at displacing patrons of live music performances.</p> <p>I would move away from the area should my opportunities to enjoy said lifestyle be significantly reduced by these proposed changes, as would others.</p> <p>There should be further direct consultation with the arts and hospitality workers affected.</p>  | <p>Policy acknowledges the benefits of licensed venues to the City of Yarra while also acknowledging the importance of protecting residential amenity.</p> <p>The proposed policy would not affect any approvals that are currently in place. Instead it seeks to improve the way future applications are assessed under the Yarra Planning Scheme. This will allow for on and off-site amenity impacts to be better managed, resulting in less conflict between licensed premises and residential areas, and safer entertainment precincts.</p> <p>The proposed policy is based on a hierarchy of potential risk associated with different venue types and reasonable amenity expectations within different zones. This is demonstrated through variations in application requirements depending on the nature of a proposal. The policy recognises that restaurants and cafes are likely to have less of an impact compared to other venue types. In terms of preferred hours, the biggest restriction is proposed within residential zones.</p> <p>8pm is considered appropriate for residential zones (excluding the Mixed Use Zone) as the existing level of amenity in these areas should be protected. 8pm also aligns Council's existing Discretionary Uses in the Residential 1 Zone policy in the planning scheme at clause 22.01.</p> <p>The Late Night Precincts are considered to be the existing core entertainment precincts in Yarra. By concentrating larger venues within these areas their collective impacts can be better managed and assessed.</p> <p>A significant amount of consultation has occurred with those affected including through the Yarra Liquor Forum, and through letters sent to owners and occupiers within and around the affected areas as well as to those with an existing liquor licence.</p>   | No changes.  |
| 21  | D16/180322 | Fitzroy     | <p>Passionate supporter of retaining the rich fabric that makes Fitzroy great but also recognise the need to balance this against modern standards.</p> <p>Overall in favour of the amendment as it provides stronger policy guidance.</p> <p>Policy now considers cumulative impacts. The City of Yarra has the highest density of licensed premises and there is no shortage of licensed premises in Fitzroy. Every day there are more applications for businesses to be licensed and a cap is needed.</p> <p>There are risks associated with the Late Night Precincts including impacts on residents. Potential impacts to the Mixed Use Zone need to be managed. More people drinking in a smaller area increase the risk of violence, noise and anti-social behaviour.</p> <p>The economic cost benefits highlighted in the Explanatory Report is solid however should not be used when approving more licenses as there are social/environmental impacts that cannot be quantified.</p> <p>Concerned to see the removal of the objective relating to protecting residential uses. Night-time noise from venues is the single biggest impact to our enjoyment of living in the area. Another objective should include to effectively manage the total quantity of licensed venues.</p> <p>Car parking considerations should not be removed from the policy.</p> <p>Rooftops and open courtyards generate substantially more noise than enclosed venues. 10pm is too late for any such space to be operating.</p> <p>Deliveries and waste collection is already well detailed in individual business licenses but do not appear to be adhered to or policed. Between 7am and 10pm would be a good outcome.</p> | <p>The proposed policy introduces a number of new considerations (including cumulative impacts, packaged liquor outlets, smoking and outdoor areas, internal design, commencement hours, hours for deliveries and waste collection, and what to consider in amendment applications) that will seek to better manage on and off-site amenity impacts.</p> <p>Each planning application is assessed on its merit. It is not possible to specify a cap that results in no new licensed venues. There is potential to undertake work in the future that examines saturation levels for different precincts (Stonnington City Council have done this work for Chapel Street). This would potentially limit the number of venues considered to be higher risk (based on licence type, patron numbers and hours). The current focus is however on a broader range of measures that aim to improve planning assessments.</p> <p>The Late Night Precincts are considered to be the existing core entertainment precincts in Yarra. By concentrating larger venues within these areas their collective impacts can be better managed and assessed.</p> <p>In 2013 changes were made to the Mixed Use Zone by the State Government. The changes included making a number of section 2 (permit required) uses section 1 (permit not required) under limited circumstances. This includes food and drink premises and shops (including packaged liquor) as long as they do not exceed 150sqm in size. As a result this zone has generally become more commercial in nature. Smaller licensed premises, with limited hours, where alcohol is a secondary consideration and where the amenity attributes are principally determined by the primary use present opportunities to be considered across the municipality, including appropriate locations in the Mixed Use Zone.</p> <p>Preferred hours of up to 10pm (rather than 11pm) are now proposed for the Mixed Use Zone as the greatest amenity protection is expected in the 'night' period specified under the State Environment Protection Policy which commences at 10pm.</p> <p>Objective one in the policy states 'To effectively manage the location, size, operation and hours of licensed premises, in order to protect the amenity of nearby properties and areas'. This proposed policy does not seek to manage the quantity</p> | Amend the proposed policy to specify preferred hours of no later than 10pm (rather than 11pm) for the Mixed Use Zone ('Hours of Operation' section). |

**Attachment 2 - Amendment C209 - summary of submissions, response to submissions and proposed changes to the draft revised policy**

| No. | TRIM       | Location                    | Summary of Submission   | Response   | Proposed changes to the policy   |
|-----|------------|-----------------------------|---|--|--|
|     |            |                             |   | <p>of licensed venues.</p> <p>Traffic and parking is an ongoing concern however the provision of car parking is considered when a new use commences (not under the sale and consumption of alcohol). The proposed policy does however consider the location of the premises, location of car parking and availability of public transport and taxi ranks.</p> <p>Preferred hours of 10pm for outdoor areas has had regard to the State Environment Protection Policy and is therefore considered appropriate.</p>  |  |
| 22  | D16/180323 | Victoria Street, Abbotsford | <p>Support the amendment because Yarra is becoming increasingly densely populated. One venue that is allowed to have late hours can affect many people.</p> <p>Acoustic reports should always be carried out before granting a licence. For residential areas 10pm (rather than 8pm) is considered appropriate as 10pm is a reasonable time for people to try to sleep. In the Mixed Use Zone 10pm rather than 11pm is preferred.</p>   | <p>The proposed policy specifies that an acoustic report is required for certain applications which will ensure that substantial noise impacts are addressed. This includes a restaurant and cafe where the preferred hours of operation are not met. The proposed policy also requires written information which all applications that identifies all potential impacts and how they will be managed.</p> <p>The proposed policy is based on a hierarchy of potential risk associated with different venue types and reasonable amenity expectations within different zones. This is demonstrated through variations in application requirements depending on the nature of a proposal. The policy recognises that restaurants and cafes are likely to have less of an impact compared to other venue types. In terms of preferred hours, the biggest restriction is proposed within residential zones.</p> <p>8pm is considered appropriate for residential zones (excluding the Mixed Use Zone) as the existing level of amenity in these areas should be protected. 8pm also aligns with Council's existing Discretionary Uses In The Residential 1 Zone policy in the planning scheme at clause 22.01.</p> <p>Preferred hours of up to 10pm (rather than 11pm) are now proposed for the Mixed Use Zone as the greatest amenity protection is expected in the 'night' period specified under the State Environment Protection Policy which commences at 10pm.</p>  | Amend the proposed policy to specify preferred hours of no later than 10pm (rather than 11pm) for the Mixed Use Zone ('Hours of Operation' section). |
| 23  | D16/181161 | Lennox Street, Richmond     | <p>Strongly oppose the amendment as it seeks to inhibit the thriving night life and culture of the City of Yarra. Further, it is done for the benefit of developers, not the residents and business owners.</p> <p>The limitation of 8pm for Residential Zones should not be allowed to pass.</p> <p>Noise complaints against licensed live music venues from should not be considered to have grounds.</p> <p>The amendment will have a serious detrimental effect on the community at a time when the City of Yarra is growing.</p> | <p>Policy acknowledges the benefits of licensed venues to the City of Yarra while also acknowledging the importance of protecting residential amenity.</p> <p>The proposed policy would not affect any approvals that are currently in place. Instead it seeks to improve the way future applications are assessed under the Yarra Planning Scheme. This will allow for on and off-site amenity impacts to be better managed, resulting in less conflict between licensed premises and residential areas, and safer entertainment precincts.</p> <p>The proposed policy is based on a hierarchy of potential risk associated with different venue types and reasonable amenity expectations within different zones. This is demonstrated through variations in application requirements depending on the nature of a proposal. The policy recognises that restaurants and cafes are likely to have less of an impact compared to other venue types. In terms of preferred hours, the biggest restriction is proposed within residential zones.</p> <p>8pm is considered appropriate for residential zones (excluding the Mixed Use Zone) as the existing level of amenity in these areas should be protected. 8pm also aligns Council's existing Discretionary Uses in the Residential 1 Zone policy in the planning scheme at clause 22.01.</p> <p>Council investigates all alleged complaints and provides a response as per the standard operating procedure for all complaints. Compliance considerations are complex with Council, Victoria Police and the Victorian Commission for Gambling and Liquor Regulation (VCGLR) all responsible for different elements of compliance and enforcement depending on the nature of the complaint and the conditions the venue is operating under.</p> | No changes.  |
| 24  | D16/181163 | Fitzroy Street, Fitzroy     | <p>Opposed to the change 'Licensed premises discouraged in the Residential Zones, but can locate in the Mixed Use Zone' from 'Licensed premises discouraged in Residential Zones, including the Mixed Use Zone'.</p> <p>As a resident in a Mixed Use Zone, I would like to see that licensed premises are still</p>   | <p>In 2013 changes were made to the Mixed Use Zone by the State Government. The changes included making a number of section 2 (permit required) uses section 1 (permit not required) under limited circumstances. This includes food and drink premises and shops (including packaged liquor) as long as they do not exceed 150sqm in size. As a result this zone has generally become more</p>  | Amend the proposed policy to specify preferred hours of no later than 10pm (rather than 11pm) for the Mixed Use Zone ('Hours of Operation' section). |



## Attachment 2 - Amendment C209 - summary of submissions, response to submissions and proposed changes to the draft revised policy

| No. | TRIM       | Location                  | Summary of Submission   | Response  | Proposed changes to the policy   |
|-----|------------|---------------------------|---|---|--|
|     |            |                           | <p>discouraged in the Mixed Use Zone. I understand that Yarra City Council has a large proportion of Mixed Use Zone. There are adequate areas for these types of venues in Commercial Use Zones.</p> <p>Object to the change meaning that all applications would not be required to submit Noise and Amenity Action Plans. Should be required for all venues.</p>   | <p>commercial in nature. Smaller licensed premises, with limited hours, where alcohol is a secondary consideration and where the amenity attributes are principally determined by the primary use present opportunities to be considered across the municipality, including appropriate locations in the Mixed Use Zone.</p> <p>Preferred hours of up to 10pm (rather than 11pm) are now proposed for the Mixed Use Zone as the greatest amenity protection is expected in the 'night' period specified under the State Environment Protection Policy which commences at 10pm.</p> <p>The standard application requirements for all applications have been broadened. The requirement for when a Noise and Amenity Action Plan (NAAP) must be provided with an application and what needs to be included has been modified in the revised policy. The revised policy specifies that the requirement for a NAAP does not apply to an application associated with a restaurant (including a café) or packaged liquor outlet as these are unlikely to have significant amenity impacts and can be appropriately managed through the standard application requirements. The location and details of other licensed premises, waste management, potential noise sources and measures to address noise sources have been moved from a NAAP requirement to a standard application requirement in the revised policy (i.e. they will need to be addressed in all applications).</p>   |  |
| 25  | D16/181163 | Fitzroy Street, Fitzroy   | <p>Biggest concern is the proposed change to the Mixed Use Zone. Licensed premises should still be discouraged in the Mixed Use Zone. There are adequate areas for these types of venues in Commercial Use Zones.</p> <p>Object to the proposed change meaning that not all applications would need a Noise and Amenity Action Plan. Rate of new applications in the area means that this part of an application is essential.</p>  | <p>In 2013 changes were made to the Mixed Use Zone by the State Government. The changes included making a number of section 2 (permit required) uses section 1 (permit not required) under limited circumstances. This includes food and drink premises and shops (including packaged liquor) as long as they do not exceed 150sqm in size. As a result this zone has generally become more commercial in nature. Smaller licensed premises, with limited hours, where alcohol is a secondary consideration and where the amenity attributes are principally determined by the primary use present opportunities to be considered across the municipality, including appropriate locations in the Mixed Use Zone. Preferred hours of up to 10pm (rather than 11pm) are now proposed for the Mixed Use Zone as the greatest amenity protection is expected in the 'night' period specified under the State Environment Protection Policy which commences at 10pm.</p> <p>The standard application requirements for all applications have been broadened. The requirement for when a Noise and Amenity Action Plan (NAAP) must be provided with an application and what needs to be included has been modified in the revised policy. The revised policy specifies that the requirement for a NAAP does not apply to an application associated with a restaurant (including a café) or packaged liquor outlet as these are unlikely to have significant amenity impacts and can be appropriately managed through the standard application requirements. The location and details of other licensed premises, waste management, potential noise sources and measures to address noise sources have been moved from a NAAP requirement to a standard application requirement in the revised policy (i.e. they will need to be addressed in all applications).</p> | Amend the proposed policy to specify preferred hours of no later than 10pm (rather than 11pm) for the Mixed Use Zone ('Hours of Operation' section). |
| 26  | D16/181168 | Victoria Street, Richmond | <p>Act on behalf of our client Salta Pty Ltd. Subject site on south west corner of Victoria Street and Burnley Street is located within the General Residential Zone (Schedule 3) and has been recently developed with a 7 storey residential building with commercial tenancies at the ground level.</p> <p>Amendment C209 includes a new policy direction which seeks to limit the operational hours of liquor licenses in 'residential' zones to 8pm. The proposed amendment will adversely impact the commercial tenancies at ground level which may seek to obtain approval for a liquor license to be operational past 8pm.</p> <p>Whilst the site is within a General Residential Zone, the true characteristics of the land and its context is very different to a typical residential area and is more aligned to a Mixed Use Zone.</p> <p>Due to this circumstance, the subject land should be allowed allow greater flexibility in future liquor licensing hours and operation.</p> <p>The site's location within a General Residential Zone itself is at odds with the 7 storey</p> | <p>8pm is considered appropriate for residential zones (excluding the Mixed Use Zone) as the existing level of amenity in these areas should be protected. 8pm also aligns with Council's existing Discretionary Uses In The Residential 1 Zone policy in the planning scheme at clause 22.01.</p> <p>it is acknowledged that the current development on the site is not typical for the zoning of the land. Each planning application is however assessed on its merit and there will be times where the context of the site may warrant licensed hours in excess of 8pm provided that amenity impacts can be limited. The policy is not mandatory and allows for discretion. The policy makes reference to preferred hours of 8pm 'unless the responsible authority is satisfied that it will not adversely affect the amenity of the area'.</p>  | No changes.  |

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| No. | TRIM       | Location                    | Summary of Submission   | Response  | Proposed changes to the policy   |
|-----|------------|-----------------------------|---|---|--|
|     |            |                             | <p>building recently constructed on the site, and the strategic policy direction of the broader area.</p>   |   |  |
| 27  | D16/181172 | City of Yarra               | <p>Supports the policy objective of the proposed amendment in recognising the significance and quality of the licensed hospitality in the City of Yarra whilst seeking to ameliorate the potential and real tensions that can emerge between residents and licensed premises.</p> <p>In considering the proposed amendment, it is necessary to ensure that the proposals contribute to responsible innovation and growth within the Yarra licensed hospitality sector; have appropriate regard to the respective roles of the Planning Scheme, the Victorian Commission for Gambling and Liquor Regulation (VCGLR) and the <i>Liquor Control Reform Act 1998</i>; recognise the Agent of Change principle in balancing the respective rights and interests of residents, developers and licensed business operators; recognise existing-use rights of long-standing licensed business operators; provide for less onerous and more flexible processes in regards to amendments compared to new applications; and to ensure that the provisions are not retrospective.</p> <p>Concerned about the proposed hours and consistency should exist between 'ordinary trading hours' per the <i>Liquor Control Reform Act 1998</i> and planning scheme i.e. 11pm cease in liquor sale and supply.</p> <p>Similarly, licensed businesses should not be restricted to commencing the sale of liquor at 9am when the <i>Liquor Reform Control Act 1998</i> provides for a 7am commencement.</p> <p>The proposed amendments should clearly provide that the detailed permit application requirements apply to applications for permits for new developments rather than amendments to permits for existing licensed business.</p> <p>The smoking area requirements in the policy which state that venues must provide a smoking area on-site for patrons which is available whilst the venue is operating, unless an on-site smoking area is impractical or it would result in an unreasonable amenity impact on the surrounding area, is redundant having regard to the recent amendments to the Tobacco Act in respect of the prohibition on smoking in dining areas from August 2017.</p> | <p>Policy acknowledges the benefits of licensed venues to the City of Yarra while also acknowledging the importance of protecting residential amenity.</p> <p>The proposed policy would not affect any approvals that are currently in place. Instead it seeks to improve the way future applications are assessed under the Yarra Planning Scheme. This will allow for on and off-site amenity impacts to be better managed, resulting in less conflict between licensed premises and residential areas, and safer entertainment precincts.</p> <p>The proposed policy is based on a hierarchy of potential risk associated with different venue types and reasonable amenity expectations within different zones. This is demonstrated through variations in application requirements depending on the nature of a proposal. The policy recognises that restaurants and cafes are likely to have less of an impact compared to other venue types. In terms of preferred hours, the biggest restriction is proposed within residential zones. Agent of change principles are considered through Council's Interface Uses Policy (clause 22.05) of the Yarra Planning Scheme which assists with reducing noise impacts between residential and commercial uses. Council is currently examining ways to strengthen this policy through the overall rewrite of the Yarra Planning Scheme.</p> <p>While there are significant overlaps between liquor licensing and planning permit processes each has an important and distinct role, with planning giving greater consideration to the local context such as zoning. It is not appropriate to specify preferred hours of up to 11pm to purely achieve consistency between these two processes. Likewise, the commencement of the sale and consumption of alcohol not prior to 9am is considered appropriate given the local context. Council officers recently lodged a submission to the review of the <i>Liquor Control Reform Act 1998</i> which raised a number of concerns with ordinary trading hours.</p> <p>The revised policy would not affect existing approvals but would be used in the event that an applicant needs to amend their existing planning permit (for example to increase patrons or hours or to extend the licensed area). In these circumstances the assessment would be limited to what is being proposed in the amendment.</p> <p>For smoking areas the applicant would need to demonstrate how a proposal responds to the different parts of the policy. The proposed outdoor dining smoking bans that are being introduced from 1 August 2017 do not make the smoking area requirements in the policy redundant, instead applicants will need to take this into consideration when preparing their planning application. Furthermore, it is likely that some venues will choose to have their outdoor areas for smoking rather than dining or will choose to use these outdoor spaces in a flexible manner (e.g. dining in the day time and smoking in the evening). Improvements to the way smoking areas are considered under the policy have been addressed for submission number 32 from the Cancer Council Victoria.</p> | No changes.  |
| 28  | D16/181251 | Queens Parade Fitzroy North | <p>Live within a Mixed Use Zone. Changes made without careful consideration could have a significant impact on the residents and the community.</p> <p>Basing submission on the proposed cafe/restaurant to be built as part of a major development at 26-56 Queens Parade, Fitzroy North which is located in a Mixed Use Zone.</p> <p>The potential consequences of extending licensed hours to 11pm and encouraging licensed premises to operate in Mixed Use Zone relate to noise from music and increased foot traffic in the area. It could also result in inappropriate behaviour and excessive alcohol consumption.</p> <p>Mixed Use Zone area is surrounded by heritage-listed residential properties, cottages and low-rise apartment buildings and there are a number of existing licensed premises located in Brunswick Street, within a short walk of the proposed site and licensed</p>  | <p>In 2013 changes were made to the Mixed Use Zone by the State Government. The changes included making a number of section 2 (permit required) uses section 1 (permit not required) under limited circumstances. This includes food and drink premises and shops (including packaged liquor) as long as they do not exceed 150sqm in size. As a result this zone has generally become more commercial in nature. Smaller licensed premises, with limited hours, where alcohol is a secondary consideration and where the amenity attributes are principally determined by the primary use present opportunities to be considered across the municipality, including appropriate locations in the Mixed Use Zone.</p> <p>Preferred hours of up to 10pm (rather than 11pm) are now proposed for the Mixed Use Zone as the greatest amenity protection is expected in the 'night' period specified under the State Environment Protection Policy which commences at 10pm.</p>   | Amend the proposed policy to specify preferred hours of no later than 10pm (rather than 11pm) for the Mixed Use Zone ('Hours of Operation' section). |

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| No. | TRIM       | Location             | Summary of Submission   | Response   | Proposed changes to the policy   |
|-----|------------|----------------------|---|--|--|
|     |            |                      | <p>venue. Brunswick Street has the infrastructure set up to address late night consumption and purchase of alcohol including security lighting, safety and security requirements and the confinement of activity within a specified area. There are limited residential properties impacted.</p> <p>The Mixed Use Zone should be classified the same as Residential Zones regarding licensed hours being no later than 8pm and licensed venues should be discouraged.</p> <p>Each Mixed Use Zone area is different and each area should be considered on its merits. Feedback from local residents and the community should be sought before any plans/policy changes have been implemented.</p> <p>If the licensed venue is not adequately serviced for patrons' car parking requirements, there will be no other option than to park in residential streets.</p>  | <p>It is acknowledged that each Mixed Use Zone is different. Each planning application is assessed on its merit and gives regard to the context of the site (this includes the surrounding area). People are notified of planning applications and there are opportunities through this process to discuss the proposal with Council and to negotiate with the applicant.</p> <p>Traffic and parking is an ongoing concern however the provision of car parking is considered when a new use commences (not under the sale and consumption of alcohol). The proposed policy does however consider the location of the premises, location of car parking and availability of public transport and taxi ranks.</p>   |  |
| 29  | D16/181732 | Moor Street, Fitzroy | <p>Proposal will hopefully improve things for residents, and make issues clearer for venues. Other suggestions are outlined.</p> <p>In regard to any licensed venue that is right next to or near an existing residential area, there be no exceptions when enforcing a closing time of 11pm, under any circumstances whatsoever. The current discretion ends up being an individual's interpretation, which is unpredictable.</p> <p>In regard to any licensed venue that is right next to or near an existing residential area, there be stricter noise guidelines including any amplified music must be contained within the venue and this must be strictly enforced under all conditions, including during weather that may require windows to be opened. Also, no speakers are to be allowed outside of the building or property. The venue must be required to install any sound proofing material and construction that will prevent any amplified music from disturbing residents at any hour of the day or night.</p> <p>In regard to any licensed venue that is right next to or near an existing residential area, that drinking of alcohol on the street - or patrons actually just being on the street in a large group - during events such as store openings, gallery exhibitions, weddings, and public gatherings of any kind, be strictly prohibited, and that no exceptions are made to this. Such events contribute to noise, litter, poor behaviour, public urinating in nearby lanes, easements and on private property, and causes unreasonable amenity impact for residents.</p> <p>Due to City of Yarra's small number of Amenities Officers, these additional suggestions would help to reduce the number of complaints, and therefore allow them to cope better with enforcing the policies.</p> | <p>Mandatory provisions for this type of policy are not appropriate or achievable. Planning schemes based on the Victoria Planning Provisions (VPP) are predominantly performance based. Planning schemes specify the objective that needs to be achieved and provide a degree of freedom on how it is achieved. Mandatory provisions would only be considered by the State Government in circumstances where it can be clearly demonstrated that discretionary provisions are insufficient to achieve desired outcomes.</p> <p>It is not realistic to expect no noise emissions from premises particularly for those venues that operate not after 10pm. The proposed policy specifies that an acoustic report is required for certain applications which will ensure that substantial noise impacts are addressed. This includes a restaurant and cafe where the preferred hours of operation are not met. The proposed policy also requires written information which all applications that identifies all potential impacts and how they will be managed. Council commonly puts conditions on planning permits specifying that no speakers are to be allowed outside of the building or property, however this is considered for each application.</p> <p>It is difficult for the policy to control patron behaviour once patrons leave a venue. Many of the issues that occur when someone leaves a premises (including anti-social behaviour) is a policing matter. Venues are also required to serve alcohol responsibly. Consideration is however given in the policy to the location of a licensed premises, patron dispersal and whether there is appropriate access to transport options. Specifically, the policy states 'There are appropriate opportunities to manage or buffer potential amenity impacts of (but not limited to) patron noise, ingress and egress of patrons, queuing of patrons, smoking areas for patrons, and dispersal of patrons from the site'.</p> | No changes.  |
| 30  | D16/181733 | Fitzroy North        | <p>Amendment is a step in the right direction.</p> <p>Having rules to provide clarity and certainty is needed so residents and business can have confidence in the future. This amendment is aimed at improving amenity, so introducing increased noise, parking contention, etc. into overwhelmingly residential areas needs to be clearly identified as an undesirable outcome.</p> <p>It is not hard to find a restaurant where you can buy a drink with your meal in the City Of Yarra, so there is no identified need, other than regulatory clarification.</p> <p>Policy should be revised to read 'Licensed premises discouraged in Residential Zones, but may locate in the Mixed Use Zone, where the premises is located within an identified major or neighbourhood activity centre'.</p>   | <p>In 2013 changes were made to the Mixed Use Zone by the State Government. The changes included making a number of section 2 (permit required) uses section 1 (permit not required) under limited circumstances. This includes food and drink premises and shops (including packaged liquor) as long as they do not exceed 150sqm in size. As a result this zone has generally become more commercial in nature. Smaller licensed premises, with limited hours, where alcohol is a secondary consideration and where the amenity attributes are principally determined by the primary use present opportunities to be considered across the municipality, including appropriate locations in the Mixed Use Zone.</p> <p>Each planning application is assessed on its merit and the context of the site (in addition to the zoning) will influence what is appropriate.</p> <p>Preferred hours of up to 10pm (rather than 11pm) are now proposed for the Mixed Use Zone as the greatest amenity protection is expected in the 'night' period specified under the State Environment Protection Policy which commences at 10pm.</p>  | Amend the proposed policy to specify preferred hours of no later than 10pm (rather than 11pm) for the Mixed Use Zone ('Hours of Operation' section). |
| 31  | D16/181735 | City of Yarra        | <p>While many of the problems caused by alcohol fall upon the health system and law enforcement, preventing and reducing these harms is not solely the role of those sectors. Planning the environment in which alcohol consumption and alcohol related harm occurs can play a major part in preventing and reducing the problems. For example, planning can influence the location and density of places where people buy</p>  | <p>Both the planning permit process facilitated by the <i>Planning and Environment Act 1987</i> (P&amp;E Act) and liquor licensing process facilitated by the <i>Liquor Control Reform Act 1998</i> have a role to play in managing the supply of alcohol in the community.</p>  | No changes.  |

**Attachment 2 - Amendment C209 - summary of submissions, response to submissions and proposed changes to the draft revised policy**

| No. | TRIM       | Location      | Summary of Submission  | Response  | Proposed changes to the policy   |
|-----|------------|---------------|--|---|--|
|     |            |               | <p>and consume alcohol, the public spaces they occupy and move through, the social interactions drinkers have, and the transport options they use before and after drinking. The ways in which these environments are planned has the potential to either mitigate or increase alcohol-related harm.</p> <p>There is an opportunity for the proposed amended policy to better address the substantial health and social harm associated with alcohol, including harm to others than the drinker. Urge Council to consider the proposed changes.</p> <p>Policy basis – add the following: ‘However, consumption of alcoholic beverages is also a substantial source of health harms to drinkers, ranked by the WHO as one of the foremost risk factors for disease and disability, and is substantial contributor to social and injury harms to others. Oversupply of alcoholic beverages thus undercuts the health and social functioning of the community, and increased numbers and concentrations of licenced premises in Melbourne neighbourhoods have been found to be associated with increases in rates of street violence, domestic violence, and chronic disease. Limiting the numbers of licenses is thus potentially in the interests of public health and safety.’</p> <p>Objectives – add the following: ‘To limit the number and manage the location of licensed premises in the interests of public health and safety.’</p> <p>Application requirements – amend the fourth dot point in the written submission section to read: ‘An assessment of all potential off-site impacts including identification of ways in which such impacts will be managed and mitigated, including both amenity-related impacts and potential negative alcohol-related health and social impacts.’</p> <p>Venue design – replace the second dot point with: ‘Smoking areas provided by a licensed premises, other than a restaurant (including a café) or packaged liquor outlet, will be subject to an appropriate management plan. If a licensed premises includes provision of a smoking area, it should not have an unreasonable amenity impact on the surrounding area’ and ‘Drinking alcoholic beverages shall not be permitted in areas of publicly-owned space such as street or footpath where public drinking of alcoholic beverages would not be permitted at that time of day without a premise license. A ‘red-line plan’ should not include within the red line any public footpath or other public space where drinking would not otherwise be allowed at that time, or at all.’ The current situation is not equitable as someone with fewer resources can be outside these areas drinking on the street and committing an offence.</p> <p>Patron numbers – amend the second dot point to read: ‘The number of patrons affects the amenity of the site and safety of patrons and others in the area. Limits on numbers of patrons must take into account the physical and cultural context of the site, and the potential cumulative impact in terms of noise, nuisance, safety and amenity in combination with patrons of other nearby licensed premises.’ This would allow for any cumulative impact to be better considered.</p> | <p>While the P&amp;E Act states that the Responsible Authority must consider any significant social effects and economic effects which the responsible authority considers the use or development may have, various planning decisions have challenged this notion, stating that these matters are instead more suitably addressed under liquor licensing. The most notable example is <i>Hunt Club Commercial Pty Ltd v Casey CC (Red Dot) [2013] VCAT 725</i> where the Tribunal concluded that <i>Whilst town planning seeks to secure a pleasant, efficient and safe working, living and recreational environment, it is not the role of town planning to address all issues of public health, nor to regulate the pricing or general availability of a product to manage the health and wellbeing of society.</i> Consequently, it is difficult for the planning permit and amendment process to adequately consider the full range of alcohol related harms that may result from a proposal.</p> <p>Therefore, it is important to ensure that Councils have an opportunity to consider the full realm of potential harms through the liquor licence process. Council officers recently lodged a submission to the review of the <i>Liquor Control Reform Act 1998</i> which raised a number of matter including the limited role the planning process has in considering alcohol related harm and the need for Council to have greater consideration of such matters in the liquor licensing referral process.</p> <p>It is not the role of the policy to limit the number of venues. Instead the policy which would be used to assess the appropriateness of licenced premises and to establish appropriate conditions is being reviewed.</p> <p>Improvements to the way smoking areas are considered under the policy have been addressed for submission number 32 from the Cancer Council Victoria.</p> <p>In 2009 Council introduced a local law which bans the drinking of alcohol in public areas in the City of Yarra. Venues who wish to provide for the consumption of alcohol on footpaths must seek a public space licence and liquor licence for the area. A planning permit is not required for footpath areas as there is an exemption under clause 62.01 of the Yarra Planning Scheme for areas where the use of the footpaths is authorised by the Council under a local law. Therefore the proposed policy does not affect these areas. The consumption of alcohol within a footpath trading area has to be appropriately managed by the venue in similar ways to inside the venue.</p> <p>The second dot point under Patron Numbers currently reads ‘The number of patrons reflects the strategic and physical context of the site and will not adversely affect the amenity of the surrounding area, including by any unreasonable cumulative impact’. The current wording is directly relevant to the section on patron numbers and includes the consideration of patron numbers in terms of any cumulative impact.</p> |  |
| 32  | D16/182070 | City of Yarra | <p>The proposal seeks that licensed premises (other than restaurants or packaged liquor outlets) ‘provide a smoking area on site for patrons which is available while the venue is operating, unless an on-site smoking area is impractical or would result in an unreasonable amenity impact on the surrounding area.’</p> <p>It understood that this policy amendment has been proposed in order to address a number of concerns related to patrons smoking on footpaths (including concerns about cigarette butt litter, noise levels and public safety).</p> <p>Concerned that the amendment to the policy has been proposed without sufficient consideration to how it will interact with the new outdoor dining smoking bans. Believe the proposed amendment is likely to have an unintended consequence of undermining the new smoke free laws.</p> <p>The proposed amendment will mean the majority of venues will have no choice but to dedicate their outdoor areas to smoking and drinking (meaning dining is not allowed), in order to ensure an ‘on-site smoking area’ is available. This fails to promote the responsible service and consumption of alcohol.</p> <p>By not allowing venues to go completely smoke free, the proposed amendment appears to ignore the adverse impact of second-hand smoke on the health of hospitality workers</p>   | <p>New smoking bans are being introduced from 1 August 2017. The bans will ban smoking in outdoor dining areas. A venue will need to determine if they wish to use their outdoor areas for dining purposes or for smoking/drinking purposes. Venues will be able to implement these changes in a flexible manner through being able to allow different options at different times (e.g. in the day the venue may use the outdoor area for dining but at night use it as smoking/drinking area only). If an area is large enough the area could be used for both purposes (subject to the 2.1m barrier requirements).</p> <p>Through specifying that a licensed premises (other than a restaurant/cafe or packaged liquor outlet) must provide a smoking area on-site for patrons it is acknowledged that the policy may inadvertently encourage venues to use their outdoor areas for smoking at all times, rather than for dining. It is therefore proposed to completely remove this requirement from the Venue Design section and instead seek information from applicants about how they intend on managing smokers and on and off-site smoking areas under the Noise and Amenity Action Plan section (within Additional application requirements). As per the exhibition version of the amendment this will not apply to a restaurant/cafe or packaged liquor outlet.</p>  | <p>Amend the proposed policy to remove the smoking area requirements (‘Venue Design’ section). Under the Noise and Amenity Action Plan requirements (‘Additional application requirements’ section) specify that information must be provided on how smokers and on and off-site smoking areas will be managed. Specify that details of smoking areas (if to be provided) are to be provided on site and floor plans (‘Application requirements’ section).</p> |

## Attachment 2 - Amendment C209 - summary of submissions, response to submissions and proposed changes to the draft revised policy

| No. | TRIM       | Location                    | Summary of Submission  | Response  | Proposed changes to the policy  |
|-----|------------|-----------------------------|--|---|---|
|     |            |                             | <p>in the City of Yarra and non-smoking patrons.</p> <p>Strongly recommend that the proposed requirement for on-site smoking areas be removed from the amendment.</p>  |   |   |
| 33  | D16/181738 | Gertrude Street, Fitzroy    | <p>Strongly object to the inclusion of Gertrude Street as a Late Night Precinct and location for a capacity of more than 200 persons.</p> <p>Gertrude Street is a much narrower street than the other designated streets in the policy. A number of the buildings that front onto Gertrude Street wrap around and have direct adjacency to the sensitive established residential uses on the side streets. The built form is such that there will be no protection from the noise generated and/or the associated off site amenity impacts from the venues in Gertrude Street.</p> <p>The proposal lacks strategic justification to designate larger capacity (more than 200 persons) licensed venues to this street.</p> <p>The MSS does not designate Gertrude Street as an entertainment precinct but rather an area which supports arts and cultural activities. Licensed premises should continue to be discouraged from located in the Mixed Use Zone.</p>   | <p>The Late Night Precincts are considered to be the existing core entertainment precincts in Yarra. By concentrating larger venues within these areas their collective impacts can be better managed and assessed. The Late Night Precincts relate to patron numbers and not hours, however this is not implied. It is proposed to refer to these areas as 'Core Entertainment Precincts'.</p> <p>Late Night Precincts have been assigned based predominantly on existing character, including the location of existing licensed premises. This area is a key activity centre, appropriately zoned Commercial 1, and has a number of existing licensed premises and other elements that make it suitable for licensed venues, including excellent transport access. The proposed requirements relating to an acoustic report and Council's existing Interface Uses Policy (clause 22.05) will assist with reducing noise impacts between residential and commercial uses. Additionally, there are a number of factors that would influence whether a site can appropriately accommodate 200 people including meeting the objectives of the policy as a whole and ultimately the size of the venue.</p> <p>In 2013 changes were made to the Mixed Use Zone by the State Government. The changes included making a number of section 2 (permit required) uses section 1 (permit not required) under limited circumstances. This includes food and drink premises and shops (including packaged liquor) as long as they do not exceed 150sqm in size. As a result this zone has generally become more commercial in nature. Smaller licensed premises, with limited hours, where alcohol is a secondary consideration and where the amenity attributes are principally determined by the primary use present opportunities to be considered across the municipality, including appropriate locations in the Mixed Use Zone.</p> <p>Preferred hours of up to 10pm (rather than 11pm) are now proposed for the Mixed Use Zone as the greatest amenity protection is expected in the 'night' period specified under the State Environment Protection Policy which commences at 10pm.</p> | <p>Amend the proposed policy so that the title of the proposed 'Late Night Precincts' refers to 'Core Entertainment Precincts' ('Location and Access' section).</p> <p>Amend the proposed policy to specify preferred hours of no later than 10pm (rather than 11pm) for the Mixed Use Zone ('Hours of Operation' section).</p> |
| 34  | D16/181740 | Johnston Street, Abbotsford | <p>Support intention to provide clearer policy guidance for licensed premises.</p> <p>The proposed changes to Clause 22.09 now nominate Late Night Precincts where licensed premises with a capacity of more than 200 patrons are to be located. This includes Johnston Street between Nicholson Street (Fitzroy) and Hoddle Street.</p> <p>Our client has recently lodged a planning permit application for a licensed premises in Johnston Street with a capacity in excess of 200 patrons which falls outside the late Night Precincts.</p> <p>The Commercial 1 Zone area of Johnston Street, east of Hoddle Street should be included as a Late Night precinct (the proposed Late Night Precinct for Johnston Street should be extended). This area already comprises a cluster of licensed premises and there are a large number of large properties that can be converted into a licensed premises which would be capable of supporting larger patron numbers. This would bring commercial activity into a centre that has a relatively high vacancy rate. Commercial stimulus is an important driver for this activity centre to become more vibrant and liveable.</p> <p>Extending the Late Night Precinct will enhance accessibility and promote the 'walkability' characteristics of Yarra, particularly in the Abbotsford neighbourhood. The Johnston Street Local Area Plan recognises that Johnston Street has the potential to become a more vibrant, liveable and accessible place with a diverse mix of commercial activity occurring at street level and commercial and residential uses located at the upper levels.</p> | <p>The Late Night Precincts are considered to be the existing core entertainment precincts in Yarra. Late Night Precincts have been assigned based predominantly on existing character, including the location of existing licensed premises.</p> <p>This small area of Johnston Street, east of Hoddle Street, while zoned Commercial 1, has a different (yet emerging) character to the Collingwood and Fitzroy parts of Johnston Street. It is acknowledged however that there may be venues within this area that can accommodate over 200 patrons and these will be assessed on their merit.</p> <p>The area is already undergoing significant change with increases in commercial activity. It is anticipated that this activity centre will become more vibrant with various sized venues regardless of the changes to the policy.</p>   | No changes.   |
| 35  | D16/181849 | Johnston Street, Fitzroy    | Resident within what are proposed to be termed 'Late Night Precincts'. Am very concerned about this change in language and what it will mean for anyone residing along these streets. The mixed use nature of these areas is currently enjoyed and   | The proposed policy seeks to improve the way future applications are assessed under the Yarra Planning Scheme. This will allow for on and off-site amenity impacts to be better managed, resulting in less conflict between licensed premises   | Amend the proposed policy so that the title of the proposed 'Late Night Precincts' refers to 'Core Entertainment Precincts' ('Location and  |

## Attachment 2 - Amendment C209 - summary of submissions, response to submissions and proposed changes to the draft revised policy

| No. | TRIM       | Location               | Summary of Submission   | Response   | Proposed changes to the policy |
|-----|------------|------------------------|---|--|--------------------------------|
|     |            |                        | <p>however they may become predominant strips of late night activity, with resultant adverse amenity impacts.</p> <p>The current existence of a late night bottle shop at the corner of Napier and Johnston Streets encourages out-of-venue drinking and guaranteed broken bottles in Rochester Street and results in preloading and side-loading.</p> <p>By concentrating venues in the Late Night Precincts in areas already concentrated with these venues, and surrounded immediately by residential uses, is already a conflict. The policy says nothing about the situation of such owners and residents.</p> <p>Object to the detail of the amendment, without further consideration of the actual likely impact short, medium and long term on existing residential uses along these late night activity areas, particularly for those living on the late night precincts.</p>  | <p>and residential areas, and safer entertainment precincts.</p> <p>The Late Night Precincts are considered to be the existing core entertainment precincts in Yarra. By concentrating larger venues within these areas their collective impacts can be better managed and assessed. The Late Night Precincts relate to patron numbers and not hours, however this is not implied. It is proposed to refer to these areas as 'Core Entertainment Precincts'.</p> <p>Late Night Precincts have been assigned based predominantly on existing character, including the location of existing licensed premises. Johnston Street is a key activity centre, appropriately zoned Commercial 1, and has a number of existing licensed premises and other elements that make it suitable for licensed venues, including excellent transport access. The proposed requirements relating to an acoustic report and Council's existing Interface Uses Policy (clause 22.05) will assist with reducing noise impacts between residential and commercial uses. Additionally, there are a number of factors that would influence whether a site can appropriately accommodate 200 people including meeting the objectives of the policy as a whole and ultimately the size of the venue.</p>   | Access' section).              |
| 36  | D16/182234 | Spring Street, Fitzroy | <p>Welcome the review of the policy. Am surprised that the existing policy is for preferred licenced hours to be no later than 11pm near residential areas given that several venues on Johnston street operate later than 11pm.</p> <p>Have lived in the area for 20 years and have been adversely affected by the late night venues that operate on Johnston Street. Prevention of noise and stopping the destruction of amenity is essential</p> <p>Noise is often louder in Spring Street than in Johnston Street. There has been a significant reduction in noise from these venues over the years, however on occasions exceedingly loud music booms into the neighbourhood. The advice I have been given is to call the police. The police are busy with higher order issues. I would like to see patrols by Council officers for breaches of planning, with on the spot fines. These officers could also issue parking tickets. Alternatively the Council could lobby for more licencing police. Regulation without enforcement rewards those who breach regulations by giving an unfair advantage over those who comply.</p> <p>All venues with live or amplified music should be sound proofed, with no music audible outside the premises. If windows are opened then live and amplified music must cease for the duration. Venues should include an entry vestibule such that sound does not escape when people enter and leave the premises. Requirements to sound proof the venues should be retrospective. Much of Yarra has heritage housing with sash windows (allowing only certain thickness of glass) and sound proofing these individual homes is costly and inefficient when the operators should bear the cost of operation.</p> <p>Large crowds on the pavement outside the venue, also make excessive noise. It is unclear where the boundaries are and where people can drink alcohol and in what numbers. The use of the footpath should be time restricted to 10pm on a week night and 11pm on weekends and strictly enforced.</p> <p>Car parking requirements should not be waived.</p> <p>Question the enforcement of liquor licencing laws prohibiting the serving of alcohol to intoxicated patrons. The number of seriously intoxicated people stumbling, yelling and urinating in the street indicates that compliance is lax.</p> <p>There needs to be more signage reminding people that other people live in the area and to be quiet.</p> | <p>The proposed policy seeks to improve the way future applications are assessed under the Yarra Planning Scheme. This will allow for on and off-site amenity impacts to be better managed, resulting in less conflict between licensed premises and residential areas, and safer entertainment precincts.</p> <p>Each planning application is assessed on its merit and there may have been instances where licensed hours exceeding 11pm were considered appropriate.</p> <p>Council investigates all alleged complaints and provides a response as per the standard operating procedure for all complaints. Compliance considerations are complex with Council, Victoria Police and the Victorian Commission for Gambling and Liquor Regulation (VCGLR) all responsible for different elements of compliance and enforcement depending on the nature of the complaint and the conditions the venue is operating under.</p> <p>It is not realistic to expect no noise emissions from premises particularly for those venues that operate not after 10pm. The proposed policy specifies that an acoustic report is required for certain applications which will ensure that substantial noise impacts are addressed. This includes a restaurant and cafe where the preferred hours of operation are not met. The proposed policy also requires written information which all applications that identifies all potential impacts and how they will be managed. There is no ability to require venues to soundproof their venues retrospectively, however Council offers \$25k each year in grants to enable live music venues to undertake acoustic works. Funding is capped at \$2,000 for a standalone grant or at \$5,000 for when a venue can make an equal contribution.</p> <p>Venues using footpath trading are required to have a public space licence from Council. Council's footpath trading policy states <i>Footpath trading will only be permitted until 11.00 pm unless, in the opinion of Council the amenity, safety or access of nearby residences will not be affected and written permission is granted.</i> Venues who want to allow the consumption of alcohol in these areas also require a liquor licence from the Victorian Commission for Gambling and Liquor Regulation (VCGLR).</p> <p>Traffic and parking is an ongoing concern however the provision of car parking is considered when a new use commences (not under the sale and consumption of alcohol). The proposed policy does however consider the location of the premises, location of car parking and availability of public transport and taxi ranks.</p> <p>It is difficult for the policy to control patron behaviour once patrons leave a venue. Many of the issues that occur when someone leaves a premises (including anti-social behaviour) is a policing matter. Venues are also required to serve alcohol responsibly and any potential beaches can be reported.</p> <p>It is common practice to require signage as a planning permit condition that asks that people be mindful of the amenity of the area.</p> | No changes.                    |

**Attachment 3 - Amendment C209 - draft revised policy (post exhibition version showing proposed changes)**

YARRA PLANNING SCHEME

**22.09 LICENSED PREMISES**

[DD/MM/YYYY](#)  
[Proposed C209](#)  
13/08/2009  
C84

This policy applies to all applications where a permit is required pursuant to clause 52.27 of the Yarra Planning Scheme, for new licensed premises and for the extension (including the extension of hours and the extension of patron numbers) of existing licensed premises.

~~For the purpose of this policy, licensed premises include food and drink premises and places of assembly used or to be used in conjunction with a liquor licence.~~

**22.09-1 Policy Basis**

[DD/MM/YYYY](#)  
[Proposed C209](#)  
13/08/2009  
C84

The City has over 500-700 licensed premises. The majority of these premises are in commercially zoned areas. However, a large number of licensed premises are also in residential areas or are adjacent to residential areas. Licensed premises within retail and commercial areas have generally developed in clusters. This incidence has increased over the past decade through changes in land use patterns across the City.

Licensed premises contribute to the vibrancy and economic strength of the municipality, providing diverse opportunities for social interaction, artistic and cultural activity including live music, food and entertainment, as well as supporting other primary functions.

~~However, considerable tensions have sometimes developed between licensed premises and residential and other commercial land uses. These tensions relate to impacts on the amenity of the area, noise, hours of operation and car parking as well as patron behaviour off the premises and waste management. The MSS seeks to achieve a reduction in the incidence of tension between business and residential activities and to minimise amenity impacts of retail, entertainment and arts uses on nearby residential properties and areas including noise, patron behaviour off the premises and waste management. This policy seeks to manage potential amenity impacts between licensed venues and other land uses.~~

**22.09-2 Objectives**

[DD/MM/YYYY](#)  
[Proposed C209](#)  
13/08/2009  
C84

- ~~To effectively manage the location, size, operation and hours of trade of licensed premises, in order to protect the amenity of nearby properties and areas.~~
- To encourage best practice venue design and venue operation for licensed premises.
- ~~To protect residential and other commercial uses from excess noise, traffic and car parking issues.~~
- ~~To provide for daytime trade and active street frontages in retail strips, while providing reasonable commercial opportunities for the trading of licensed premises.~~

**22.09-3 Policy**

[DD/MM/YYYY](#)  
[Proposed C209](#)

It is policy that:

**Location and Access**

~~New licensed premises should be located such that:~~

- ~~they are not in Residential, or Mixed Use zones~~
- ~~premises that are closed at ground floor level during the day do not unduly interrupt continuous active retail frontage in activity centres~~
- ~~there is appropriate opportunity to manage or buffer potential amenity impacts including ingress by queuing patrons, egress of those who have consumed alcohol on the premises, anti-social behaviour, in relation to more sensitive uses and, in particular, residential use~~



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YARRA PLANNING SCHEME

- ~~▪ there is opportunity for a high level of public safety and surveillance of patrons as they enter and leave the premises~~
- ~~▪ there is adequate infrastructure including space for smokers, public toilets in the vicinity.~~

Licensed premises with a capacity of more than 200 persons be located in the following **Core Entertainment Precincts (applicable to properties fronting and with pedestrian access from the main streets listed below):**

- Swan Street west of Church Street
- Bridge Road west of Burnley Street
- Victoria Street west of Burnley Street
- Smith Street between Gertrude Street and Alexandra Parade
- Brunswick Street between Gertrude Street and Alexandra Parade
- Gertrude Street between Smith Street and Nicholson Street
- Johnston Street between Nicholson Street (Fitzroy) and Hoddle Street

Licensed premises be located such that:

- They are not located in Residential zones (other than a Mixed Use Zone).
- There are appropriate opportunities to manage or buffer potential amenity impacts of (but not limited to) patron noise, ingress and egress of patrons, queuing of patrons, smoking areas for patrons, and dispersal of patrons from the site.
- There is opportunity for a high level of public safety and surveillance of patrons as they enter and leave the premises.
- The premises would not result in an unreasonable cumulative impact on the amenity of the surrounding area.

**Venue Design**

- The layout and design of new licensed premises incorporate safe design principles as detailed in the *Design Guidelines for Licensed Venues* (Department of Justice 2009).
- The entry and exits points of a licensed premise and the areas for queuing of patrons be provided away from sensitive land uses.
- Waste management and storage occur on-site including the provision of noise enclosures if bottle crushers are utilised.

**Hours of Operation**

- ~~▪ Assessment of the impact of the hours of operation on the amenity of the surrounding area consider:~~
- ~~▪ The proposed use.~~
- ~~▪ The zoning of surrounding land.~~
- ~~▪ The location of the premises and location of car parking.~~
- ~~▪ The nature of surrounding uses and hours of operation.~~
- ~~▪ Potential noise emissions from the premises.~~
- ~~▪ The impact of patrons arriving and leaving the premises.~~
- ~~▪ Licensed premises in a Residential or Mixed Use Zone or within 30 metres of a residential area not trade beyond 11pm on any night unless the responsible authority is~~



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YARRA PLANNING SCHEME

- ~~satisfied that the use will not adversely affect the amenity of the area.~~
- ~~Licensed premises in a Business or Industrial Zone not trade beyond 1am, unless the responsible authority is satisfied that the use will not adversely affect the amenity of the area.~~
  - Licensed premises in a residential zone (other than a Mixed Use Zone) not provide for the sale and consumption of liquor beyond 8pm, unless the responsible authority is satisfied that it will not adversely affect the amenity of the area.
  - **Licensed premises in a Mixed Use Zone not provide for the sale and consumption of liquor beyond 10pm, unless the responsible authority is satisfied that it will not adversely affect the amenity of the area.**
  - Licensed premises within 30 metres of a residential zone not provide for the sale and consumption of liquor beyond 11pm, unless the responsible authority is satisfied that it will not adversely affect the amenity of the area.
  - Licensed premises in a commercial or industrial zone not provide for the sale and consumption of liquor beyond 1am, unless the responsible authority is satisfied that it will not adversely affect the amenity of the area.
  - Packaged liquor outlets not provide for the sale of liquor after 11pm.
  - For outdoor areas, including smoking areas, rooftops and open courtyards, the sale and consumption of liquor not occur after 10pm, unless the responsible authority is satisfied that it will not adversely affect the amenity of the area.
  - Licensed premises (including packaged liquor outlets) not commence the sale and consumption of liquor before 9am.
  - **Deliveries to and waste collection from a licensed premises not occur after 10pm on any day, before 7am Monday to Saturday, or before 9am on a Sunday or public holiday except for those allowed under any relevant local law.**
  - **Emptying bottles into bins in outdoor areas not occur after 10pm on any day, before 7am Monday to Saturday, or before 9am on a Sunday or public holiday.**
  - Assessment of the impact of the hours of operation on the amenity of the surrounding area must consider:
    - The proposed use and licence type.
    - The zoning of surrounding land.
    - The location of the premises, location of car parking and availability of public transport, taxi ranks **and ride sharing.**
    - The nature of surrounding uses and hours of operation.
    - Potential noise emissions from the premises.
    - The impact of patrons arriving and leaving the premises, including:
      - for venues operating after 10pm, whether access from the licensed premises to public transport is likely to be through a residential area; and
      - any cumulative impact on the amenity of the area.

**Patron Numbers**

- The number of patrons not exceed the safe and amenable operating capacity of the premises. As a starting basis, any assessment regarding the maximum number of patrons that can be physically accommodated within a venue should be based on the *VCGLR Liquor Licensing Fact Sheet – Maximum Patron Capacity (2012)*.
- The number of patrons reflects the strategic and physical context of the site and will not adversely affect the amenity of the surrounding area, including by any unreasonable

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cumulative impact.

**Noise**

- The operation of licensed premises have **no unreasonable** impact on the amenity of the area, in relation to noise.
- Noise emissions from licensed premises comply with the standards specified in the State Environmental Protection Policy or any other requirement such as accepted sleep disturbance criteria or relevant Australian Standards.
- On-site noise attenuation measures be considered for licensed premises where amenity impacts on the surrounding area may result from the proposed activities. A licensed premises must be designed and managed in accordance with an acoustic report approved by the responsible authority, where required.

**Car Parking**

- ~~Car parking for licensed premises not detrimentally impact on the functioning of local traffic networks and car parking availability.~~
- ~~Car parking be managed to discourage patrons parking in front of residential properties or in residential areas.~~
- ~~Car parking from new licensed premises not adversely impact on residential areas by way of on-street, over-flow parking or vehicles accessing off-street car parking.~~

**Noise and Amenity ~~Plan~~ Action Plan (NAAP)**

- Licensed premises be managed in accordance with a ~~Noise and Amenity Plan~~ NAAP approved by the responsible authority, where required.

*~~NOTE: — A condition will be included on permits requiring management in conformity with the noise and amenity plan.~~*

**Application to amend an existing permit**

In the case of applications to vary or extend an existing permit for a licensed premises, the following will be considered in addition to the above:

- Any relevant information regarding the operation of the premises including complaints received by relevant authorities such as the Council, Victoria Police, and the Victorian Commission for Gambling and Liquor Regulation.
- Any contravention of a condition of the existing permit or liquor licence.
- The adequacy of the conditions on the existing permit regulating the venue design, hours of operation, patron numbers, and noise and amenity impacts.

**22.09-4 Application requirements**

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Permit applications must be accompanied by the following information:

- A site analysis plan detailing:
  - The proximity of the licensed premises to residential properties and other sensitive land uses, including details of doors, windows and open space areas on all residential properties in close proximity to the site; and
  - The nature and location of uses surrounding the proposed licensed premises, ~~and their hours of operation~~ including the type of licensed premises in the area, the

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hours of operation and patron numbers.

- The location of off street car parks within the locality of the subject site, including the nature of any time restrictions.
- The location and hours of operation of any transport services including rail, tram, bus, taxis **and ride sharing.**

▪ Site and floor plans detailing:

- Existing floor plans of all levels of the building(s) and outdoor areas on the site.
- Proposed floor plans of all levels of the building(s) and outdoor areas on the site including a calculation of floor areas in square metres, the use and patron capacity of all areas to be licensed, waste storage area, security lighting and any amplification or speaker system. If applicable, the location of queuing areas, CCTV surveillance, areas where live performance is to occur, dance floor areas and **smoking areas.**
- A 'red-line plan' showing the public areas where alcohol will be sold and consumed. For packaged liquor, a 'red-line plan' is required showing where alcohol will be displayed for sale and where it will be sold.

~~A site plan detailing all areas to be used by patrons of the premises, including areas adjacent to the boundaries of the site used in association with the licensed premises—that is, outdoor seating, public spaces, footpaths and car parking areas.~~

~~Plans detailing the existing and proposed layout of the premises, including all external windows and doors, the total number of patrons to be accommodated on the premises, the allocation of patrons to identified areas, and the location of waste storage areas.~~

▪ A written submission including the following information:

- A description of the proposed use(s), the type of licence(s) sought, hours of operation, provision and hours of food service, seating ratios and the type of music and/or entertainment to be offered.
- An assessment by a building surveyor detailing the patron capacity of the licensed premises where an application proposes an increase in patron numbers or a new licence.
- Details of waste management (including storage and hours of collection for general rubbish and bottles associated with the licensed premise), bottle crushers, and delivery times associated with the licensed premise.
- An assessment of all potential off-site impacts including identification of ways in which such impacts will be managed and mitigated.
- Where relevant, the views of the Victoria Police.

~~Details of the proposed hours of operation of the premises.~~

~~Details of bicycle parking and car parking to be provided, including an empirical assessment of car parking demand, the availability of car parking in the locality and public transport in the locality.~~

~~An assessment by a registered building or surveyor detailing the patron capacity of the premises.~~

~~Where relevant, the views of the Victoria Police, including police records of attendances and problems with the premises.~~

**Noise and Amenity Action Plan**

A Noise and Amenity Action Plan (NAAP) detailing the following information:

- ~~The location, type and details of existing licensed premises in the locality.~~

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- ~~The identification of all noise sources associated with the premises (including, but not limited to, music noise, entries and exits to the premises and courtyards) likely to impact on nearby residential property.~~
- ~~Measures to be undertaken to address all noise sources identified, including on and off-site noise attenuation measures.~~
- ~~Procedures to be undertaken by staff in the event of complaints by a member of the public, the Victoria Police, an ‘authorised officer’ of Council or an officer of Liquor Licensing Victoria.~~
- ~~Details of staffing arrangements including numbers and working hours of all security staff, bar staff, waiters, on-premises manager, and other staff.~~
- ~~Details of training provided for bar staff in the responsible serving of alcohol.~~
- ~~Hours of operation for all parts of the premises.~~
- ~~Lighting within the boundaries of the premises.~~
- ~~Security lighting outside the premises.~~
- ~~Details of the provision of music including the frequency and hours of entertainment provided by live bands and DJs.~~
- ~~Details of waste management plan including storage and hours of collection for general rubbish and bottles associated with the licensed premises.~~
- ~~Any other measures to be undertaken to ensure minimal amenity impacts from the licensed use.~~

**Additional application requirements**

Permit applications must be accompanied by the following information, where required:

- A NAAP detailing the following information:
  - Procedures to be undertaken by staff in the event of complaints by a member of the public, the Victoria Police, an ‘authorised officer’ of Council or the Victorian Commission for Gambling and Liquor Regulation.
  - The management and dispersal of patrons, including patrons loitering around the venue after the venue has closed.
  - The management of large group bookings.
  - **The management of smokers and on and off-site smoking areas (particularly where liquor may not be allowed to be sold and consumed within the smoking area after a particular time).**
  - The management of external queues.
  - How the movement and exit of patrons is to be managed, particularly where there is a requirement to close different sections of the venue at different times.
  - Details of the provision of music including the frequency and hours of entertainment provided by live bands and DJs.
  - Any other measures to be undertaken to ensure no **unreasonable amenity impacts** from the licensed premises.

The requirement for a NAAP does not apply to a permit application for a restaurant (including a café) or a packaged liquor outlet.

- An acoustic report by a suitably qualified and experienced acoustic consultant identifying all noise sources and methods to be undertaken to control noise emissions to within *State Environment Protection Policy (SEPP) No.1 – Control of Noise from Commerce Industry and Trade* and *SEPP No.2 – Control of music noise from public premises* or any other requirement such as accepted sleep disturbance criteria or

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relevant Australian Standards.

The requirement for an acoustic report does not apply to a permit application for a packaged liquor outlet (any hours) or a restaurant (including a café) where the preferred hours of operation are met.

- A report demonstrating how each of the design elements of the *Design Guidelines for Licensed Venues* have been addressed in the layout, development and management plans for the premises.

The requirement for a report addressing the design elements of the *Design Guidelines for Licensed Venues* does not apply to a permit application for a restaurant (including a café) or a packaged liquor outlet.

- A cumulative impact assessment, being either:
  - An assessment against Practice Note 61: Licensed Premises: Assessing Cumulative Impact where the site is identified within a “cluster” of licensed premises; or
  - A statement explaining why a cumulative impact assessment is not required having regard to those sections of Practice Note 61: Licensed Premises: Assessing Cumulative Impact titled “When to use the guidelines” and “What is a cluster?”

The requirement for a cumulative impact assessment does not apply to a permit application for a restaurant (including a café) (any hours) or a packaged liquor outlet where the preferred hours of operation are met.

**22.09-5 Policy Reference Documents**

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~~*Yarra Residential Interface Study, 2001.*~~

Public Place (2015) Licensed Premises Policy - Background Document

Department of Environment, Land, Water and Planning (2015) Practice Note 61 - Licensed premises: Assessing cumulative impact

Department of Justice (2009) Design Guidelines for Licensed Venues

Victorian Commission for Gambling and Liquor Regulation (2012) Liquor Licensing Fact Sheet - Maximum Patron Capacity

Department of Health (2012) Reducing the alcohol and drug toll: Victoria’s plan 2013-2017

Inner City Entertainment Precincts Taskforce (2005) ‘A good night for all’ - options for improving safety and amenity in inner city entertainment precincts

Yarra City Council (2013) Yarra Health Plan 2013-2017

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**11.5 NDIS Transition Report**


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## Executive Summary

### Purpose

To inform Council of the progress in implementing the National Disability Insurance Scheme (NDIS) in Yarra.

### Key Issues

On 7 June 2016 Council considered a report on the roll-out of the NDIS, due to start on 1 July 2016 in Yarra as part of the North Eastern Metropolitan Area (NEMA) and decided to remain a service provider under the NDIS for the purposes of supporting service users and other residents with disability to transition into the NDIS only. Council also requested at this meeting, a progress report on implementation of the NDIS be provided in February 2017.

The report notes that:-

- (a) Council Officers have maintained contact with current service users to support and provide advice on the transition process and play an important linking role with the Local Area Coordination (LAC) agency;
- (b) DHHS reports indicate that 37 Yarra residents have commenced and/or have completed phasing onto the NDIS. Twenty six people have ceased HACC services with Council or weren't in receipt of HACC services; 3 people have been assessed as ineligible for the NDIS, and 88 people are still to commence phasing across 2016-2017;
- (c) Feedback from service users reflects both the complexity of the process and its technological demands. Where necessary, Council has advocated with services users to deal with the impediments to a smooth transition that they have experienced;
- (d) Positive feedback has been received from residents on the individualised information, support and guidance they have received from Council one-on-one contacts;
- (e) An unresolved issue is the future direction of the MetroAccess program. MetroAccess is a state government funded program that provides an officer at each council to support community capacity building. It is seen as an important part of the state-wide infrastructure that supports community capacity building and creating an inclusive community. Funding is due to cease on 30 June 2017; and
- (f) Action has been taken to advocate for improved resources in access to the NDIS for Aboriginal community members, with Balit Narrum successful in securing 4 funded positions.

### Financial Implications

The 2016 - 2017 Aged & Disability Services Branch budget provides for expenditure of \$7.46 million; with income of \$4.18 million, resulting in a net cost of \$3.28 million. Council has been advised that the full year reduction in grant funding arising from the transition of service users to the NDIS (commencing 2017-2018) is estimated at \$556,000. The draft 2017-2018 budget (expenditure and income) is being prepared on the basis of these estimated changes.

### PROPOSAL

That Council notes the report and actions taken to support the implementation of the NDIS in Yarra, and writes to the State Government Minister for Housing, Disability and Ageing expressing its concern at the lack of advice on the future directions of the MetroAccess program and request urgent action to ensure this program is maintained at the local level to build on Victoria's efforts to be a fully inclusive community.

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## 11.5 NDIS Transition Report

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Trim Record Number: D17/15560

Responsible Officer: Director Community Wellbeing

### Purpose

1. To inform Council of the progress in implementing the National Disability Insurance Scheme (NDIS) in Yarra.

### Background

2. On 7 June 2016 Council considered a report on the roll-out of the NDIS, due to start on 1 July 2016 in Yarra as part of the North Eastern Metropolitan Area (NEMA). The report expanded on Council's earlier endorsement (at its meeting on 17 May 2016), that it would support local eligible residents with disability to transition to the NDIS through a number of strategies, rather than becoming a registered service provider in the new Scheme.
3. The strategies spelt out in the May report, and further clarified in the June report, included:
  - (a) offering individual support and guidance to existing Home & Community Care (HACC) service users and other members of the community potentially eligible for the NDIS, to navigate their entry onto the NDIS; and
  - (b) close collaboration with the Brotherhood of St Laurence through their NDIS role as the Local Area Coordinator (LAC) in NEMA, and with the National Disability Insurance Agency (NDIA) – the government body that implements and manages the NDIS. The purpose was to identify gaps impacting on service quality including access for CALD, ATSI and vulnerable communities, and to raise any other issues pertaining to local residents' needs.
4. On 7 June 2016 Council resolved to carry out these transition strategies to support Council HACC service users and other residents with disability to participate in the NDIS.
5. With regard to Council's service provision role, Council resolved on 7 June 2016 that, subject to agreement between the Chief Executive Officer and the Department of Health and Human Services (DHHS) and/or the NDIA, it would continue to provide home based services (where requested) to enable service users to make a smooth transition to a new provider, for a period of up to 3 months after they commenced with the NDIS; and, if required, it would become a registered provider for the transition period only (until August 2017).

### External Consultation

#### Consultation with service users

6. As part of Council's first NDIS Transition strategy, (paragraph 3 (a) above), Council officers have commenced contacting individual service users on the basis of information provided by DHHS on their individual progress through the stages of entry into the Scheme. Different categories of residents with disability were due to be invited to join the scheme according to a Phasing-In Plan established by NDIA for NEMA from July 2016 to August 2017.
7. By mid-January 2017, 59 Council service users who had received their invitation to approach the NDIA have been telephoned by a Council officer. They were given information, support and an opportunity to ask questions and/or clarify their NDIA status; invited to identify any issue or concerns with their transition; offered continuation of Council services for a period of up to 3 months; and offered advocacy support. The remaining 66 of the (estimated) 125 under 65 year old Council service users likely to be eligible for the NDIS, will be progressively telephoned as Council is notified by the DHHS that they are due to be considered for entry onto the NDIS.



8. To date transition extensions beyond 3 months have been provided to 12 service users due to delays or complications with their engagement with the NDIS and other agencies. Eight service users have required advocacy support with other agencies including NDIA, Brotherhood of St Laurence (BSL) and disability service providers.
9. Further communication and support to residents has been achieved by the mail-out of 4 information letters to service users outlining Council's policy on the continuation of its services for 3 months post NDIS entry, notifying them of Council's individual support available, and providing guidance about navigation through the NDIS journey.
10. Council's Linkages Case Manager has played an important role in supporting service users with high and complex needs to navigate the process, and be a point of reassurance.
11. Feedback from service users reflects both the complexity of the process and its technological demands. Council has advocated with services users to deal with the impediments to a smooth transition that they have experienced such as myPlace portal failures, difficulties in contacting NDIS staff, no access to computer and lack of computer skills, and some HACC services not being identified on a service user's NDIS plan.
12. Positive feedback has been received from residents on the individualised information, support and guidance they have received from Council one-on-one contacts.

#### Consultation with Other agencies

13. With regard to the second Transition strategy (paragraph 3 (b)), Council has fostered a collaborative relationship with all agencies involved in NEMA NDIS implementation particularly with BSL-LAC and NDIA. At the operational level, Officers have maintained contact with the Yarra office of the BSL-LAC to support service users navigate the system and raise transition issues. This has been a positive relationship with a high level of responsiveness provided through the BSL-LAC.
14. At a more strategic level, all NEMA councils have been working with the BSL-LAC to address the future directions of the MetroAccess program. MetroAccess is a State government funded program that provides an officer at each council to support community capacity building. With the introduction of the NDIS, there is uncertainty about the future funding (funded until end June 2017), and NEMA councils and BSL-LAC have argued for the on-going continuation of this program – or at least until mid-2019.
15. Gaps in access to the NDIS for Aboriginal community members in NEMA has come to the fore in the work of Balit Narrum (formerly the Northern Region Aboriginal Disability Network), a group of Aboriginal Community-Controlled organisations (ACCOs) and mainstream agencies. Council has contributed as an invited member of Balit Narrum, to advocacy for funded positions necessary to assist Aboriginal community members and ACCOs to get ready for the system changes of the NDIS. The gap in culturally responsive resources is important given that the incidence of disability in the Aboriginal community is around 45%, in contrast to the incidence in the non-Aboriginal population of around 18%. Balit Narrum has been successful in securing 4 funded positions.
16. Gaps in access for CALD communities has been addressed by Council's MetroAccess Officer who collaborated with the Ethnic Communities Council of Victoria to increase involvement of residents in a CALD-focussed NDIS information session held in early November 2016 in Richmond Town Hall, and this resulted in increased attendance by the 'Turtle Group' (Vietnamese Disability Action Group) at the meeting.

#### **Internal Consultation (One Yarra)**

17. Aged and Disability Services Branch has kept staff members informed through an ongoing change process focussing both on information and consultation about the NDIS roll-out, and on staff well-being through the major systemic changes. Individual and group resources have been provided to facilitate career advice, and skills identification for staff, as well as resilience sessions. Due to the extent and impact of the change process, regular 'Whole of Branch' meetings have included Union participation (where requested) as well as that of People and Culture representatives.



18. Regular feedback and discussions have occurred at Council's Disability Advisory Committee. A separate report is before Council on a proposal arising from the DAC to conduct a public forum to hear the views of people with disability and carers on the implementation of the NDIS.

### **Financial Implications**

19. The 2016 - 2017 Aged & Disability Services Branch budget provides for expenditure of \$7.46 million; with income of \$4.18 million (\$3.63 million Government Grants and \$0.55 million service user fees), resulting in a net cost of \$3.28 million.
20. It was estimated that grant income would reduce by \$427,500 (an estimated loss of \$337,500 in direct service delivery income and \$90,000 related to the Linkages case management program).
21. Council has been advised that the full year reduction in grant funding (commencing 2017-2018) is estimated at \$556,000. This level is higher than originally estimated and reflects the number of service users transitioning to the NDIS being to the high end of original estimates. This funding reflects reductions across all services (home, personal, respite care, home maintenance, and Linkages case management) as current service user's transition from Council services to NDIS providers. The draft 2017-2018 budget is being prepared on the basis of these estimated changes.
22. A process has been agreed with DHHS to reconcile the funding changes over the 2016-2017 and 2017-2018 financial years. Overall there will be a saving to Council as the grant funding does not cover the full cost of service provision.
23. An additional officer has been supporting the roll-out of the aged care and disability care national reforms since September 2016 and this role has been invaluable in supporting service users (refer paragraph 42). Funding for this position is being contained within the current Branch budget.

### **Economic Implications**

24. As reported in June 2016, the NDIS in Australia is expected to cost \$22 billion per annum by 2019. In Victoria, this will necessitate an increase in the current spend from \$2 billion to \$5 billion. The roll-out of the NDIS will provide economic stimulus through additional employment, increased use and access to community facilities and greater participation in business activity. There are 7,600 people in NEMA currently in receipt of specialist disability support, resulting in expenditure of \$280 million – it is estimated that this will grow to 9,900 people through the Scheme and with expenditure estimated at \$490 million.

### **Sustainability Implications**

#### Service Provider Market

25. One of the key issues for consideration in June 2016 was the maturity of the service provider market to enable service users to transition from Council services and provide consumer choice, which is a hallmark of the Scheme. In June 2016, analysis of the NDIS registered service providers list showed that there was around 70 NEMA based agencies that provide home, personal and respite care services (services Council provides) registered.
26. Experience to date indicates that service users are accessing new providers effectively and there are a range of options available. It has been noted that meals services appear limited and some people have found identification of some service types (i.e. domestic assistance) difficult on the myPlace portal.

### National Review of the Scheme

27. It should also be noted that the Federal Government has initiated a review of the costs of the NDIS, to be undertaken by the Productivity Commission. The report is due in September 2017 and will include examination of: the sustainability of scheme costs; jurisdictional capacity (including the complementary disability services provided by the States and Territories); cost pressures (including wage pressures); changes in the agreed escalation parameters; whether efficiencies have been achieved within the scheme; whether there has been any impact on mainstream services; and examine the most appropriate levers to manage any potential cost overruns.

### **Social Implications**

28. DHHS reports indicate that 37 Yarra residents have commenced and/or have completed phasing onto the NDIS. Twenty six people have ceased HACC services with Council or weren't in receipt of HACC services; 3 people have been assessed as ineligible for the NDIS, and 88 people are still to commence phasing. Of this group, those who were not receiving disability services other than Council HACC, are due to phase into the NDIS during May and June 2017.
29. Apart from the transition-phase difficulties experienced by NDIS applicants referred to above, a range of positive social impacts have been conveyed by people participating in the scheme. These include more personalised services, better opportunities to meet needs through friendships and group social activities, and a greater sense of independence and right to enjoy a more fulfilled life. One Council service user spoke to staff at a Branch meeting about her delight at 'graduating' from the Council services she had received (and valued) for 22 years from age 3, to embrace her new level independence supported by her NDIS Plan.

### **Human Rights Implications**

30. The NDIS represents the application of human rights as enshrined in the United Nations Convention on the Human Rights of Persons with Disabilities (2006) such as Article 10 – the right to live independently and be included in the community.
31. The NDIS supports the human rights of people with disability, their families and carers by providing greater choice, independence and by moving decision making away from providers and into the hands of individuals. The introduction of the NDIS follows on from a strong human rights based campaign to address inequality and discrimination.
32. Council's support for the NDIS also supports its compliance with its responsibilities as a public authority in accordance with the Victorian Charter of Human Rights 2006. Council can play an important role in advocating for its community.

### **Communications with CALD Communities Implications**

33. The NEMA region is diverse with 23% of people born in a non-English speaking country and 31% speaking a language other than English at home. The region has the highest number of Aboriginal and Torres Strait Islander people in Victoria, making up 0.7% of the region's population.
34. CALD and ATSI communities represent a range of different views and attitudes towards disability. There can be barriers to access to the new system including lack of translated information, lack of trust in government, and the use of culturally inappropriate communication.
35. Actions taken to date to support CALD and Aboriginal communities, including service users, is outlined in paragraphs 15 and 16 of this report.

## **Council Plan, Strategy and Policy Implications**

36. The Council Plan 2013-2017 notes that Council operates under the Local Government Act with a primary objective to “endeavour to achieve the best outcomes for the local community having regard to the long term and cumulative effects of decisions”. The relevant strategic objectives are: Strategic Objective 1 – Celebrating Yarra uniqueness and Strategic Objective 2 – supporting Yarra’s community. Through the MetroAccess program and the Access & Inclusion program, Council has two dedicated positions to support advocacy, resource the Disability Advisory Committee, oversee implementation of the Access and Inclusion Plan and undertake community capacity building.
37. With the introduction of the NDIS, these roles have also supported Council’s capacity to monitor implementation of the NDIS and be a strong local advocate, particularly with regard to vulnerable communities, such as CALD, ATSI and people who are homeless, and together with the NDIS Support Officer been providing transitional support to residents and eligible service users.

## **Legal Implications**

38. There are no immediate legal implications associated with this report.

## **Other Issues**

### MetroAccess Program

39. The State Government has provided funding to each council over a number of years to employ a MetroAccess Officer to support community capacity building and access and inclusion across the whole of the community. As part of the agreement, Council provides in kind program support, such as planning and supervisory support. Continuing the work of the MetroAccess program, is seen as critical to ensuring that the broader community is engaged in building a more inclusive community for all and that this occurs across all areas, including access to employment; communications and changing community attitudes. The MetroAccess program supports Council to undertake this role within the local community.
40. The NEMA councils have made numerous attempts to clarify the future directions of the program through DHHS, and with a 30 June 2017 funding deadline looming, there is real concern that the program may cease. The NDIS includes provision for community capacity building within the functions of the Local Area Coordination service and the yet to be rolled out Information, Linkages & Capacity Building (ILC) framework. The ILC is not scheduled to occur in Victoria till mid-2019, meaning there is likely to be a gap.
41. Officers are also concerned that the community capacity building role identified within the LAC function is limited and suggest that local government is well placed to maintain and develop this role.

### Service User Support Role

42. Council’s NDIS Support Officer and MetroAccess have:-
- (a) worked with individual service users likely to be eligible for the NDIS and with DHHS to confirm full details; contacted service users to advise of the transition process and supported the transition of eligible clients;
  - (b) liaised with the BSL-LAC local office and service coordinators to minimise the impact of ending existing care relationships (in some cases being over many years with regular staff). This has included offering shadow shifts as part of the transition;
  - (c) followed up with service users who appeared to have been cancelled from the transition by the NDIA due to being not contactable; and
  - (d) reassuring people not deemed eligible that their current Council services would continue.

### Service Provision Implications

43. The June 2016 report estimated that between 7,500 to 8,500 hours of home, personal and respite care services will transition to the NDIS by the completion of the roll-out in Yarra. This transition has commenced.
44. By the end of the March 2017 quarter, with 37 service users transitioned to the NDIS, it is estimated that 6,600 hours per annum of home, personal and respite care will have transferred. This represents a number of service users, (including Linkages clients) who have high levels of services. With another 88 service users estimated to cease by the end of June 2017, the total hours is likely to be in the order of 10,500 hours. These service users are receiving lower levels of services by comparison to the initial group who have transferred.
45. These changes are being constantly managed through Council's contract with Southern Cross Care and the In-House team.

### Local Area Coordination Service

46. The Brotherhood of St Laurence established a local outlet for the LAC in Brunswick Street, Fitzroy in August 2016. With the challenge of establishing a NEMA wide individual support planning role within a very short time, the BSL-LAC has achieved excellent results. A governance group has been established with local government representation and key officers have made themselves readily available to attend local meetings. The Project Manager attended the December meeting of the DAC to provide a progress report, and as indicated earlier in the report, there has been a high level of responsiveness to operational and individual service user issues.
47. At the same time the LAC has operated, some individuals have received their support planning through an agency contracted by the NDIA. This has led to some confusion due to a different approach to support planning (the LAC offering face to face compared to telephone based planning offered by NDIA). It has also been identified that due to priority being given to individual support planning, the focus on community capacity building has been limited across this initial 6 to 9 months.

### **Options**

48. In the absence of clear statements from DHHS or the NDIA regarding the future of the MetroAccess program post 1 July 2017, Council may wish to formally advocate for the continuation of the program and write to the Minister for Housing, Disability and Ageing requesting urgent action to confirm the continuation of the program at State level.
49. The NDIS is not a 'catch-all' program for access and inclusion and it is important that resources are maintained to drive attitudinal change and to address community building across the whole of the community. The MetroAccess program has delivered many positive outcomes, and the potential loss of this resource at a local level will diminish Victoria's efforts to be a fully inclusive community.

### **Conclusion**

50. Council has provided significant support to the community during the initial transition period and officers are of the view that this has assisted service users, the BSL-LAC, NDIA and DHHS to implement this major reform. There are still many residents to transition to the NDIS and in terms of Council HACC service users, the next major transition period is May to June 2017.
51. The roll out of the NDIS is still at an early stage in Yarra and a better picture should emerge over the next twelve months and beyond as to the benefits and constraints for service users and consumers. Council will maintain a watching brief through the Disability Advisory Committee; through individual cases and advocacy; through the MetroAccess program and by continuing to work with the BSL-LAC, DHHS and NEMA councils; and by monitoring feedback from the service sector, peak bodies and the local community.

## **RECOMMENDATION**

1. That Council:
  - (a) notes the report and actions taken to support the implementation of the National Disability Insurance Scheme in Yarra and across the NEMA region since its commencement in July 2016; and
  - (b) writes to the State Government Minister for Housing, Disability and Ageing expressing its concern at the lack of advice on the future directions of the MetroAccess program and to request urgent action to ensure this program is maintained at the local level to build on Victoria's efforts to be a fully inclusive community.

**CONTACT OFFICER:** Adrian Murphy  
**TITLE:** Manager Aged and Disability Services  
**TEL:** 9205 5450

### **Attachments**

There are no attachments for this report.

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## 11.6 Yarra Youth Advisory Committee Membership

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Trim Record Number: D17/2388

Responsible Officer: Director Community Wellbeing

### Purpose

1. To inform Council that a public Expression of Interest process has been completed, as required, to recruit new members for the Yarra Youth Advisory Committee (YYAC).
2. To seek Council's endorsement of the proposed new members.

### Background

3. The YYAC was established in February 2013 as an Advisory Committee to Yarra City Council to provide strategic and specialist advice regarding current and emerging issues for young people, and the planning and delivery of youth programs and services in Yarra.
4. The YYAC successfully supported and provided significant input and advice to the development of the current *Yarra Youth Policy 2013 – 2016*.
5. However, by February 2016, committee members had expressed concerns over the purpose and current model of the YYAC, and in particular the lack of youth engagement and participation.
6. In order to provide a greater voice for young people directly with Council, a number of changes to the YYAC were endorsed at a Council Meeting on 19 July 2016, as follows:
  - (a) review the membership base to include 10 – 15 youth representatives, drawn from a representative group across Yarra. Membership will comprise of young people from a range of backgrounds and experience. It is proposed that this would be through a public EOI process with specific youth groups and agencies invited to participate;
  - (b) work with new youth committee members to enhance their personal development, leadership skills and opportunities;
  - (c) refer existing YYAC youth service provider representatives to the Yarra Youth Providers Network, and other local networking opportunities;
  - (d) ensure that youth service providers are offered the opportunity to present to the YYAC on an as-needs basis;
  - (e) invite interested Councillors to attend the Yarra Youth Providers Network;
  - (f) work with members of the YYPN to expand the current focus on professional development to allow for strategic discussions on emerging issues for the sector; and
  - (g) as well as increasing the membership of young people on the YYAC, young people will also be encouraged to represent on other Council committees and local reference groups (e.g. Yarra Multicultural Advisory Group, 433 Smith Street Community Reference Group), and to develop council and budget submissions as appropriate.
7. In line with the updated Terms of Reference (2016), the key role of the Committee is to:
  - (a) provide specialist advice on the implementation and evaluation of the *Yarra Youth Policy 2013 – 2016*, and the development of the next youth plan;
  - (b) provide comment and strategic input on relevant Council policies and strategies as required, not just limited to "youth issues";
  - (c) provide strategic advice to Council on current issues and emerging trends for young people and implications for the service sector in Yarra;
  - (d) share information and experience on local services and programs for young people in Yarra; and

- (e) enhance the personal development, leadership skills and opportunities for young people.
8. In line with the Terms of Reference and the requirements of Council in advertising vacancies on community advisory committees, the community was notified of the EOI process as follows:
- (a) notifications were placed on Council's website, Facebook, Instagram and Twitter feeds;
  - (b) notifications were placed on Yarra Youth Services Facebook and Instagram feeds;
  - (c) emails were issued via Council to its youth networks, including the Yarra Youth Providers Network (which includes schools), Richmond Local Area Partnership, Onwards Collingwood, and Atherton Gardens Network; and
  - (d) through advertising at the Yarra Youth Centre and directly to young people attending Yarra Youth Services programs and services.
9. Nominations were open from the 16 October to 23 December 2016.
10. Council sought applications from young people aged 12 – 25 who could demonstrate their:
- (a) commitment to attending regular meetings and actively participating in the group;
  - (b) interest in advocating for the needs of young people, and in providing advice to Council on key matters affecting young people; and who
  - (c) live, work, or study in the City of Yarra.
11. The Selection Panel (“the Panel”) comprised Lucas Gosling, Manager, Family, Youth & Children’s Services, and Rupert North, Coordinator Youth & Middle Years. The representative Councillors on the YYAC were invited to provide feedback.
12. Applications were assessed individually against the eligibility and assessment criteria, and the Panel then reviewed the overall mix and potential membership. This resulted in further information being sought for some nominees, to further clarify their capacity to represent a broad range of views and the nature of their community networks.

### **External Consultation**

13. The promotion of the nomination process for Yarra Youth Advisory Committee is detailed in paragraph 8 of this report.

### **Internal Consultation (One Yarra)**

14. The Governance Unit and Communications Unit provided advice on the requirements of the public EOI process.

### **Financial Implications**

15. There are no financial implications associated with this report. The delivery of the YYAC will be achieved with the current 2016/2017 budget, and has been proposed in the 2017/2018 budget for consideration by Council.

### **Economic Implications**

16. There are no economic implications associated with this report.

### **Sustainability Implications**

17. The membership has been chosen to best advise Council on issues affecting young people. The YYAC will provide strategic direction and input into the development of Council’s vision for young people over the next three years, and the services and programs that will be delivered to improve health and wellbeing of Yarra’s young people.

### **Social Implications**

18. The membership has been chosen to reflect the social diversity of the Yarra community from the nominations received.

### **Human Rights Implications**

19. At the broadest level, responding to the needs of children and young people is guided by the covenants and legislation outlined in the *UN Declaration of the Rights of the Child* and the *Victorian Charter of Human Rights and Responsibilities*. Policy and program responses fall within *The Children, Youth and Families Act 2005* and the *Child Wellbeing and Safety Act 2005*.

### **Communications with CALD Communities Implications**

20. Council Officers provided support to a number of young people from CALD backgrounds to assist them with submitting applications.

### **Council Plan, Strategy and Policy Implications**

21. The objectives of the YYAC are consistent with the Council Plan 2013-2017, specifically Objective 2: supporting Yarra's community. Objective 2 states that "Council has a strong commitment to achieving social justice outcomes for our residents: improving the opportunity and capacity for citizens to participate in our society."
22. The YYAC also aligns with the strategic objectives of the *Yarra Youth Policy 2013 – 2016*, specifically *Goal 3: Young people are heard, their rights respected, and they are included in their communities*.
23. The YYAC will also provide strategic advice and inform the development of new council policies and strategies to be developed over the next four years.

### **Legal Implications**

24. There are no legal implications associated with this report.

### **Other Issues**

25. At the time of application 6 of the 13 applications received were from young people who do not currently meet the eligibility criteria set out in the Terms of Reference. As detailed in section 10(c), the current Terms of Reference requires that young people live, work or study in the City of Yarra. Whilst these applicants did not strictly meet the criteria set out in the terms of reference, their respective connection to Yarra was nevertheless assessed through their written applications and subsequent phone interviews with the Coordinator, Youth & Middle Years.
26. In each instance the young person was able to demonstrate a strong on-going connection to the Yarra community in a number of ways including, but not limited to:
  - (a) having lived in Yarra within the last 12 months;
  - (b) attended secondary school in Yarra;
  - (c) held positions on youth committees at other Yarra-based organizations
  - (d) having parents or other family members owning local businesses in Yarra.
27. The diversity of these young person's backgrounds will all add further diversity to the experience of the group.
28. However after further review officers suggest that clause relating to eligibility may be too narrow and should be amended to include 'a strong connection to the City of Yarra'.

### **Options**

29. 13 applications were received for the 15 vacant positions. The Panel has reviewed and assessed the applicants based on their skills, knowledge, experience and ability to represent and assist Council to engage with the community.
30. Officers recommend Council support the appointment of the 13 nominations received to join the two nominated Councillors (Cr Nguyen and Cr Chen Yi Mei) and Coordinator, Youth & Middle Years. The EOI will remain open until all 15 positions on the YYAC have been filled.



## Conclusion

31. The Selection Panel have undertaken a public EOI process to recruit new members to the YYAC.
32. The community responded with 13 nominations for 15 vacant positions. A diversity of interests and skills is apparent in the nominees proposed for YYAC membership. Continuing to support the YYAC will maintain a strong and active committee to represent the interests of young Yarra residents.
33. The recent EOI process identified what officers believe is a limitation in the current Terms of reference for the YYAC. Officers recommend updating the YYAC Terms of Reference to enable people who can demonstrate 'a strong connection to the City of Yarra' to become members of the YYAC.

## RECOMMENDATION

1. That:
  - (a) Council appoint the following young people to the vacant positions on the Yarra Youth Advisory Committee:
    - (i) Tony Luo (20);
    - (ii) Stella Griffiths (18);
    - (iii) Javid Amin (15);
    - (iv) Joseph Nguyen (23);
    - (v) Natalie Di Natale (22);
    - (vi) Wilson Poni (18);
    - (vii) Lizzy Wol (19);
    - (viii) Angela D'Souza (16);
    - (ix) Maggy Liu (19);
    - (x) Fardosa Wur (18);
    - (xi) Michelle Clarke (23);
    - (xii) Joshua Davies (22); and
    - (xiii) Mark Hill (22); and
  - (b) all young people who nominated be thanked for their interest and receive formal correspondence advising of the Council decision;
  - (c) expressions of Interest remain open until all 15 positions on the YYAC have been filled; and
  - (d) the YYAC terms of reference be amended to include 'a strong connection to the City of Yarra' in the eligibility criteria.

**CONTACT OFFICER:** Rupert North  
**TITLE:** Coordinator Youth and Middle Years  
**TEL:** 9426 1503

## Attachments

There are no attachments for this report.

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## 11.7 Compact Agreement between DET, DHHS and Local Government

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Trim Record Number: D17/15349

Responsible Officer: Director Community Wellbeing

### Purpose

1. The purpose of this report is to advise Council of the development of a collaborative working compact between the Department of Education and Training (DET), the Department of Health and Human Services (DHHS) and Local Government, represented by the Municipal Association of Victoria (MAV). The Compact focuses on clarifying roles and expectations in the early year's sector.
2. The report seeks Council endorsement for the MAV to represent Yarra in signing the Compact.

### Background

3. Council has a long history of working in collaboration with a number of State Government Departments to enhance early education outcomes for children and their families. These collaborative relationships take many forms, but include policy, direct service delivery and funding arrangements.
4. In 2016, the Department of Education and Training and the Department of Health and Human Services agreed to develop a compact with Local Government (represented by the MAV) aimed at strengthening the collaborative relationship between all parties in the planning, development and provision of early years services.
5. The intention of the Compact is to give greater clarity to the roles played by both State and Local Government in the collective stewardship of the early year's system, by providing in principle, high level and overarching agreement on expected outcomes for children. It is further expected that improved outcomes will be achieved through better co-ordination, joint planning and data sharing.
6. The Compact is not legally binding and does not supersede any other agreement already in place.
7. The implementation of the Compact also does not preclude Council from determining individual funding and service agreements as required or in responding to local issues.
8. The MAV have prepared a briefing paper (Attachment 1) to provide further detail and context to the compact. The Compact agreement can be found in Attachment 2.

### External Consultation

9. Consultation on the development of the compact occurred throughout 2016. The Compact has been developed with the assistance of a steering group, which has included local government representatives from Ballarat, Hume, Wodonga, Knox and Kingston Councils.
10. In October, Yarra staff attended a forum jointly facilitated by MAV, DHHS and DET. The forum provided further opportunity to provide feedback and seek clarification. The forum was attended by a large range of Council's and various service types.
11. Representatives from local government will continue to sit on the steering committee as the Compact rolls out across the state.

### Internal Consultation (One Yarra)

12. No internal consultation was conducted in the development of the Compact, as this was deemed unnecessary.

### Financial Implications

13. There are no immediate financial implications for the Compact. However the Compact may provide greater clarity for Council to advocate to the State on early years funding issues.

### **Economic Implications**

14. There are no economic implications to this report.

### **Sustainability Implications**

15. There are no sustainability implications to this report.

### **Social Implications**

16. With greater clarity of roles and expectations in early childhood, the Compact should provide Council with an increased capacity for advocacy. In turn, it is expected that the implementation of the Compact will indirectly lead to better developmental and educational outcomes for young children in Yarra.

### **Human Rights Implications**

17. There are no specific human rights implications to this report.

### **Communications with CALD Communities Implications**

18. There are no specific communications with CALD communities to this report.

### **Council Plan, Strategy and Policy Implications**

19. Implementation of the Compact will support Council's vision for young children and their families through the Early Years Plan, which states, 'Our community listens to children's voices supporting happy, healthy and resilient children and ensuring families experiencing vulnerability get the support they need when they need it'.
20. Furthermore the Compact is aligned with a number of principles including 'Effective partnerships' whereby "Partnerships with families, education providers, other organisations and other levels of government underpin the development and implementation of services and initiatives. Advocacy and partnerships aim to improve indicators of young children's health and wellbeing".

### **Legal Implications**

21. There are no legal implications to this report. The Compact is not legally binding and does not supersede any other agreement already in place.

### **Other Issues**

22. There are no other issues for this report.

### **Conclusion**

23. The development and implementation of the joint DET, DHHS and Local Government Compact should provide greater clarity in the early year's sector. Whilst not precluding the development of specific local arrangements, the Compact will provide a platform for further negotiation and advocacy to improve outcomes for children and families in Yarra.

## **RECOMMENDATION**

1. That Council endorse the MAV to represent Yarra in the signing of the Early Years Compact Agreement.

**CONTACT OFFICER**      **Lucas Gosling**  
**TITLE:**                      **Coordinator Service Planning and Development**  
**TEL:**                         **9205 5440**

### **Attachments**

- 1 MAV Briefing Paper Early Years Compact
- 2 Compact Agreement

## Attachment 1 - MAV Briefing Paper Early Years Compact



December 2016

### MAV BRIEFING PAPER for Councils - Early Years Compact

*Supporting Children and Families in the Early Years: A Compact between the Department of Education and Training (DET), Department of Health and Human Services (DHHS) and Local Government (represented by MAV) – The Compact 2017 - 2027*

#### Purpose

This briefing provides information about the Compact 2017 – 2027.

#### Background

Local government has a long and proud history of supporting their families and children in their communities. Local government as the provider and supporter of the Maternal and Child Health service sees all Victorian children from birth. Local government also plans for their children and young people, and their families through early years planning and provides an extensive range of services and supports aimed at ensuring all children have the best start in life. Local government wants all Victorian children and their families to enjoy the lifelong benefits that support in the early years provides.

The State and local government together provide collective stewardship of the early year system and it is in this context that the development of a ten-year Compact Agreement has been agreed. The Compact is a high level overarching commitment between DET, DHHS and local government – represented by MAV. It sets out a shared understanding of the roles and responsibilities of DET, DHHS and local government as well as shared purpose, principles and strategic priorities.

The Compact recognises the key role local government plays in supporting and responding to the needs of children and families at the local level. It is not intended to be a legally binding document – but it is a shared commitment. It is not intended to supersede or alter existing agreements between DET, DHHS and local government but rather provides a mechanism to support consistency across terms of government.

The MAV has been working closely with councils in the development of the Compact. It has been co-developed with local government through council representation on the Compact Steering Group (Ballarat, Hume, Wodonga, Knox and Kingston councils) and through direct input by councils at and subsequent to the Local Government Human Services Directors' Forum held in

## Attachment 1 - MAV Briefing Paper Early Years Compact



September 2016. Members of the Steering Group also include representatives from DET, DHHS and MAV.

### Report

#### **The Compact**

The Compact has a ten-year-life span to support consistency across terms of government – but with key priority actions agreed on an annual basis to respond to changing policy directions and local council priorities.

The Compact sets out a clear, shared view of the role of the State (as represented by DET and DHHS) and local government (as represented by MAV) to lift outcomes for young children and their families by improving joint planning, coordination and data and information sharing processes across the three parties. It acknowledges the role of the Commonwealth Government and non-government service providers as important players in achieving outcomes for Victoria's children and their families.

The Compact places the local community at the heart of service design and planning through a joint, collaborative approach between local councils and state government – working together in new ways to improve the connections between universal, secondary and tertiary services for children and families – with a strengthened focus on supporting vulnerable children and families. Agreed Compact priority actions will be reviewed and updated annually and will have sufficient flexibility to support local innovation and responses.

#### **Implementation Agreements**

Implementation agreements and other joint activities will sit underneath the Compact in areas such as:

- Child and family health and development
- Early childhood education
- Connected care
- Place-based planning

These agreements will be negotiated and agreed between State and local government through the MAV. They will be developed as required and will:

- Outline implementation roles and responsibilities of each government partner
  - Directly relate to the Compact's vision, purpose, principles, outcomes and strategic priorities
  - Build on existing practice frameworks and new initiatives while allowing flexibility to respond to local needs and to innovate.
-

## Attachment 1 - MAV Briefing Paper Early Years Compact



Councils will be involved in developing these agreements and new ways of working at the local level, including new ways to plan, co-design and deliver early years and family services across Victoria.

Individual council funding and service agreement commitments continue to be determined by each council.

Council representatives will also sit on the governance structure with the MAV.

### *Timeframes*

The Compact has been circulated to all Victorian councils for consideration over the period of December 2016 and January 2017.

MAV asks that all councils complete this process by mid - February 2017 and provide any further comments to the MAV by Friday 17 February 2017.

It is anticipated that the Compact will be signed by the Secretaries of both Departments and MAV CEO (on behalf of Local Government) in March 2017 following the review process and response by the councils.

Implementation Agreements will then be negotiated and developed from 2017 and beyond and will cover specific areas of joint activity.

For further information please contact Wendy Allan, MAV Early Years Policy Adviser [w.allan@mav.asn.au](mailto:w.allan@mav.asn.au)

**Attachment 2 - Compact Agreement**

# Supporting Children and Families in the Early Years

A Compact between DET, DHHS and Local Government (represented by MAV)

2017-2027

Victorian and Local Government working together in new ways with families, services and communities to give all children the best start in life



**Attachment 2 - Compact Agreement**

# Supporting Children and Families in the Early Years

A Compact between DET, DHHS and Local Government (represented by MAV)

2017-2027

Victorian and Local Government working together in new ways with families, services and communities to give all children the best start in life

Signed by:

.....  
Gill Callister  
Secretary  
on behalf of the Department of Education and Training

.....  
Kym Peake  
Secretary  
on behalf of the Department of Health and Human Services

.....  
Rob Spence  
Chief Executive Officer of the Municipal Association of Victoria  
on behalf of local government in Victoria  
  
on the x day of x (month) 2017



## Attachment 2 - Compact Agreement

### PREAMBLE

1. The Victorian Department of Education and Training (DET), the Victorian Department of Health and Human Services (DHHS) and local government, represented by the Municipal Association of Victoria (MAV), enter into this Compact to strengthen the collaborative relationship between these departments and local government in the planning, development and provision of early years services. This Compact demonstrates a shared focus on improving and sustaining outcomes for children and families across all Victorian communities.
2. A well-connected, accessible and effective service system supports families to raise happy and healthy children who can achieve their potential. A collaborative and effective relationship between state and local government provides a foundation for strengthening services for children and families.
3. Consultations with families and those who work in early years services have shown that we need more consistent, measurable and accountable service delivery. Clearly defined roles and responsibilities, joint planning and consistent goals and coordination across the early years services system will support more effective service delivery that maximises benefits for children and families.
4. This Compact aims to lay further foundations for a system that is robust, child-centred and straightforward to navigate, and allows for transition between services when families need them. It recognises the shared accountability of governments and outlines shared objectives and outcomes.
5. State and Local Government would welcome the Commonwealth agreeing to the principles and priorities as outlined in this Compact, recognising the important role the Commonwealth has in providing support to children and families through funding and broad policy settings.

### RELATIONSHIP TO OTHER AGREEMENTS

6. This Compact is not intended to supersede or alter existing contractual arrangements or other agreements between the DET, DHHS and councils or MAV.
7. The Victorian State-Local Government Agreement (VSLGA) 2014 provides an overarching framework to strengthen state-local government relations by committing to improved and sustained levels of communication, consultation and cooperation. It outlines a commitment by both parties to progress social, economic and environmental outcomes for Victorian communities.
8. Sitting beneath the VSLGA, DET and DHHS have bilateral agreements with the MAV: the MAV/DEECD (now DET) Partnership Agreement 2013-17 and the Partnership Protocol between the Department of Human Services, Department of Health (now DHHS) and the MAV 2010. Both of these agreements commit to a formal partnership that is based on a spirit of cooperation and a shared commitment to achieve better learning, health and well-being outcomes for the Victorian community.
9. This Compact sits beneath these agreements and focusses on improving outcomes for children from the antenatal period up to school entry and their families.
10. The parties will continue to work with the Commonwealth Government to promote policy reforms that are of a national significance, or that need coordinated action by all Australian governments.
11. This Compact is not a legally binding agreement, but is negotiated and entered into in good faith by the parties and shall be respected accordingly.

## Attachment 2 - Compact Agreement

12. The parties agree that in the event of a party stating that one or more undertakings in the Compact is not being fulfilled, the parties will use best endeavors to ensure that the undertaking is satisfied or that an alternative solution is agreed.

### PURPOSE OF THE COMPACT

13. The Compact is between state and local government who together provide collective stewardship of the early years system.
14. The purpose of the Compact is to:
  - clarify state and local government **roles and responsibilities** in the planning, funding and delivery of early years services for children from the antenatal period up to school entry;
  - strengthen a shared focus on **improving outcomes** for all children across Victoria supported by sharing of evidence, results and best practice;
  - establish a **strategic foundation** for the effective planning and delivery of agreed system reforms, including the creation of a more connected service system that has sufficient flexibility to support local innovation and responses;
  - support timely identification of **vulnerable children**, effective inclusion and sustained engagement of families in universal services and supported referral to other services;
  - build community understanding of the **importance of the early years** and how families can support their children's learning, health and development; and
  - provide **consistency** in the availability, accessibility, quality and connectedness of services for young children and their families, across locations in Victoria.

### OUTCOMES

15. Through this Compact, the parties seek the following **outcomes** for Victoria's children and their families:



## Attachment 2 - Compact Agreement

### ROLES AND RESPONSIBILITIES OF THE PARTIES

16. This Compact recognises the complementary roles and responsibilities of each party in the collective stewardship of the early years system. It also acknowledges the role of the Commonwealth Government and non-government service providers as key players in achieving outcomes.

**The Department of Education and Training** supports the learning, development, health and wellbeing of Victorian children through the development of state-wide policy and the provision of funding, planning and regulation for early years services and the transition of children from early years services to schools.

**The Department of Health and Human Services** supports the health and wellbeing of Victorian children through the development of state-wide policy and the funding, planning and delivery of health, human services and sport and recreation programs and services that support children and their families. This includes through services that protect children, build family capability and address trauma.

**Local Government** has a statutory and social responsibility for planning for its local community. It supports the learning, health and wellbeing of Victorian children and families through determining policy at a local level. There are 79 local councils in Victoria. Each one of these takes a place-based approach to planning, funding and infrastructure, as well as the coordination and delivery of services for children and families.

The **Municipal Association of Victoria** has the statutory responsibility to promote the interests of local government and represents all councils.

### PRINCIPLES

17. The parties to this Compact commit to working together in new ways to improve outcomes for children and families by:
- Identifying and implementing what is working well and changing what is not
  - Using a systems- and place-based approach to deliver well-connected, inclusive and high quality services tailored to local communities, with a particular focus on vulnerable children and families
  - Systemic sharing and analysis of information, data and evidence
  - Engaging families and children in decision making about the services and supports they need
  - Working in a transparent and mutually accountable way to design, plan and deliver on agreed priorities, respecting each party's roles and responsibilities.

### STRATEGIC PRIORITIES

18. The following strategic priorities will be the focus of collaborative efforts between the parties of this Compact:
- **Driving better outcomes** - better use of evidence and evaluation to continuously improve the planning, delivery and practice of services to drive stronger outcomes
  - **A more coherent and empowering system** - build a more consistent, capable and connected early years system that responds to families' health and wellbeing needs and preferences
  - **Stronger place-based governance and planning** - responding to the needs of

## Attachment 2 - Compact Agreement

local communities and Victoria's changing population

- **Promoting early childhood** - raising family and community awareness of the importance of early childhood health, learning and development
- **Supporting service quality** - build a quality system that supports all Victorian children and their families
- **More inclusive services** - improve early identification and support for all children, including children at risk; vulnerable children and families; and children with health, disability and developmental needs.

### IMPLEMENTATION

19. Implementation of the strategic priorities will be achieved through Implementation Agreements and other joint activities aligned with agreed local/state government priorities. Each year these priorities will be developed in collaboration between the parties (Schedule 1, 2017) and may include the areas of:
  - Child and family health and development
  - Early childhood education and care
  - Connected care
  - Place based planning.
20. Implementation Agreements will be developed as required and will be specific, detailed and establish joint accountability measures for monitoring and reporting on outcomes.
21. All Implementation Agreements will:
  - outline implementation roles and responsibilities of each government partner
  - directly relate to the Compact's vision, principles, outcomes, and strategic priorities
  - build on existing practice frameworks and new initiatives while allowing flexibility to respond to local needs and to innovate.

### GOVERNANCE

22. A high-level Compact Board with representatives of DET, DHHS MAV and Local Government will be established to monitor and review the implementation of the Compact and related Implementation Agreements, including performance against outcome measures. This group will meet twice yearly.
23. A Compact Steering Group with representatives of DHHS, DET, Local Government and MAV will be established to provide advice to the Compact Board on the design of the Implementation Agreements and processes to support the monitoring and review of the Compact. This group will meet bi-monthly commencing February 2017 until December 2017.

## Attachment 2 - Compact Agreement

### Schedule 1 – Indicative 2017 priorities for action

In the first year of the Compact, implementation activities may include:

- Child and family health and development
  1. Reach Agreement on the new Maternal and Child Health Memorandum of Understanding.
  2. Consolidate the statewide data base for all families (CDIS) including integrating CDIS and MCH Central.
  3. Revise the MCH Guidelines, commencing with Enhanced Maternal and Child Health, to support referrals to and linkages across the universal, secondary and tertiary service system.
- Early childhood education and care
  4. Work with councils to strengthen the capacity of kindergarten central enrolment.
  5. Promote the new Early Years Management Framework including supporting local government’s stewardship role.
- Connected Care
  6. Implement actions from the review of the Early Childhood Agreement for Children in Out-of-Home Care, including ensuring there is appropriate, consistent, regular and timely sharing of data and information about children.
  7. Actively contribute to the co-design of Support and Safety Hubs.
  8. Promote increased local government membership on Child and Family Services Alliances.
  9. Strengthen access to universal services for vulnerable children and their families.
  10. Identify actions to improve local service coordination and referral pathways between maternity services community support services, community paediatric services and MCH.
- Place-based planning
  11. Undertake more active planning for long term provision of kindergarten capital.
  12. Ensure that strategic objectives and actions in municipal early years planning align with key state and regional plans such as the Victorian Government’s Ending Family Violence Plan, primary prevention actions in Municipal Public Health and Wellbeing Plans and relevant priorities and actions in Children and Youth Area Partnerships.
- Compact related activities
  13. Commence the development of an Outcomes Measures Framework for the Compact.
  14. Commence the development of place-based support and coordination arrangements for the Compact.

Schedule 1 will be reviewed and updated as agreed by the signatories of the Compact.

**Attachment 2 - Compact Agreement**

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## 11.8 Richmond and Collingwood Youth Program Grants 2017-2020 Recommendation Report

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Trim Record Number: D17/9902

Responsible Officer: Community Grants Team Leader

### Purpose

1. To seek Council endorsement of the Community Panel's recommendation to award Drummond Street Services a three-year grant totalling \$170,000 per annum (plus CPI increase) over three years under the Richmond and Collingwood Youth Program Grants 2017-2020, pending Council approval through the budget processes of 2017/18, 2018/19 and 2019/20.

### Background

2. The purpose of the Richmond and Collingwood Youth Program 2017-2020 is to address the needs of young people aged 8 to 21 years living on the Richmond and Collingwood Housing Estates in order to ensure enhanced health and wellbeing outcomes.
3. The Richmond and Collingwood Youth Program Grants were created in September 2013. At the Council meeting on 20 September 2016, Council endorsed the continuation of the Richmond and Collingwood Youth Program Grants as a three-year grant program.
4. The grants opened on 17 October and closed on 26 November 2016. They were widely publicised on the Yarra website, and through email newsletters and networks. Council received eight applications.
5. The recommended application from Drummond Street Services is titled 'the drum - Richmond/Collingwood'. This a peer led program, designed to harness existing community strengths and knowledge through the recruitment of local young people to design and facilitate social engagement and skill building activities at the Collingwood and Richmond Housing Estates. The program places children, young people and their families at the centre of the program by engaging Youth Peer Leaders to design and lead the consultations that will guide the project.
6. The Youth Peer Leaders, supported by a leadership group, will hold regular engagement activities designed to provide a supportive and inclusive space for young people to develop autonomy, build relationships, life skills and have fun. These activities will be under the categories of recreation and engagement, community learning and capacity building, education and employment, and individual and family resilience. The Youth Peer Leaders will also assist with providing support pathways and referrals in partnership with experienced Drummond Street family practitioners, and other community partners.
7. The Panel felt that the Drummond Street Services' application was strong, with clearly defined aims, objectives and deliverables, and was both well researched and well-articulated. The proposal to develop young people as leaders to organise activities demonstrates commitment to authentic engagement. The panel liked the focus on incorporating family and developing leaders, and the evaluation outline is thorough, with strong internal monitoring and external evaluation. The panel felt that this program had strong long term objectives and would work effectively on the two estates.

### External Consultation

8. Feedback was sought from the Department of Health and Human Services Housing and Place Managers at Richmond and Collingwood, plus other relevant external stakeholders through the Onwards Collingwood and Richmond Local Area Partnership networks in the development of the Richmond and Collingwood Youth Program Grants 2017-2020. This feedback was collated, and where practical, incorporated into the proposed guidelines and application process.

9. Representatives from several relevant organisations, as well as the Department of Health and Human Services, formed the Community Panel who assessed the applications. The Panel met to consider the applications on Tuesday 24 January, 2017.

### **Internal Consultation (One Yarra)**

10. The Grants Team worked in conjunction with the Youth and Middle Years Unit in the development and implementation of this grant program, and a representative from the Youth and Middle Years Unit contributed to the assessment of the applications received.
11. The implementation of the Richmond and Collingwood Youth Program also involves many areas of Council including Children's Services, Family Services, Sport and Recreation, Arts and Culture, and Community Partnerships. The Youth and Middle Years Unit are in close communication with these and other areas of Council to work on activities within this broader program.

### **Financial Implications**

12. The grant will cost \$170,000 per annum, (plus CPI increase) over three years, pending Council approval through the budget processes of 2017/18, 2018/19 and 2019/20.

### **Economic Implications**

13. The grant will enable Council to continue to develop strong partnerships between Council, young people and their families, community groups, schools, and community and/or youth organisations to achieve Council's strategic directions.
14. The Youth Peer Leaders model being utilised by Drummond Street Services will provide employment for six young people from the Richmond and Collingwood Housing estates across the life of the grant, as well as possible ongoing employment for these young people within the organisation or partner organisations. The program also prioritises employment skills training more broadly as part of the engagement activities for young people living on the Richmond and Collingwood estates.

### **Sustainability Implications**

15. All grant applicants are encouraged to consider the environmental impact of their projects and ways in which to minimise their footprint. Drummond Street Services has indicated that they intend to incorporate a range of actions within the program to improve the sustainability outcomes.

### **Social Implications**

16. Many young people who live in the municipality have opportunities to participate, engage and contribute to their community/s, but some young people by virtue of disadvantage and discrimination do not. For many, the transition from childhood to adulthood presents challenges and barriers that mean they might have poorer health, lower educational outcomes, be less connected, and/or have diminished employment pathways and opportunities.
17. The implementation of the program will help to ensure that disadvantaged youth from the Richmond and Collingwood estates will be exposed to opportunities they would not have otherwise had, which can lead to a range of future pathways.
18. The social objectives within the Richmond and Collingwood Youth Program Grants align with the six key goals of the current *Youth Policy 2013– 2016*:
  - (a) Young people have opportunities to creatively engage, connect and build their capacity;
  - (b) Young people have opportunities to grow and develop into healthy, happy and resilient community citizens;
  - (c) Young people are heard, respected and included in their communities;
  - (d) Young people have opportunities to learn and earn;



- (e) Young people know how to, and can, access affordable and appropriate information, services and safe spaces; and
  - (f) Services are integrated and effective partnerships are developed and maintained.
19. The social objectives within the Richmond and Collingwood Youth Program Grants also align with the four key goals of the current *Middle Years Strategy 2014 - 2017*:
- (a) Middle years children and young people are safe and healthy;
  - (b) Middle years children and young people are connected and valued contributors;
  - (c) Middle years children and young people are engaged in learning; and
  - (d) Services are coordinated, responsive and evidence-based.

### **Human Rights Implications**

20. The Richmond and Collingwood Youth Program Grants are in alignment with the Victorian Charter of Human Rights and Responsibilities Act 2006 and actively supports people to participate in and contribute to their community.

### **Communications with CALD Communities Implications**

21. Yarra Youth and Middle Years Unit maintain a strong relationship with the local CALD community in the City of Yarra.
22. It is anticipated that a high proportion of the young people engaged in the programs that are delivered as a result of this grant will be from CALD backgrounds. The objectives of the Program will ensure these young people are involved in the design, planning and management of the activities delivered.

### **Council Plan, Strategy and Policy Implications**

23. The grant directly aligns with three of the five major policy objectives of the Council Plan. These are celebrating Yarra's uniqueness, supporting Yarra's community (in particular providing support to communities living in Yarra's public housing estates) and making Yarra more liveable.
24. The Richmond and Collingwood Youth Program Grants are fundamental to the objectives in the *Yarra Youth Policy 2013 – 2016* and *Middle Years Strategy 2014 – 2017*, as highlighted in the 'Social Implications' section of this report.

### **Legal Implications**

25. Drummond Street Services has provided a copy of their Public Liability Insurance up to \$20m which will cover the possibility of any legal liabilities which arise from the running of the program.

### **Conclusion**

26. The Richmond and Collingwood Youth Program Grants provide the opportunity for Council to directly create better outcomes for many young residents of the Estates. All of the grant applicants should be commended for their commitment to improving the lives of young people.

## **RECOMMENDATION**

1. That Council endorse the Community Panel's recommendation to award Drummond Street Services a three-year grant totalling \$170,000 per annum (plus CPI increase) over three years under the Richmond and Collingwood Youth Program Grants 2017-2020, pending Council approval through the budget processes of 2017/18, 2018/19 and 2019/20.

**CONTACT OFFICER:** Emily Fitzgerald  
**TITLE:** Community Grants Administrator  
**TEL:** 9205 5170

### **Attachments**

There are no attachments for this report.

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**11.9 Family Violence Services and Hub Options in Yarra**

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## **Executive Summary**

### **Purpose**

To respond to the resolutions from the 23 August and 6 December 2016 Council meetings regarding the establishment of a family violence hub in Yarra.

To outline the current work Council undertakes to address family violence in our municipality, and options moving forward given the recent State Government announcements regarding funding and commitments to prevent and address family violence.

### **Key Issues**

Family violence is an extremely complex issue, preventing an addressing it incorporates a broad range of sectors including but not limited to housing, employment, maternal and child health, sports and recreation, and education as well as specific family violence services.

Yarra is serviced by a range of organisations in the family violence space who work closely together. Council actively participates in a range of networks and partnerships in this space, including some direct service provision. Any further work that Council supports would need to build upon and enhance the existing work and partnerships. One key organisation to be especially cognisant of is the Neighbourhood Justice Centre (NJC) who currently act as a hub for local service provision and are well placed to be a specialist family violence court.

Family violence programs and services are currently experiencing unprecedented attention and reform. Change is deliberate and constant for the sector as the State Government works in partnership to create sustainable and effective change for women and families in Victoria.

The State Government has taken a significant leadership role following the Royal Commission into Family Violence and committed to implementing each of the 227 recommendations outlined in the Commission's Report. In December 2016 they launched the Ending Family Violence: Victoria's Plan for Change. This ten year plan provides an overview of a range of reforms, new initiatives and investment in key areas, including a 2 year funding package of \$572m to start delivering 65 of the Royal Commission's most urgent recommendations. Several areas mentioned in the plan are relevant to Yarra City Council services or partnerships. These include Maternal and Child Health, ChildFIRST, Respectful Relationships training, and housing developments.

In March 2017 the State Government will release a 10 Year Investment Plan and a Rolling Action Plan. These will outline the concrete actions and planned investment to implement the 10 year plan. A Primary Prevention Strategy will also be launched in 2017, which will outline the State Government's plan to prevent family violence through education, community awareness and targeted programs.

The Family Violence Support and Service Hubs are named as a part of this plan, but details about the placement and composition of these hubs are still unclear. These key documents will shape the sector in the coming years and should inform decision making to ensure strong alignment with best practice reforms.

### **Financial Implications**

Any advocacy or partnership discussions with State Government can be delivered within existing resources. Any increase in service provision, either through a team of specialist workers or an increase in primary prevention work would require further funding which is not currently budgeted for.

The State Government has already offered significant investment in this space and has will reveal further details on investment in the coming weeks. This information can help ensure any Council investment is wisely allocated to address remaining gaps and ensure better outcomes for our community.

## **PROPOSAL**

The following recommendations result from the research and consultation undertaken in preparing this report:

- (a) when recommendation 94 of the Royal Commission is enacted, Council work with other Councils, State Government and the MAV to develop appropriate measures;
- (b) Officers continue to work in partnership to monitor and respond to changes in the family violence space, and report to Council when further information on the proposed Hubs is available or any other significant updates;
- (c) Explore a range of funding opportunities available after the State Government announcement in March and provide further direction in relation to the budget implications and proposed actions for 2017/18;
- (d) Council advocates to and works in partnership with State Government and housing associations to support additional social housing options for families experiencing family violence; and
- (e) Council participate in the regional family violence summit, and hold a local forum afterwards if appropriate, to enable a strategic approach to addressing and preventing family violence, that is clearly aligned with the State Government's Ten Year Plan.

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## 11.9 Family Violence Services and Hub Options in Yarra

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Trim Record Number: D17/12238

Responsible Officer: Group Manager - People, Culture and Community

### Purpose

1. To respond to the resolutions from the 23 August and 6 December 2016 Council meetings regarding the establishment of a family violence hub in Yarra.
2. To outline the current work Council undertakes to address family violence in our municipality, and options moving forward given the recent State Government announcements regarding funding and commitments to prevent and address family violence.

### Background

3. Family violence continues to have a significant and devastating impact on our community. One in three women have experienced physical violence and one in four women have experience sexual violence by an intimate partner. Some women are at increased risk of experiencing family violence, including women who are pregnant, recently separated or living with a disability.

#### The Victorian Context

4. Over the past 15 years, Victoria has taken a leadership role in preventing violence against women, through a range of measures.
5. The introduction of the Family Violence Protection Act (2008) which protects against all forms of violence, including emotional and financial, and also protects children from the harms caused by exposure to violence, and includes the direct and indirect impacts of family violence.
6. A state-wide network of dedicated family violence services. The northern region is serviced as part of this network by the Northern Integrated Family Violence Services Network which is facilitated by Women's Health in the North (WHIN), who also collate and share data to the regional services and local governments.
7. The development of the Victorian Common Risk Assessment Framework (CRAF), which provides a consistent and comprehensive approach for all service providers working with people experiencing family violence.
8. The 2016 Victorian Royal Commission into Family Violence further increased understanding and awareness of the breadth and impact of the issue, and provided an important opportunity for increased advocacy, support and partnership.
9. The State Government has taken a significant leadership role following the Royal Commission into Family Violence and committed to implementing each of the 227 recommendations outlined in the Commission's Report. In December 2016 they launched the Ending Family Violence: Victoria's Plan for Change. This ten year plan provides an overview of a range of reforms, new initiatives and investment in key areas, including a 2 year funding package of \$572m to start delivering 65 of the Royal Commission's most urgent recommendations. Several areas mentioned in the plan are relevant to Yarra City Council services or partnerships. These include Maternal and Child Health, ChildFIRST, Respectful Relationships training, and housing developments; and will be discussed throughout the report.
10. In March 2017 the State Government will release a 10 Year Investment Plan and a Rolling Action Plan. These will outline the concrete actions and planned investment to implement the 10 year plan. A Primary Prevention Strategy will also be launched in 2017, which will outline the State Government's plan to prevent family violence through education, community awareness and targeted programs.

11. This area is currently experiencing unprecedented attention and reform. Change is deliberate and constant for the sector as the State Government works in partnership to create sustainable and effective change for women and families in Victoria.
12. The Municipal Association of Victoria (MAV)'s submission to the Royal Commission reinforced the significance of local government's role in addressing family violence in Victoria and noted:

*“Local government is well placed to contribute to the primary prevention of violence against women, through influencing community attitudes to gender equity and early intervention. The MAV is committed to working with the State, across all settings, to develop place-based responses to family violence. Funding primary prevention is critical to addressing the underlying culture, attitudes and systems that cause violence against women. While local government has made good progress, the rate of improvement is slow due to the effort being resourced amongst a myriad of competing priorities. A more focused, well-resourced prevention effort could achieve improvement more quickly.”*

13. The MAV also highlighted the importance of working with key stakeholders to develop partnerships that lead to better outcomes in preventing family violence in the community.

#### The local context

14. Family violence continues to be a significant issue in the northern metropolitan region (comprising Yarra, Banyule, Darebin, Hume, Moreland, Nillumbik and Whittlesea Councils). Since 2009/10 family violence reports to police have more than tripled in the region with family violence services struggling to meet increased demands.
15. Yarra is serviced by a range of local and state-wide services that provide direct family violence support as well a range of related support, including housing, health, legal and other services for families who are experiencing family violence. A detailed overview is included in Attachment A.
16. In Yarra, the 2015/16 family violence reports have increased by 24.5% from the previous twelve months. In comparison, the number of reports state-wide has increased by 10% in the same period (see attachment B).
17. Council endorsed and supported the northern region's Building a Respectful Community – Preventing Violence Against Women Strategy 2011 - 2016. This document outlines a regional approach to addressing family violence and aims to create communities that promote non-violent social norms, encourage safe and gender equitable organisations and provide equal and respectful relationships between women and men. A new strategy is currently in development, with Yarra continuing to be actively involved.
18. Council provides universal routine screenings for family violence through its Maternal Child Health Service. All families with a new baby are screened for family violence and referred appropriately if required. Council also supports families who are experiencing family violence with direct service intervention and support through Council's Integrated Family Services, known as Family Support, and the Enhanced Maternal Child Health Service. These services work closely with women who are currently experiencing family violence, are in the process of leaving or have recently left a family violence situation. Whilst these services are not specialist family violence services, a significant proportion of the clients these teams work with have present or past experience of family violence. Like most specialist services in Yarra, the demand often exceeds the capacity of the service.
19. Council also undertakes a regional advocacy and partnership role through ongoing and active participation in the following networks:
  - (a) Northern Metropolitan Region Preventing Violence Against Women Committee;
  - (b) North East Metro Child and Family Services Alliance;

- (c) Yarra Family Violence Network; and
  - (d) Municipal Association of Victoria's Preventing Violence Against Women Network.
20. Other recent family violence initiatives include:
- (a) development of a Yarra Safe Haven for Pets Policy (aims to provide emergency accommodation for pets of women and families escaping violence); and
  - (b) development and distribution of family violence resource cards which are available across the region in twelve community languages.
21. To effectively and proactively address gender inequality and provide a gender inclusive culture for our workplace, Yarra developed the Gender Equity Strategy 2016 – 2021, to build on the achievements of our initial gender equity strategy. This five year document outlines a strategic vision and actions to create a more gender inclusive culture for all staff at Yarra. Strategy initiatives include a focus on addressing leadership pathways for women, flexible workplace practices and supportive human resources policies for our staff. Whilst this document outlines an internal organisational commitment, it also includes opportunities to partner with local organisations to broaden and further embed gender equity approaches and key messages across Yarra. Currently one officer is assigned to drive this work at .6 EFT.

### **External Consultation**

22. This report was developed based on the latest information from the State Government in relation to projects and funding priorities from the 227 recommendations of the Royal Commission into Family Violence, and in particular the priorities outlined in the 10 year plan - Victoria's *Ending Family Violence: 10 Year Plan for Change*, announced during the 16 Days of Activism on 25 November 2016.
23. Officers have also consulted with key staff from the Neighbourhood Justice Centre and also with the Regional Integration Coordinator of the Northern Integrated Family Violence Services (NIVFS) partnership.
24. Officers have also held discussions with the Department of Premier and Cabinet and requested a briefing in relation to the priorities in the 10 year plan, and to discuss the practical implications of the proposed changes including the proposal for an increased role for services Council provides or is involved in such as MCH, Family Services and ChildFIRST.

### **Internal Consultation (One Yarra)**

25. Preventing and addressing family violence is not the responsibility of one area of Council and as such officers from Community Programs, People and Culture, Social Policy and Family and Children's Services have collaborated throughout the development of this Council Report.

### **Financial Implications**

26. Any advocacy or partnership discussions with State Government, as outlined in this report can be delivered within existing resources. Any increase in service provision, either through a team of specialist workers as per the motion, or an increase in primary prevention work would require further funding which is not currently budgeted for.
27. The State Government investment in the area is significant and should be considered in decision making. In April 2016, the State Government announced \$572 million to commence 65 of the Royal Commission's most urgent recommendations such as:
- (a) \$87 million for specialist crisis response support and treatment services;
  - (b) \$58.1 million for family violence legal aid assistance and court safety;
  - (c) Funding for prevention programs including Respectful Relationships in all primary and secondary schools in 2017 and Victoria's first Gender Equality Strategy;
  - (d) \$122 million for integrated services for children including the expansion of ChildFIRST and integrated family services;

- (e) \$152 million for housing assistance;
  - (f) \$109 million for people at risk of experiencing homelessness; and
  - (g) \$25.7 million for programs with Aboriginal communities.
28. The Minister for Families and Children and Minister for Youth Affairs also announced in 2016 a combined total of \$61.5m in Family Violence support services.
29. Regionally there has been a significant increase in funding for the 2016/17 for the North East Metro Alliance with a total of over \$6million allocated for services including:
- (a) Counselling services for women and children;
  - (b) Men's family violence services;
  - (c) Family violence case management;
  - (d) Sexual assault support services;
  - (e) Housing services; and
  - (f) ChildFIRST and Integrated Family Services.
30. This funding is indicative of the new shape of the sector and should inform the strategic direction of Council.
31. In addition, the Community Partnerships for Primary Prevention Grants were announced by State Government in December 2016. These aim to support the development of locally based primary prevention partnerships, action plans and projects. Officers are developing an application in partnership with local organisations including:
- (a) Neighbourhood Justice Centre;
  - (b) Service Providers: Women's Health in the North, Aboriginal Family Violence and Prevention Legal Service Victoria, Berry Street, Project Respect, CoHealth (tbc), North Richmond Community Health Centre (tbc);
  - (c) Sporting clubs: Richmond Netball Association, Fitzroy football Club, Collingwood Youth Boxing Club, Collingwood Soccer Club, Edinburgh Cricket club; and
  - (d) Internal stakeholders: Family, Youth and Children's Services, Sports and Recreation, Community Advocacy, Economic Development and Diversity and Inclusion.
32. The submission will focus on a locally based partnership approach to primary prevention and will ideally work with vulnerable groups and priority populations, including women from CALD backgrounds. In an important distinction, this funding is not to be used for any work which supports those people already exposed to or experiencing family violence.
33. Successful applicants will be notified in May 2017, with projects due for completion by June 2018.

### **Economic Implications**

34. There are significant economic implications if violence against women is not urgently addressed in our community. Family violence is estimated to cost the Australian economy \$21.7 billion each year. From an individual perspective, family violence has significant economic implications in terms of the impact on a women's capacity to work, to earn money and access secure and ongoing employment.

### **Sustainability Implications**

35. There are no sustainability implications.

### **Social Implications**

36. The impact of family violence on community health and wellbeing is devastating and enduring. Research has shown the family violence has significant and ongoing impacts on women's physical and mental health, and is more damaging to Victorian women aged 15–44 years than any other well-known risk factors, including high blood pressure, obesity and smoking.



37. With the increased pressure on family violence and housing services for women and children, there is a need to consider Council's role in providing advocacy and support to services, and effective ways to leverage the recommendations and outcomes from the Family Violence Royal Commission.

### **Human Rights Implications**

38. Council acknowledges that family violence does breach a wide range of human rights and that the impact on our community is significant. Human rights impeded include:
- (a) freedom from violence, including sexual, mental, emotional, physical or financial;
  - (b) right to life for all members of the community;
  - (c) to reside safely and without fear of persecution or threats of violence;
  - (d) to move freely within the community;
  - (e) optimum physical and mental health of an individual;
  - (f) right to decent work;
  - (g) freedom of expression and the right to hold opinions without interference;
  - (h) a child or young person's right to leisure and play; and
  - (i) right to education.

### **Communications with CALD Communities Implications**

39. There are specific challenges in supporting people from CALD communities experiencing family violence. Any work in this field needs to carefully consider how to engage diverse communities, utilising the expertise of CALD specific services.

### **Council Plan, Strategy and Policy Implications**

40. The recommendations outlined in the report are aligned with Council's Plan, Strategic Objective 2: *Supporting Yarra's Community* and further supports Council's commitment to providing relevant services to address community need and prioritising emerging issues as they arise.
41. This report is also aligned with Objective 2: Council's *Health and Wellbeing Plan 2013 – 2017*, which identifies the importance of creating safe environments for our community and to raise awareness and develop strategies to effectively address violence and its impact on community.
42. Yarra's *Gender Equity Strategy 2016 -2021* includes a commitment to engage with local services around prevention of violence against women and gender equality issues, and to support, endorse and work collaboratively with the Northern Region PVAW Network on local and regional prevention of violence against women initiatives.

### **Legal Implications**

43. There are currently no significant legal implications of this report, however if Recommendation 94 of the Royal Commission is enacted, the Local Government Act and the Health and Wellbeing Act will be changed and this will have implications for all local governments.

### **Other Issues**

#### Response to Council Motion items

- (a) Officers prepare a report on the various measures Council can take to reduce family violence and respond to the needs of victims, as per Recommendation 94 of the Royal Commission into family violence.**

44. Recommendation 94 of the Family Violence Royal Commission Report identifies proposed changes to the Local Government Act (1989) and Public Health and Wellbeing Act (2008). If enacted, this would include an obligation for Councils to develop and report on measures to reduce family violence in the community, as this is currently not required. It is likely that these measures would be in some way consistent across the State to ensure systemic change and more effective outcomes for victim survivors.
45. This is an important opportunity for local governments to strengthen any work they have undertaken to date, as well as to further develop strategic partnerships with State Government and key stakeholders, to support new and innovative community focused family violence initiatives. It is recommended that if and when this is enacted, Council work with other Councils, State Government and the Municipal Association of Victoria (MAV) to develop shared or similar measures that align with Yarra's values and improve outcomes for the victim survivors and the broader community.
46. Local government is represented on the Statewide Family Violence Implementation Committee, (a recommendation of the Royal Commission), by the MAV CEO, Rob Spence. This is a significant opportunity for local government perspectives to be represented to State Government and other key stakeholders in order to effectively:
  - (a) continue existing work on prevention of violence against women;
  - (b) advocate around options such as those outlined in item (d) below; and
  - (c) monitor and respond to new developments resulting from the 10 year plan to end family violence in Victoria.
47. The State Government announced further funding in November 2016 for the MAV's Local Government Preventing Violence Against Women program. This initiative enhances the capacity and capability of local governments in preventing violence against women and includes work in the primary prevention and early intervention areas. Yarra will continue to participate in this Network.
48. Councils have a key role to play in leading or supporting family violence primary prevention initiatives, and Yarra are well placed to do so due to our direct involvement with areas including sporting clubs and associations, businesses through our economic development team, new parents, through our maternal child health services, young people, through the Family and Children's Services Team, and other vulnerable cohorts, such as women with a disability, through our Aged and Disability Team.
  - (b) (i) The report includes a list of the current services available across Yarra and their ability to offer accessible housing, counselling and legal services to victims of family violence.**
49. Yarra is serviced by a range of organisations in the family violence space including:
  - (a) Yarra Family Violence Network;
  - (b) Domestic Violence Resource Centre Victoria;
  - (c) Women's Health in the North – Northern Integrated Family Violence Services;
  - (d) Safe steps;
  - (e) Northern Domestic and Family Violence Service – Berry Street;
  - (f) Aboriginal Family Violence prevention and Legal Service; and
  - (g) InTouch Multicultural Centre against Family Violence.
50. A detailed outline of these is provided in Attachment B.

51. Yarra City Council also provides direct support to families who are experiencing family violence through the Family Support team and also the Maternal Child Health Team. These teams work directly with families who require support for a range of challenging and complex needs, which often includes family violence. Each of these teams deliver an enhanced service delivery model, and are part of a comprehensive service system, which provides support to some of the most vulnerable and high risk families who have complex needs. The Coordinator of these services sits on the North East Metro Child and Family Services Alliance, where key organisations meet regularly to provide a coordinated approach to high risk families. This alliance includes the ChildFIRST partnership for the region – a coordinated entry and referral point for family services, upon which City of Yarra is represented by officers from the Family, Youth and Children’s Branch.
52. The State Government have identified ChildFIRST as playing a key role in ensuring a more effective service model for families and have proposed that providers will be integrated into Support and Service Hubs. As a provider, what this will mean for Yarra staff is unclear, but it does suggest a strong link will be developed with any local or regional hub.
53. Other Council teams who also work with people experiencing family violence include Children’s Services, Youth Services, and Aged and Disability Services.
54. While there are a number of services supporting Yarra’s community, there is high demand which often exceeds their capacity and the burden is increasing on the existing infrastructure in Yarra, regionally and across Victoria.
  - (c) (ii) **The report includes Officers’ views on the suitability of 152 Hoddle Street and the surrounding precinct and any other suitable sites in Yarra to include family violence services and act as a service hub; and**
  - (d) **outlines options for Council to advocate to the State Government to immediately establish the support and safety hub as recommended by the Royal Commission beginning in Yarra; and**
55. The State Government outlines the initial details of proposed family violence Service and Safety hubs in the 10 year plan.
56. These sites will ensure that “women and children experiencing family violence and other families in need of support have quick and simple access to the support and safety they need”. The hubs aim to provide “clear referral points for police and other services...and bring together expertise in family violence, family services and perpetrator interventions”, to provide a “multi-disciplinary approach to providing safety and support”, ultimately aiming to provide a single entry point into specialist services.
57. The proposed hub locations are within the Department of Health and Human Services (DHHS) regions and will be open by July 2018.
58. It is important to note that it is the obligation of the State Government to provide these hubs. The State Government has consulted with organisations across both regional and metropolitan areas, seeking input into the development on the proposed safety hubs. Yarra’s views were represented by leaders from our regional partners. Officers support any opportunity to continue to advocate for the needs of people experiencing or affected by family violence in Yarra.
59. Further information on the location, funding and structure of the Hubs is expected in February 2017. The model is proposed to be a ‘wheel and spoke’ approach, with a central location in each region acting as the main point for services and support, but with strong connections and links to services across the region.
60. The State Governments 10 year plan indicates ChildFIRST will be integrated into the Hubs. The model also includes the intent to provide ‘Satellite Access Points’.
61. The Plan identifies ‘Hub Design principles’ which include:
  - (a) that the Hubs will be developed in conjunction with local communities; and
  - (b) the intent to provide access to support via physical hubs, online and telephone access or an Outreach worker.

62. The information provided in the State Governments 10 year plan indicates that whilst there will be family violence support hubs physically located within DHHS Regions, there is an opportunity for additional services to complement this model, and this may include additional physical sites, or virtual hubs, through provision of technology to enable people to receive support remotely.
63. Factors to consider when assessing potential locations for any family violence service are the privacy and safety needs of those accessing the service. Council should also consider existing co-location and hub models.
64. The property at 152 Hoddle Street is located close to transport, public housing and other amenities. This site does provide a reasonable amount of space which could accommodate a range of needs; however major refurbishment works would be required to accommodate any future use of this facility. This would incur considerable cost and is likely to be a long process.
65. Council also owns property at 123-125 Vere Street, Abbotsford. This could present an option for Council to propose a partnership with State Government to deliver a Family Violence support Hub within Yarra.
66. Existing services are already co or closely located at places in Yarra and may also be worth considering. The Fitzroy Town Hall precinct for example presents an opportunity: the Town Hall is the new home of the Fitzroy Legal Service, Project Respect operates from the nearby Florence Peel Building (which has additional capacity), and the Fitzroy Police Station is also in this precinct.
67. Either of the above sites could be proposed to State Government for consideration; however it is worth noting that the timeframes outlined in the 10 year plan to deliver these Family Violence Hubs by July 2018, indicate the State Government is looking at enhancing already established services to become Family Violence Hubs rather than developing new sites from scratch.
68. The State Government's 10 year plan committed to "expanding specialist approaches in the justice system, including rolling out additional Special Family Violence Courts across the state". Collingwood's Neighbourhood Justice Centre (NJC) currently acts as a service hub for key organisations in Yarra. The NJC is based on an integrated support model to ensure accessibility of services. Current family violence support services at the NJC include:
  - (a) A client services team;
  - (b) 20 community organisations co-located onsite, including Berry Street;
  - (c) Koori Justice Worker;
  - (d) CALD Men's Behaviour Change Network Ref Group;
  - (e) Legal aid lawyers;
  - (f) Trained and dedicated magistrate to hear all family violence matters;
  - (g) Facilitation of the Yarra Family Violence Network; and
  - (h) Online family violence intervention order applications.
69. The Family Violence Royal Commission identifies and commends the NJC as an effective service model which is well placed to meets the needs of community. In 2016, The Neighbourhood Justice Centre Family Violence Model Report, noted:
 

*'The NJC is a successful area based model of service integration with warm referrals, shared intake tools and strong partnerships with agencies that aren't on site. With the addition of the other elements the Royal Commission recommends, the NJC would be a strong candidate for a Yarra Support and Safety Hub. This would have the additional benefit of bringing a co-located court and legal services into the mix so that not only can victims/survivors obtain immediate support and referrals, they can resolve their FV matters in court at the same hub.'*

70. In December 2016, the Chief Magistrate affirmed the NJC proposal and, aligned with the 10 year plan, recommended that the Centre become a specialist Family Violence Court as well as a pilot site for restorative family violence approaches.
  71. In addition, NJC has advised it sees itself as a strong candidate to become the Yarra Support and Safety Hub and will be engaging the State Government to propose this.
  72. The NJC advised they would welcome Council's endorsement of the above proposal. Under this proposal, the NJC could be showcased as an innovative enhanced partnership model, which could inform the development of hubs elsewhere in Victoria.
  73. Officers further recommend that Council works in partnership with the NJC and local family violence support services, to support a more cohesive and enhanced service approach, with the primary location at the NJC.
  74. State Government announced the first seven hubs on 29th November and confirmed that one of these would be located in the DHS North East metropolitan region, which includes Yarra. At this stage no details of the composition of these hubs is publically available. Officers are seeking further advice from Department of Premier and Cabinet about the composition and proposed location of the North East Metropolitan Hub.
  75. The MAV has invited all Councils to attend a briefing session on 20th February to discuss the proposed Support and Safety Hubs. The meeting will support Councils to engage in the State Government process of co-design and tailored planning for Hubs to meet the needs of local communities. Yarra staff will attend this briefing which will inform future steps.
  76. Rather than target a particular property, Officers recommend an approach which includes actively engaging State Government and MAV in discussion about the requirements of a hub and explore options in partnership, and with consideration of existing service models and locations.
  77. Other innovative options should also be considered in the broader context of improving access to support for vulnerable women and children. For example, new technology can support 'virtual hubs' at various locations such as libraries or Maternal and Child Health Centres, or streamline referral points and pathways.
  78. NJC has expressed a desire to trial this technology with City of Yarra as a pilot, to potentially inform the Family Violence Hub model across Victoria. Officers are undertaking further work to understand how this might be implemented and propose to bring a future report to Council, after undertaking due diligence, if there is an opportunity to partner in this way to support a trial of 'virtual hubs' in Yarra, which could inform models across Victoria.
  79. Funding for the development of any potential hub (physical or virtual) has not been allocated in the budget and therefore funding options would need to be considered in a separate report, according to the details of the particular proposal. For example Public Sector Innovation funding is available and may be appropriate for a trial of virtual hubs.
  80. Given the current context Officers recommend that Council continue to engage with State Government and other local stakeholders to understand their intent and to explore options for the location of a Support and Safety Hub and promote the existing models within Yarra.
- (b) (iii) outline options for Council to directly employ a team of family violence caseworkers to help victims navigate services available to them; and**
81. The 10 year plan notes that Victoria's specialist family violence services and practitioners are "currently overwhelmed by demand, limiting the response they can provide."
  82. Recommendations in the plan include a proposal for new specialist practitioner roles and teams, who will work directly with families, to make it easier for both victim survivors and workers to navigate what can often be a very complex system. For example, new specialist positions, called 'service navigators', are identified in the plan. These will be 'highly skilled specialist workers' to support community members through the family violence service system. They will work 'closely across all areas of intake, assessment and planning, as well as supporting ongoing risk assessment, safety planning an achievement of outcomes.'

83. Additional commitments have been made in the 10 year plan to 'build the capacity and capability of special family violence services.' There is, therefore, an important role for Council to advocate directly to State Government regarding these roles, to ensure that some of these practitioners will be located within and/or service Yarra's community.
84. Yarra's existing Family Support Team provides enhanced service support to families who present with complex needs. A significant number of families working with family support have experienced family violence, are currently living with family violence and/or are preparing to leave. The work of this team often includes consultation, collaboration and referral to relevant family violence services or supports.
85. Whilst this team are experienced with family violence, their role is not to respond to the acute crisis situation, but rather to support families through the challenging family dynamics and practical requirements resulting from family violence. They are unable to provide some of the intensive or specialised support required in acute cases and refer families to other services who are facing unprecedented demand. Child protection, police, family services and our universal services are now far more likely to identify family violence and refer women, children and other people; but due to the demand many of these families are far less likely to receive the full assistance they need.
86. One option is for Council to create a new team of specialist family violence workers to work alongside the existing Family Support team. This model could be similar to others within the sector consisting of an intake worker, four case workers and a team leader.
87. There is some risk this may lead to friction with existing service providers who see Council as better placed to continue in the early intervention and prevention spaces. Furthermore, given the State Governments commitment to increased funding, Officers believe it would be advisable to wait and see what funding is allocated to the area before committing Council funds. This would allow Council to seek to influence the State's implementation of these positions and to direct any Council funding towards any remaining gaps in service delivery, once these have been identified.
88. Another option is the integration and early intervention for women and children experiencing family violence by co-locating a specialist family violence practitioner within our family support team. As MAV has highlighted, local governments are well placed to provide primary prevention, early intervention programs and placed based family violence responses to community. A role could be developed to assist and strengthen the universal early year's services Yarra provides such as child care and maternal child health service.
89. A specialist family violence worker could work to improve cross-sectoral practice development and improved service responses, better integrate our own service and practice, assist professionals and families navigate the most appropriate supports and services, and provide case management directly to families. A single worker could co-locate and engage directly with relevant family violence services such as Berry Street and the NJC. This position would be well placed to then work closely with Yarra's service providers and provide a link to the regional networks, direct service delivery and all future State government programs and initiatives.
90. This position does not necessarily need to be based within Council, however. Berry Street has a dedicated family violence support worker role based at the NJC two days per week. Council could commit funds to support an increase in the number of days this position is based at NJC, or indeed advocate to state government for funding. They may then have greater capacity to support Yarra's staff.
91. Again, it would be advisable to wait until the State Government's plans and funding are confirmed prior to committing any Council funding, and to seek to influence the State to fund this work as part of their response.
92. Positions such as these could well align with the navigator positions highlighted in the 10 year plan. The 10 Year Investment Plan, due in March may provide greater insight into funding options in this area.
93. The costs for each option are outlined below:

- (a) a team of four case workers, one intake worker (4.2 EFT, Band 5) and one team leader (1.0 EFT, Band 6) - total cost would be \$586,440 per annum;
  - (b) one specialist family violence worker (1.0 EFT Band 5C) would be \$87,623 (includes salary, on-costs and a 2.5% CPI increase). NB. This position could sit within Council, or with a local service provider such as Berry Street; and
  - (c) Council advocates to State Government for additional funding to increase the Berry Street family violence support role, or similar 'specialist navigator' role for Yarra, at no cost to Council.
94. For Option (a) and (b), operational funds would be required; option (c) would require no additional Council funds.
95. Aside from exploring options to enhance early intervention, Council should consider our role in supporting primary prevention initiatives. Currently few, if any, local schools implement respectful relationships programs. This is due to be rolled out as part of the State Government's immediate response in 2017. And while delivery of this program is the responsibility of State Government, this is an opportunity for Council to work alongside the Department of Education and Training and local schools to improve uptake. Up to 4000 early childhood educators will also be trained in respectful relationships education, Yarra could proactively seek to participate in this training and shape service delivery accordingly.
96. Other cohorts local government are uniquely placed to engage with include sports clubs, community groups, business owners, new parents and library users. Yarra could explore ways to utilise these networks and relationships to increase primary prevention messaging to our community.
97. No funds for any of these projects have been included in the 2017/18 Council budget.
98. Given the 10 Year Investment Plan is due in March, officers recommend waiting until this has been released before any decision is made to commit Council resources.
- (c) Officers to identify sites across Yarra that could be suitable for public housing developments to provide long term housing for survivors of family violence.**
99. Council does not have a direct role in the allocation, development or identification of public housing as this is an area that falls under the jurisdiction of the State Government.
100. Council, however, notes that there has been a significant commitment by the Victorian Government to develop housing options for women and children fleeing family violence. This is a \$152 million package and includes the following housing initiatives:
- (a) Accommodation for the homeless - \$25 million over two years. This will help construct 180 new units of crisis accommodation and upgrade existing accommodation;
  - (b) Refuge redevelopment - \$21 million over two years to being redeveloping refuges to a new core and cluster model, and to provide 24 hour staffing at up to six refuges;
  - (c) Rapid Housing Assistance - \$50 million for 130 new social housing properties as a first stage, and leasing up to 100 privately owned dwellings;
  - (d) Private rental assistance - \$16 million in 2016-17 for people escaping family violence to access private rental or stay in their own home; and
  - (e) Safe at Home flexible support packages - \$40 million over two years to provide flexible, tailored responses that meet the individual needs of people experiencing family violence, including support to stay safe at home.
101. This funding is part of a larger \$572 million package described earlier in the report.
102. A Family Violence Housing Assistance Implementation Taskforce has also been established, to provide advice to the government on housing solutions for people experiencing family violence.

103. Over 50 vacant parcels of land have already been identified as part of this program, the details of which are not yet available. The location of new housing sites are usually identified by accredited housing associations with support from Council. These agencies are well placed to understand the specific needs to ensure the safety and support of all people accessing services. There is a need for the locations of any proposed housing for women fleeing family violence to be treated with discretion and privacy. Public discussion about the location of these houses is therefore problematic.
104. Under the Rapid Housing Assistance initiative, Housing Choices Australia will be developing seven properties in Yarra to provide family violence housing for women and children. Their request for a rates waiver is currently being reviewed, based on Council's rates exemption policy for charitable organisations.
105. A redevelopment project for public housing across Melbourne, including Clifton Hill, was announced in December, consultations will commence in early 2017, with works underway in 2018. This project involves the redevelopment of some identified sites as well as a 10% increase in social housing. Consultation is expected to begin in the coming months.
106. Officers would recommend that Council continue to work in partnership with State Government to influence the amount of family violence housing funding allocated in Yarra, and advocate for new public housing for women who are experiencing family violence.

### **Options**

107. Whilst Officers have undertaken external consultation to inform the report, given the rich number of services in the area, moving forward Council should work collaboratively with services to strengthen any advocacy or project.
108. Council is well regarded for its existing work in this space. Officers are involved with a range family violence partnerships and networks across the municipality and region. Change is driven internally through a range of initiatives outlined in Gender Equity Strategy 2016 – 2021 and its' predecessor, which has resulted in a being selected as a finalist in the LGPro Awards.
109. A regional forum is planned for March 2017 which will include representative from the State Government as well as service providers and officers from LGA's in the northern region. This forum will provide an opportunity to share information including current state priorities, identify key issues and the impact of these, as well as opportunities, gaps and funding priorities moving forward. Yarra plans to have a strong presence at this forum. Depending on the outcomes of this day, a local forum may also be developed to determine how Yarra's partners can work strategically together to ensure an effective and coordinated response to family violence in Yarra, and look to leverage funding and support in the dynamic current context.
110. In addition, the State Government announced Primary Prevention Community Partnership Grants in December, with applications due on the 17 February 2017. The submission, as described in the 'Financial Implications' section of this report, is currently being scoped and Officers are engaging internal and external stakeholders to develop a funding proposal.

### **Conclusion**

111. At the forefront of any consideration must be the needs of Yarra's community. Any action taken must improve outcomes for victim survivors, and reduce the number of people who fall into this category.
112. Yarra has many services located in the municipality, who provide significant support to the community and who work well together under difficult circumstances. In the light of the Royal Commission recommendations there are opportunities for Council to increase our support and develop new key family violence partnerships and projects. Council's role in early intervention and prevention could be enhanced and our support to tertiary services could be increased.



113. Given the complex and dynamic nature of this space currently and the State Governments' response and investment, which Council officers and the sector are still seeking to fully understand, it is vital that Yarra continue to work closely and effectively with stakeholders and seek to influence the State and local response.

## **RECOMMENDATION**

1. That:
  - (a) when recommendation 94 of the Royal Commission is enacted, Council work with other Councils, State Government and the MAV to develop appropriate measures;
  - (b) officers continue to work in partnership to monitor and respond to changes in the family violence space, and report to Council when further information on the proposed Hubs is available or any other significant updates;
  - (c) explore a range of funding opportunities available after the State Government announcement in March and provide further direction in relation to the budget implications and proposed actions for 2017/18;
  - (d) Council advocates to and works in partnership with State Government and housing associations to support additional social housing options for families experiencing family violence; and
  - (e) Council participate in the regional family violence summit, and hold a local forum afterwards if appropriate, to enable a strategic approach to addressing and preventing family violence, that is clearly aligned with the State Government's Ten Year Plan.

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**TITLE:** Acting Coordinator Engagement & Inclusion  
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### **Attachments**

- 1 WHIN Family violence fact sheet
- 2 Family violence services in Yarra

**Attachment 1 - WHIN Family violence fact sheet**




**VIOLENCE AGAINST WOMEN:  
INFORMATION AND FACTS 2015-2016**

According to the Victorian *Family Violence Protection Act 2008*, family violence is behaviour by a person towards a family member that is physically or sexually abusive; emotionally or psychologically abusive; economically abusive; threatening; coercive; or in any other way controls or dominates the family member, causing them to fear for their safety or wellbeing or that of another family member; or behaviour by a person that causes a child to hear or witness, or otherwise be exposed to the effects of behaviour referred to above.

The City of Yarra has a population of 89,151, of which 45,645 are female (34,995 are women aged 25 and over) and 20,413 are children and young people aged 24 years and under (10,650 female).<sup>1</sup>

In Yarra, family violence incidents increased from 781<sup>2</sup> in 2014–15 to 972 in 2015–16 (an increase of 24.5%) and the rate increased from 876.0 per 100,000 to 1053.9 per 100,000.<sup>3</sup> In comparison, in Victoria, family violence incidents increased by 10% from 70,902<sup>4</sup> in 2014–15 to 78,012 in 2015–16, and the rate increased from 1,194.15<sup>5</sup> per 100,000 to 1,288.7 per 100,000.

**OFFENCES FROM FAMILY VIOLENCE**

In the 12-month period of 2015–16, in Yarra, 37.9% of all recorded assaults arose from family violence. Family violence was the context for 19.6% of all sexual offences.

| OFFENCES ARISING FROM FAMILY VIOLENCE REPORTED INCIDENTS IN YARRA, 2015–16 |   |  |
|--|---|--|
|  | Number of offences from family violence | Proportion of all corresponding Yarra offences |
| Assault and related offences   | 290                                     | 37.9%  |
| Rape and Indecent Assault offences   | 31                                      | 20.7%  |

Source: LEAP Database provided by the Crime Statistics Agency (where numbers are shown as ≤3, 2 was used for calculation purposes).

Violence against women is **serious, prevalent** and **preventable**.

Women's Health In the North acknowledges the support of the Victorian State Government 

## Attachment 1 - WHIN Family violence fact sheet

### FAMILY VIOLENCE

This section presents family violence statistics for Yarra obtained from Victoria Police records of reported incidents during 2015–16.<sup>6</sup>

Many women experiencing family violence do not report this to the police; therefore, the Local Government Area (LGA) figures from Victoria Police are likely to underestimate the extent of the problem.

### Yarra Family Violence Reported Incidents for 2015–16

- On average, 19 incidents of family violence were reported to police every week.
- The total number of incidents reported in Yarra was 972. The total number of reported incidents in the Northern Metropolitan Region (NMR)<sup>7</sup> was 12,149 and 78,012 in Victoria.
- This is a rate of 1053.9 per 100,000 population, compared to 1,206.8 per 100,000 for the NMR and 1,288.7 per 100,000 for Victoria.<sup>8</sup>
- Females (73.7%) made up the majority of victims.
- Males (77%) were the majority of perpetrators.
- Where Yarra family violence victims reported that they were fearful or very fearful, 84.5% (317) were female.
- 70.6% of victimised women were aged between 15 and 44 years.
- Children were present at 262 reported incidents (27%) – a rate of 284.1 per 100,000, compared to 454.4 for the NMR and 425.5 in Victoria.<sup>9</sup>
- Charges were laid in 400 cases, giving a rate of 433.7 per 100,000 (compared to 482.5 in the NMR and 511.5 in Victoria). A combined total of 266 Family Violence Intervention Orders (IVOs) and Family Violence Safety Notices (FVSNs) were issued, giving a rate of 288.4 per 100,000 (compared to 374.2 in the NMR and 378.1 in Victoria).<sup>10</sup>

### INTIMATE PARTNER VIOLENCE

Although the proportions of male victims and female perpetrators of family violence seem to correspond, it is incorrect to assume that this represents males victimised by their female partners as:<sup>11</sup>

- the definition of family violence is broader than 'intimate partner violence' (IPV) and includes a range of relationships such as elder, father-to-son, and mother-in-law to daughter-in-law abuse, and
- where women do perpetrate violence against their intimate partner, the violence is not an equal violence.<sup>12</sup>

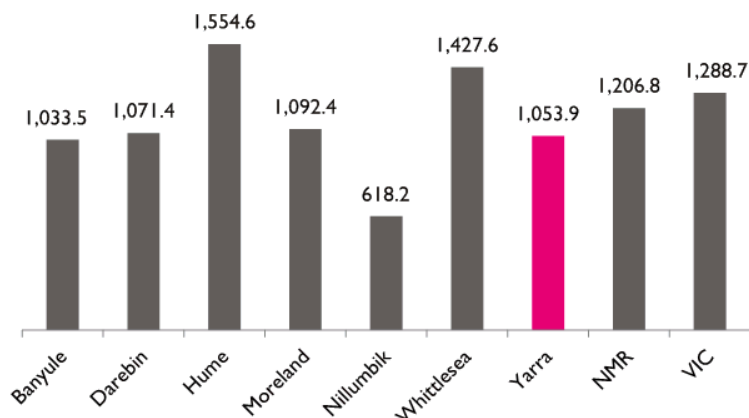
When Victoria Police family violence statistics are limited to IPV<sup>13</sup> in four out of every five incidents, the victim is female. In 2015–16, in the NMR, 14,920 persons were involved in IPV. Half, or 7,435, were noted as the Affected Family Member (AFM), of whom 82.3% were female. The other half were noted as the 'other party' (or perpetrator) and 82.1% of these were male. Totals include 23 AFMs and 53 other parties whose sex is not specified. In Yarra, 497 males were perpetrators (81.7%) and 487 females were victims (80.1%).



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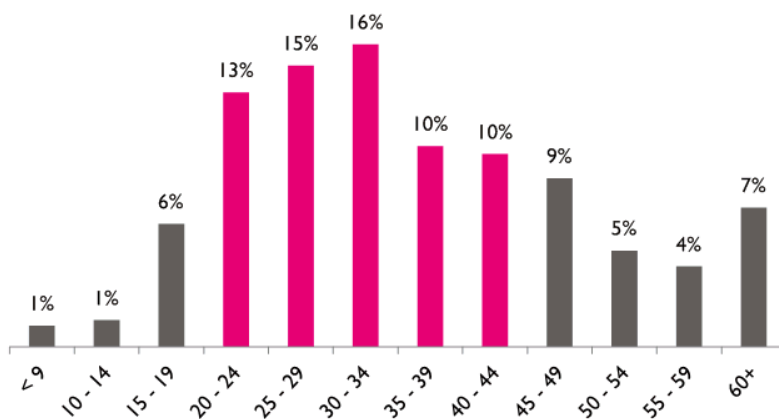
## Attachment 1 - WHIN Family violence fact sheet

CHART 1: FAMILY VIOLENCE REPORTED INCIDENTS RATE PER 100,000, 2015–16



Source: Crime Statistics Agency (2016). Data tables – Family Incidents.

CHART 2: AGE DISTRIBUTION OF FEMALE VICTIMS IN YARRA, 2015–16



Source: LEAP Database provided by the Crime Statistics Agency.

<sup>1</sup> Sex-disaggregated population data accessed 03/10/2016 from: (Cat. 3235) Population by Age and Sex, Regions of Australia, 2015. <http://www.abs.gov.au/AUSSTATS/abs@nslf/DetailsPage/3235.02015?OpenDocument>.

<sup>2</sup> Crime Statistics Agency LEAP data is subject to variation from year to year due to QA measures and outcomes from the justice system.

<sup>3</sup> In order to be consistent with the population data used by the Crime Statistics Agency, all rates are calculated using figures from the Victoria In Futures program, August 2015. The population figure for Banyule in this data is 127,430.

<sup>4</sup> As Crime Statistics Agency LEAP data is subject to variation, the figure for 2015/16 provided in the current statistics is different to the 2014/15 figure in the police data provided in 2014/2015.

<sup>5</sup> As above.

<sup>6</sup> Purchased data extracted from Crime Statistics Agency LEAP on 18th July 2016 and subject to variation. Produced by Crime Statistics Agency, Victoria Police, July 2016.

<sup>7</sup> The NMR covers seven LGAs: Banyule, Darebin, Hume, Moreland, Nilfumbik, Whittlesea and Yarra.

<sup>8</sup> Crime Statistics Agency (2016). Data tables – Family Incidents. Retrieved from <https://www.crimestatistics.vic.gov.au/crime-statistics/latest-crime-data/family-incidents-0> (accessed 18/10/2016).

<sup>9</sup> Purchased data extracted from Crime Statistics Agency LEAP on 18th July 2016 and subject to variation. Produced by Crime Statistics Agency, Victoria Police, July 2016.

<sup>10</sup> Purchased data extracted from Crime Statistics Agency LEAP on 18th July 2016 and subject to variation. Produced by Crime Statistics Agency, Victoria Police, July 2016.

<sup>11</sup> VicHealth (2011). *Preventing Violence against Women in Australia: Research Summary*. Carlton South: VicHealth, p. 3.

<sup>12</sup> There are very few indications that women subject their male partners to the same level of severe, continuing and escalating violence as that which men perpetrate against their female partners. World Health Organization (2002) *World Health Report on Violence and Health*. Geneva: WHO, p. 94.

<sup>13</sup> The term 'intimate partner' is defined by the Crime Statistics Agency in the data purchased in August 2015 as including 'Boyfriend/Girlfriend, Defacto, Divorced, Married and Separated'.

<sup>14</sup> The Crime Statistics Agency (CSA's) definition of sexual offences is broad, including offences relating to sexting, pornography and child pornography.

<sup>15</sup> The use of the terms 'victim reports', 'sexual offence victim reports' and 'alleged offender incidents' is recommended by the Crime Statistics Agency. These are the most accurate terms as, for example, one alleged offender may have multiple incidents, and one victim may have multiple victim reports within the same reference period.

Violence against women is **serious, prevalent and preventable.**

Women's Health In the North acknowledges the support of the Victorian State Government



## Attachment 1 - WHIN Family violence fact sheet

### SEXUAL OFFENCES

Police records of sexual offences<sup>14</sup> (including offences relating to sexting, pornography and child pornography) are another measure of the extent of violence against women. As with family violence, recorded offences are likely to underestimate the extent of the problem. For the 2015–16 period in Yarra:

- On average, 3 sexual assault offences were recorded by police every week.
- Females (83.2%) made up the majority of victim reports.<sup>15</sup>
- 35.2% of female victims were aged less than 25 years.
- Males comprised 95.3% alleged offender incidents.

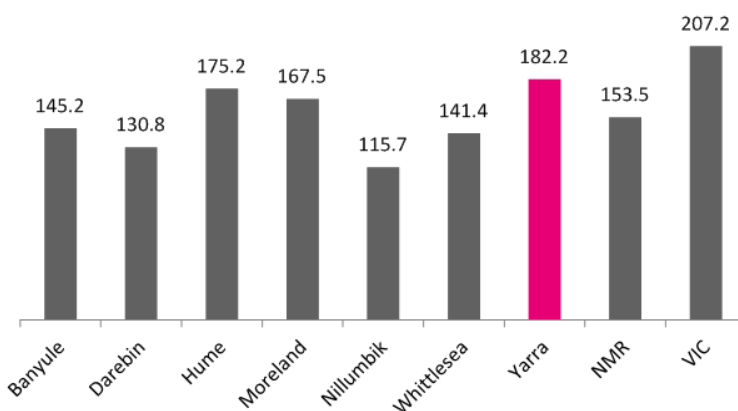
#### Yarra Recorded Sexual Offences 2015–16

- There were 168 sexual offences recorded – this is a rate of 182.2 per 100,000 population, compared to 153.5 per 100,000 for the NMR and 207.2 per 100,000 for Victoria.
- The total number of recorded sexual offences in the NMR was 1,545 and 12,545 in Victoria.

#### Yarra Rape and Indecent Assault 2015–16

- On average, 3 rape and indecent assault offences were recorded by police every week.
- Females (83%) made up the majority of victim reports.
- 29.8% of female victims were aged less than 25 years.
- Males comprised 94.6% alleged offender incidents.

CHART 3: SEXUAL OFFENCES RATE PER 100,000, 2015–16



Source: LEAP Database provided by the Crime Statistics Agency.



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## **Attachment 2 - Family violence services in Yarra**

### **ATTACHMENT A:**

#### **FAMILY VIOLENCE SERVICES AVAILABLE IN YARRA**

**Note – these services may work in the broader catchment area and/or statewide.**

### **Yarra City Council Integrated Family Service (Family Support)**

Yarra's Family, Youth and Children's Services branch provides additional support to families experiencing family violence through Integrated Family Services (known as the family support program within council). This program is funded by the department of Health and Human Services. Currently over 80 per cent of all referrals for Integrated Family Services (in the North East Metro Alliance) is from Victoria Police family violence referrals (known as L17 forms) and the Department of Human Services, Victorian Child Protection Service (Child Protection). While families are not referred specifically to work on family violence issues and impacts, our work often supports women and children experiencing family violence. This can include supporting families to implement IVOs, make statements, make safety plans, and seek additional support and counselling, behaviour change programs as well as consultations with Child Protection.

### **Yarra City Council Maternal and Child Health Service**

Introduction of routine screening at the four-week MCH nurse visit

In 2009, the Victorian Government introduced a new MCH clinical framework that coincided with the implementation of the CRAF. The Maternal and Child Health Service: Practice Guidelines 2009 require MCH nurses to undertake an initial observation for signs of family violence at the first Key Ages and Stages (KAS) home visit.

The guidelines also require that MCH nurses ask specific family violence-related questions at the four-week KAS home visit, if it is safe and appropriate to do so. In addition to the initial and four-week home visits, MCH nurses can, and do, ask family violence specific questions and undertake observational assessments at any of the 10 other KAS consultations. The department advised that a family violence assessment is reported to be conducted at 18 per cent of home visits, at 21 per cent of four-month visits, and at 20 per cent of two-year visits'.

The universal maternal and child health team have completed family violence training and are required to ask all women questions pertaining to family violence. This includes the provision of information about family violence and appropriate referrals and support options. The enhanced maternal and child health service also provides outreach support to new mothers that may be experiencing family violence. This may include supporting families to implement IVOs, make statements, make safety plans, and seek additional support and counselling, behaviour change programs as well as consultations with Child Protection.

## **Attachment 2 - Family violence services in Yarra**

### **Yarra Family Violence Network**

*Facilitated by the Neighbourhood Justice Centre*

Network of relevant service organisations, that work in Yarra, either directly or indirectly with families experiencing or at risk of experiencing family violence. The Network aims to provide community education and development; to promote coordination and improvement of services; to support an integrated approach to addressing family violence and to ensure a coordinated service response; to provide support for workers; and to advocate on relevant issues.

### **DVRC (Domestic Violence Resource Centre) Victoria**

The DVRCV is a state-wide service in Melbourne. They provide training, publications, research and other resources to those experiencing (or who have experienced) family violence, and practitioners and service organisations who work with family violence survivors. Services include:

- Initial telephone support, information and referral to services to assist people who have experienced family violence.
- Supportive online information to help people who have experienced family violence
- Training Courses for professionals to improve their skills in supporting survivors of violence
- A specialist library which provides self-help material and is open to the general public
- A biannual magazine, *DVRCV Advocate*, which includes a list of Victorian support groups
- Publications and research, including books and discussion papers
- Helpful pamphlets, booklets and websites to assist survivors of family violence

### **WHIN / Northern Integrated Family Violence Services (NIFVS)**

WHIN's Northern Integrated Family Violence Services (NIFVS) Team leads the implementation of the State Government family violence reforms in Melbourne's northern metropolitan region.

The NIFVS team work collaboratively with health and community organisations to advocate to all levels of government regarding family violence issues. They also offer a range of programs, training and community services as well as undertake research and advocacy across the following four priority areas:

- Promoting collaborative partnerships to improve services and programs for women;
- Training and community education;
- Conducting research and producing resources for women's health; and
- Campaigning for social, economic and environmental change to remove barriers to good health.



## Attachment 2 - Family violence services in Yarra

### safe steps

safe steps is a state-wide family violence response service for women and children experiencing family violence, providing immediate support, information, advocacy, referral and emergency accommodation. **safe steps** is the central point of contact for the specialist family violence service system across Victoria. Services include:

- Risk assessment to establish how safe you and your children are
- Crisis accommodation if you are at risk and need to leave the abusive environment
- Safety planning if there is risk of violence in the future and you need to leave suddenly
- Support to enable you to make decisions for a safer future
- Information about options, rights and entitlements
- Helping you and your children to stay safely in your own home while the violent or abusive person is required by law to leave or to leave your home (sometimes temporarily) until the abuser leaves
- Advocacy with support services, the police and criminal justice systems, legal services, Centrelink, schools
- Referral by putting you in touch with local support agencies
- Telephone support and information for non-offending family members and friends

### Northern Domestic and Family and Violence Service - Berry Street

Berry Street provides services and support to children, youth and families in the Northern Metropolitan region, including:

- Aboriginal Partnerships - Specialist response to aboriginal women and their children in collaboration with Victorian Aboriginal Child Care Agency (VACCA).
- Case Work -Provision of short, medium and long term case management with women and their children who have complex needs.
- Counselling - Facilitated referrals to family violence counselling at Community Health Services in: North Richmond, North Yarra,
- Court Support - Support provided at the Neighbourhood Justice Centre two days each week.
- Housing Responses - Advocacy and referral to housing services.
- Intake - Telephone and/or face to face: risk assessment, safety planning, information referral and support for women and their children experiencing family violence. Referral to refuge for women and their children at immediate risk. Provision of secondary consultation for professionals.



## Attachment 2 - Family violence services in Yarra

- Mother, Child & Infant Therapeutic Responses - This program provides a focus on the mother child relationship after family violence. Practitioners offer consultations for mothers, mothers and children together and secondary consultations to professionals.
- Police Partnerships - NFDVS and Victoria Police work together to provide a timely response to women and children in Yarra through the collocation of a family violence (FV) worker at designated police stations. This pilot co-locates a specialist FV worker at a police station to facilitate engagement with women at high risk or who experience repeated police attendances due to family violence. A key feature of this model is the capacity for joint home visits by the FV worker and police.
- High Risk Program – in Moreland, Hume and the North East region. The program aims to assess risk, improve safety and deliver outcomes to women and children who are at high risk due to family violence through a multi-agency response. This program applies an action plan via the Risk Assessment management Panel (RAMP).

## Aboriginal Family Violence Prevention and Legal Services (FVPLS)

FVPLS Victoria provides legal services to Aboriginal women, men and children who are victims/survivors of sexual assault or family violence or who are at immediate risk of family violence or sexual assault. They also assist non-Aboriginal parents of Aboriginal children who are victims/survivors of family violence or sexual assault. Services include:

- VOCAT assistance;
- Child Protection;
- Intervention orders issued in relation to family violence;
- Family law;
- legal issues connected to a family violence situation such as complaints about police; assistance with Centrelink or the **Child Support Agency (check)** and problems with the Office of Housing about damage to your house.

## InTouch Multicultural Centre against Family Violence

InTouch, the Multicultural Centre against Family Violence is a statewide service which provides services, programs and responses to family violence issues in CALD (Culturally and Linguistically Diverse) communities. Services include:

- Family violence support
- Culturally appropriate support
- Family/relationship support
- Emotional support
- Assistance with accommodation and housing
- Financial information
- Custody and access assistance

**Attachment 2 - Family violence services in Yarra**

- Client advocacy/liaison
- Legal assistance and court support
- Immigration issues (spouse visa 309 & 820)
- Living skills/personal development
- Therapeutic groupwork

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**11.10 Proposed discontinuance of Part of roads at rear of 1-3 Alexandra Parade, Collingwood**

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Trim Record Number: D16/174377

Responsible Officer: Chief Financial Officer

**Purpose**

1. This report seeks Council's authority to commence statutory procedures pursuant to the *Local Government Act 1989 (Act)*, to consider discontinuing part of the roads at the rear of 1-3 Alexandra Parade, Collingwood, shown as:
  - (a) Lot 1 on title plan 1 attached as Attachment 1 to this report and shown outlined red on the plan attached as Attachment 3 to this report (**Site Plan**), being part of the land contained in certificate of title volume 11370 folio 776 (**Road 1**); and
  - (b) Lot 1 on title plan 2 attached as Attachment 2 to this report and shown outlined yellow on the Site Plan being part of the land contained in certificate of title volume 5492 folio 212 (**Road 2**).
2. Together referred to as '**Roads**.'

**Background**

3. In Care Medical Property and Development Group Pty Ltd CAN 151 001 973 (**Owner**) is the registered proprietor of the property known as 1-3 Alexandra Parade, Collingwood, shown outlined green on the Site Plan, being the land contained in certificate of title volume 11483 folio 292 (**Owner's Property**).
4. Road 1 abuts 5-9 Alexandra Parade, Collingwood as shown outlined pink on the Site Plan, being the land contained in certificates of title 5020 folio 958, volume 6480 folio 934 and volume 9688 folio 359 which is owned by Central Tower Pty Ltd.
5. Road 2 forms part of the land known as 472-478 Smith Street, Collingwood as shown outlined blue on the Site Plan, being the land contained in certificate of title volume 5492 folio 212 which is owned by SDJ Property Second Pty Ltd and SDJ Property Third Pty Ltd. 472-478 Smith Street, is currently being redeveloped for the construction of a 12 level mixed use development.
6. The Roads are currently fenced into the Owner's Property.
7. The Owner has requested that Council discontinue the Roads and sell the discontinued Roads to the Owner (**Proposal**).
8. The Owner has agreed to pay Council's costs and disbursements associated with the proposed discontinuance of the Roads, together with the market value for the sale of the discontinued Roads.

**Discussion**

Roads

9. Road 1 is shown on title as a 'road' and historically has been used as a right of way.
10. Road 2 is shown on title as a 'carriageway easement' in favour of the Owner and historically has been used as a right of way.
11. The Roads are therefore a 'road' for the purposes of the Act which Council has the power to consider discontinuing. Upon being discontinued, the Roads will vest in Council.

Adjoining Owners

12. The owners of the adjoining properties will be notified of the Proposal and will be given a copy of the public notice.

### Site Inspection

13. A site inspection of the Roads was conducted by DML Land Surveys, on 17 July 2016. The site inspection report notes that:
  - (a) the Roads are fenced in together with the Owner's Property;
  - (b) the Roads are constructed of bitumen;
  - (c) the Roads are not used for pedestrian or vehicular access;
  - (d) the Roads currently only provide access to the Owner's property;
  - (e) the Roads are not currently used for public access; and
  - (f) the warehouse constructed at 472-478 Smith Street, Collingwood encroaches by 0.05m onto the southern boundary of Road 2 as shown highlighted yellow on the plan of survey attached as Attachment 4 to this report (**Encroachment**). The demolition and redevelopment of 472-478 Smith will correct the encroachment.
14. A copy of the site inspection report is attached as Attachment 5 to this report.
15. The Owner's solicitor has acknowledged the Encroachment on 1 September 2016.
16. 472-478 Smith Street, Collingwood was recently demolished therefore the encroachment has been removed.

### Public Authorities

17. The following statutory authorities have advised of the proposed discontinuance of the Roads and have asked to respond to the question of whether they have any existing assets in the Roads which should be saved under section 207C of Act: City West Water (**CWW**); Melbourne Water; CitiPower; APA Group; Telstra; Optus; and Yarra City Council.
18. Melbourne Water, CitiPower, APA Group, Telstra, Optus, and Yarra City Council have advised that they have no assets in or above the Roads and no objection to the proposed discontinuance of the Roads.
19. In a letter dated 17 November 2015, CWW advised that CWW has sewer assets in the Roads but it does not object to the proposed discontinuance and sale of the Roads, subject to the following conditions:
  - (a) a 2.0 metre wide easement in favour of CWW must be created;
  - (b) any proposed fences must be located a minimum distance of 800 millimetres clear of the centreline of existing CWW sewer mains;
  - (c) any proposed fence lines must be located a minimum distance of 1.0 metre from sewer manholes and/or sewer inspection shafts; and
  - (d) any proposal to build over a sewer asset will require CWW's written consent (i.e. Build-Over Application approval).
20. A copy of the letter from CWW is attached as Attachment 6 to this report.

### Public Notice

21. Before proceeding with the discontinuance of the Roads, Council must give public notice of the Proposal in accordance with section 223 of the Act. The Act provides that a person may, within 28 days of the date of the public notice, lodge a written submission regarding the Proposal.
22. Where a person has made a written submission to Council requesting that he or she be heard in support of the written submission, Council must permit that person to be heard before a meeting of Council or the Committee which has delegated authority to hear those submissions, giving reasonable notice of the day time and place of the meeting.
23. After hearing any submissions made, Council must determine whether the Roads are not reasonably required as a road for public use, in order to determine whether the Roads should be discontinued.

24. A copy of the public notice will be given to all adjoining owners and occupiers.

#### **Economic Implications**

25. The owner has agreed to acquire the Roads for their market value (plus GST).

26. In addition to the market value of the Roads (plus GST), the Owner has agreed to pay Council's costs and disbursements associated with the Proposal.

#### **Sustainability Implications**

27. Nil

#### **Social Implications**

28. Nil

#### **Human Rights Implications**

29. Nil

#### **Communications with CALD Communities Implications**

30. All notices and correspondence issued with respect of this report will contain referral information to Yarralink Interpreter Services.

#### **Council Plan, Strategy and Policy Implications**

31. Nil

#### **Legal Implications**

32. If the Roads are discontinued and sold to the Owner, Council will require the Owner to:

- (a) create a sewerage easement in favour of CWW along the length of Road 2 (this can be effected as part of the transfer of the land);
- (b) agree to observe CWW's conditions in respect of the Roads; and
- (c) consolidate the title to the former Roads with the title to the Owner's Property within 6 months of the date of the transfer of the Roads to the Owner, at the Owner's expense.

#### **Other Issues**

33. Nil

#### **Options**

34. Nil

#### **Conclusion**

35. It is proposed that Council should commence the statutory procedures pursuant to clause 3 of schedule 10 of the Act to discontinue the Roads and sell to the Owner.

## RECOMMENDATION

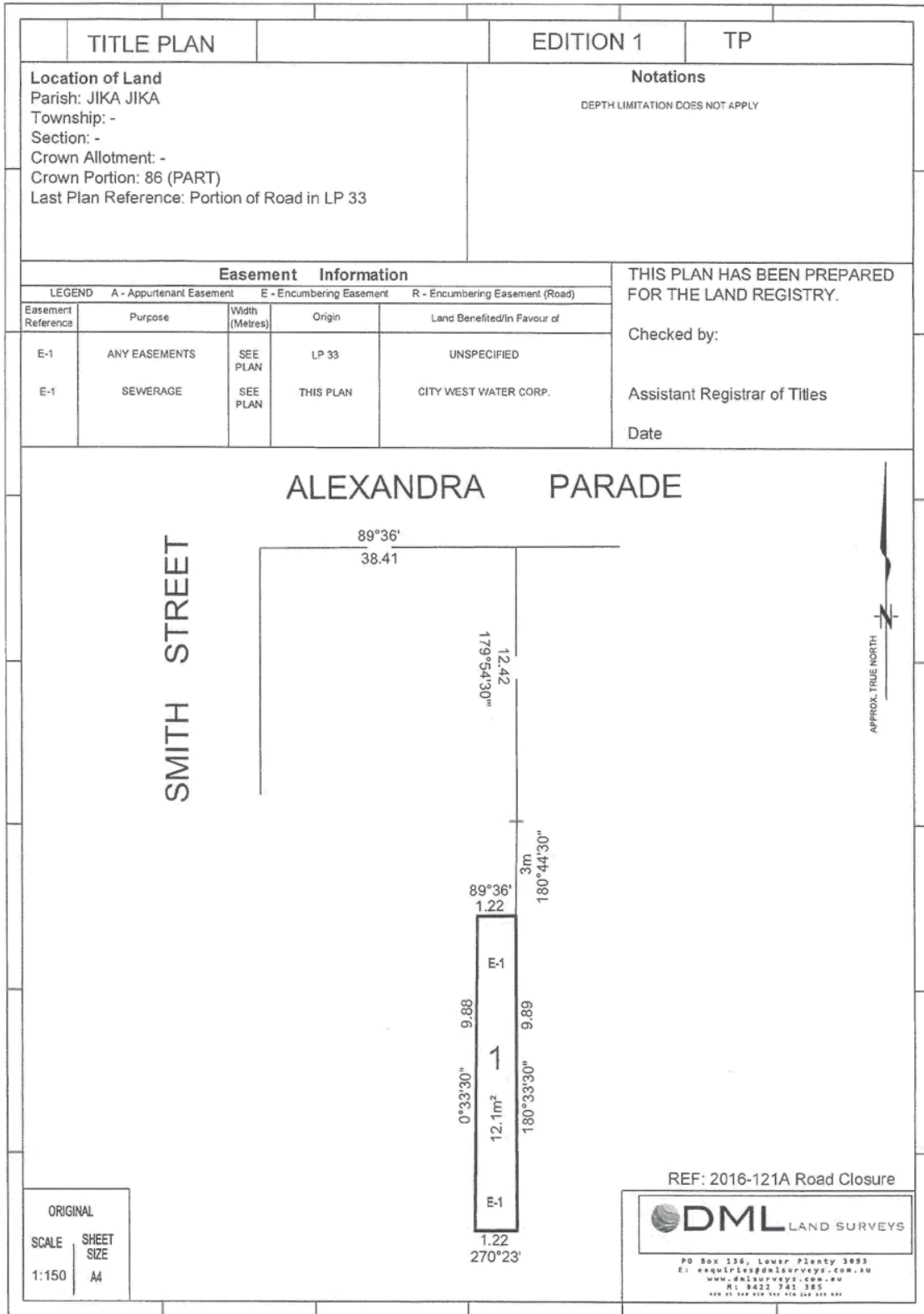
1. That Council, acting under clause 3 of schedule 10 of the *Local Government Act 1989 (Act)*:
  - (a) resolves that the required statutory procedures be commenced to discontinue the part of the roads abutting 1-3 Alexandra Parade, Collingwood which is shown marked 'Lot 1' on the title plans attached as Attachment 1 and Attachment 2 to the report (**Roads**);
  - (b) directs that, under sections 207A and 223 of the Act, public notice of the proposed discontinuance be given in the Weekly Review newspaper, The Age newspaper and Council's social and digital media;
  - (c) resolves that the public notice required to be given under sections 207A and 223 of the Act should state that if the Roads are discontinued Council proposes to sell the Roads to In Care Medical Property and Development Group Pty Ltd ACN 151 001 973 (**Owner**); and
  - (d) authorises Bill Graham Coordinator Valuations to undertake the administrative procedures necessary to enable Council to carry out its functions under section 223 of the Act in relation to this matter.
2. Further, should no submissions be received, Council:
  - (a) resolves that, having followed the required statutory procedures pursuant to section 207A and 223 of the Act pursuant to its power under clause 3 of Schedule 10 of the Act, and being of the opinion that the Roads, are not reasonably required for public use, it discontinues the Roads;
  - (b) directs that, a notice pursuant to the provisions of clause 3(a) of Schedule 10 of the Act is to be published in the *Victoria Government Gazette*;
  - (c) directs that, once discontinued, the Roads be sold to the owner for no less than the market value as determined by the Act;
  - (d) directs that the CEO sign any transfer of the Roads and any other documents required to be signed in connection with the discontinuance of the Roads and its subsequent sale to the Owner; and
  - (e) that any easements, rights or interests required to be created or saved over the Roads by any authority be done so and not be affected by the discontinuance and sale.

**CONTACT OFFICER:** Bill Graham  
**TITLE:** Coordinator Valuations  
**TEL:** 9205 5270

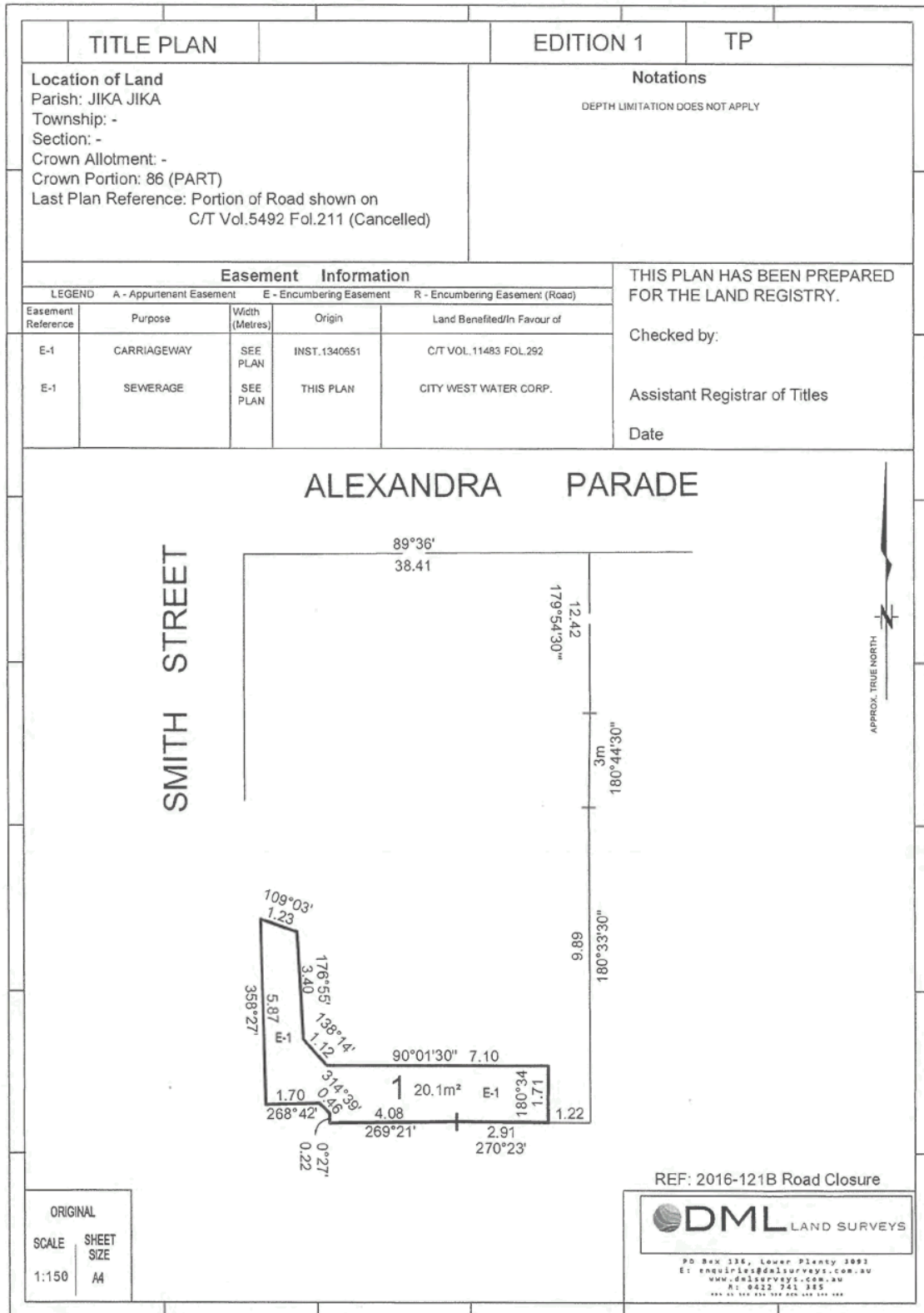
### Attachments

- 1 Title Plan - Road 1
- 2 Title Plan - Road 2
- 3 Site Plan
- 4 Plan of Survey
- 5 Site Inspection Report
- 6 CWW response

Attachment 1 - Title Plan - Road 1



Attachment 2 - Title Plan - Road 2

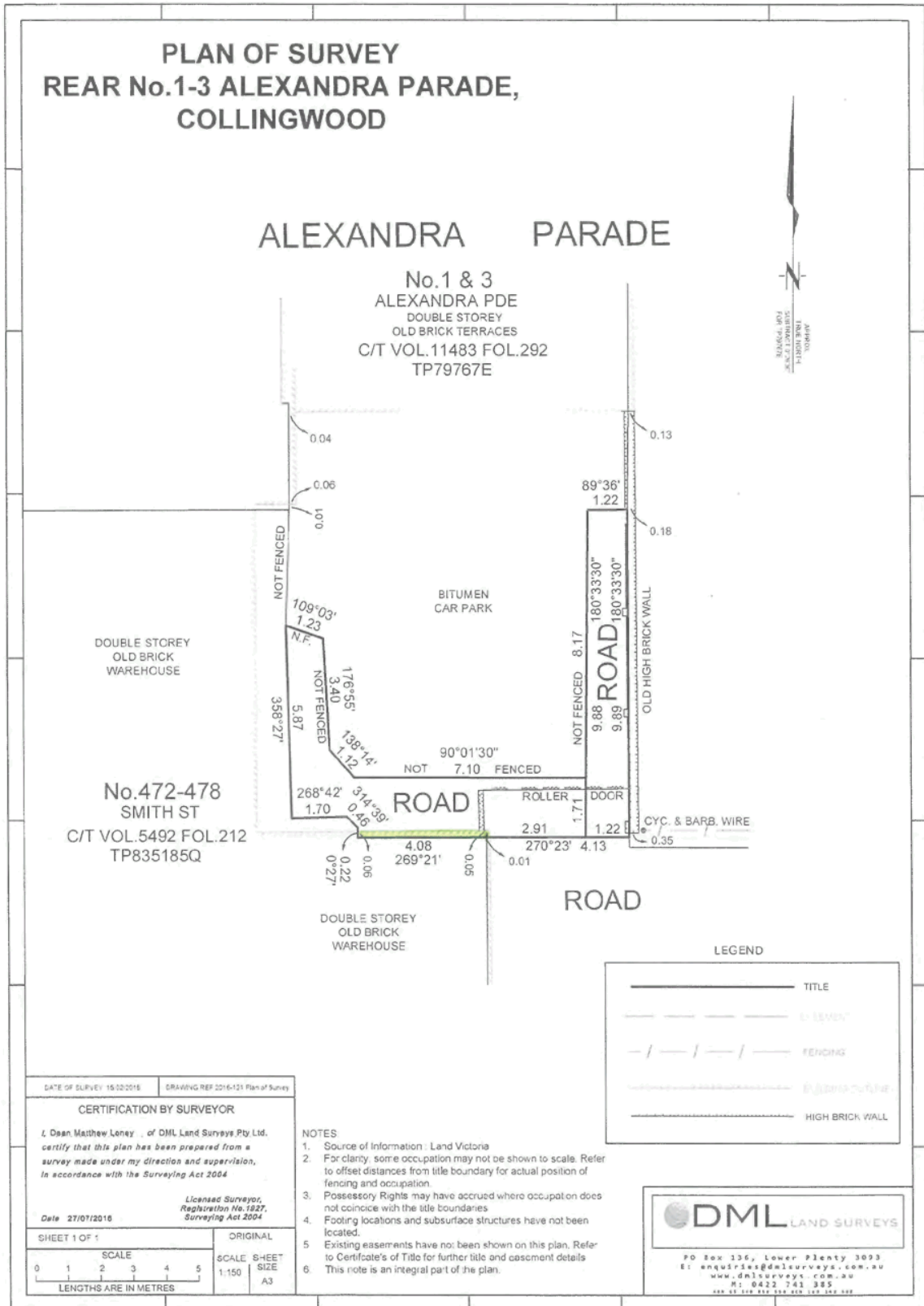




Attachment 3 - Site Plan



Attachment 4 - Plan of Survey



**Attachment 5 - Site Inspection Report**



Maddocks

Ref: MAN:LWG:6549821

Maddocks  
Lawyers  
140 William Street  
MELBOURNE 3000

**Yarra City Council**  
**Proposed discontinuance right of way abutting 1-3 Alexandra Parade, Collingwood**

DATE OF INSPECTION: 17/07/2016

PHOTOGRAPHS OF THE ROAD: Attached at Annexure A

IS THE ROAD OPEN AND AVAILABLE FOR USE BY THE PUBLIC?    Yes     No

WHAT OBSTRUCTIONS ARE OVER OR IN THE ROAD?

|         |                                     |     |                          |    |                                    |                          |     |                          |    |
|---------|-------------------------------------|-----|--------------------------|----|------------------------------------|--------------------------|-----|--------------------------|----|
| Fencing | <input checked="" type="checkbox"/> | Yes | <input type="checkbox"/> | No | Vegetation*                        | <input type="checkbox"/> | Yes | <input type="checkbox"/> | No |
| Rubbish | <input type="checkbox"/>            | Yes | <input type="checkbox"/> | No | Services**                         | <input type="checkbox"/> | Yes | <input type="checkbox"/> | No |
| Other*  | <input type="checkbox"/>            | Yes | <input type="checkbox"/> | No | (* including fire hydrants/plugs.) |                          |     |                          |    |

\* Provide Details:

**The subject Roads are currently occupied solely by the owner of No.1 and 3 Alexandra Parade. This property has exclusively fenced the Roads within their rear section of land for a number of years.**

THE MATERIAL WITH WHICH THE ROAD IS CONSTRUCTED:

|                                    |   |
|------------------------------------|---|
| <input type="checkbox"/> Nil       | <input checked="" type="checkbox"/> Bitumen |
| <input type="checkbox"/> Bluestone | <input type="checkbox"/> Other _____        |

EVIDENCE OF THE ROAD BEING USED:

|                                     |   |
|-------------------------------------|---|
| <input type="checkbox"/> Nil        | <input checked="" type="checkbox"/> Gates opening onto the road |
| <input type="checkbox"/> Tyre marks | <input type="checkbox"/> Garages opening onto the road          |
| <input type="checkbox"/> Worn grass | <input type="checkbox"/> Other _____                            |

TYPE OF TRAFFIC:

Pedestrian     Vehicular     Animal     Nil

WHAT IS THE ROAD PROVIDING ACCESS TO?

|   |  |
|---|--|
| <input type="checkbox"/> Adjoining properties @ | <input type="checkbox"/> Reserve/Park  |
| <input type="checkbox"/> Main Road              | <input type="checkbox"/> Shops   |
| <input checked="" type="checkbox"/> Other       | <b>The subject Roads currently only provides access to the rear of No.1 and 3 Alexandra Parade</b> |

[6549821: 16176001\_1]

**Attachment 5 - Site Inspection Report**



Maddocks

DETAILS OF OTHER SUITABLE MEANS OF ACCESS NEARBY.

**No.1 and 3 Alexandra Parade have direct access and frontages to Alexandra Parade**

DETAILS OF FENCES, BUILDINGS AND/OR LANDSCAPING PLACED ON OR OVER ANY PORTION OF THE ROAD BY ABUTTING PROPERTY OWNERS, AND THE EXTENT OF SUCH ENCROACHMENT.

There exists a small encroachment (0.05m) into the Road (running east - west) from the old double storey brick warehouse right along the southern boundary of this Road at No.472-478 Smith Road.

IS THE ROAD REQUIRED FOR PUBLIC ACCESS? Yes  No

OTHER OBSERVATIONS:

Signed: Dean Loney (Surveyors Board of Vic. Reg. No.1927) Date: 26/07/2016

Title/Position: Licensed Surveyor Company: DML Land Surveys Pty Ltd.

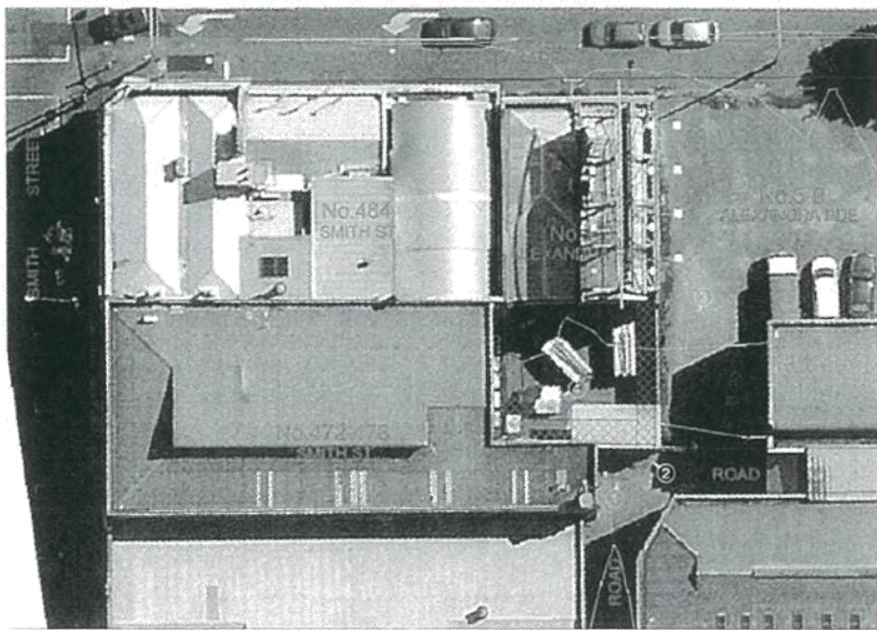
[6549821: 16176001\_1]

Attachment 5 - Site Inspection Report



PO Box 136, Lower Plenty 3893  
E: enquiries@dmlsurveys.com.au  
www.dmlsurveys.com.au  
M: 0422 741 385  
MCC 03 950 550 100 FAX 03 950 493

**AERIAL PHOTO & PHOTO POSITIONS**



**SUBJECT ROADS FOR PROPOSED DISCONTINUANCE SHOWN WITH PURPLE AND RED HATCHING ON ABOVE AERIAL PHOTO. NUMBERED PHOTO POSITIONS SHOWN IN YELLOW.**

**Attachment 5 - Site Inspection Report**

**PHOTO 1**



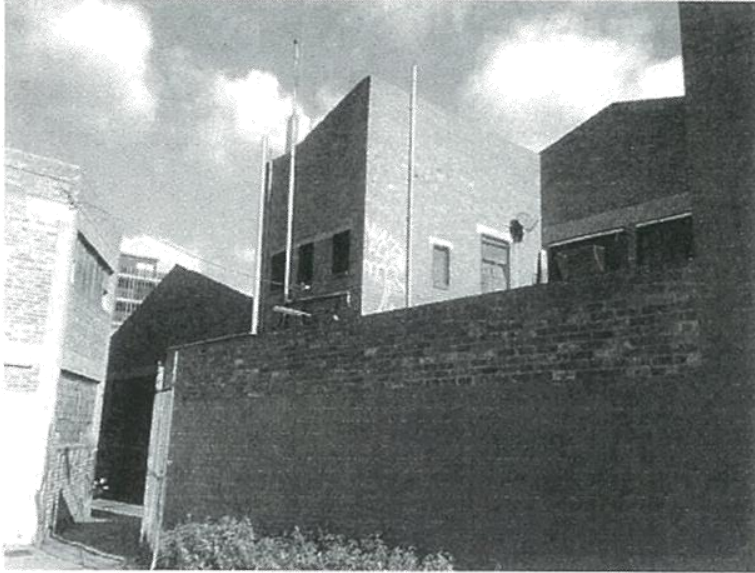
**PHOTO 2**



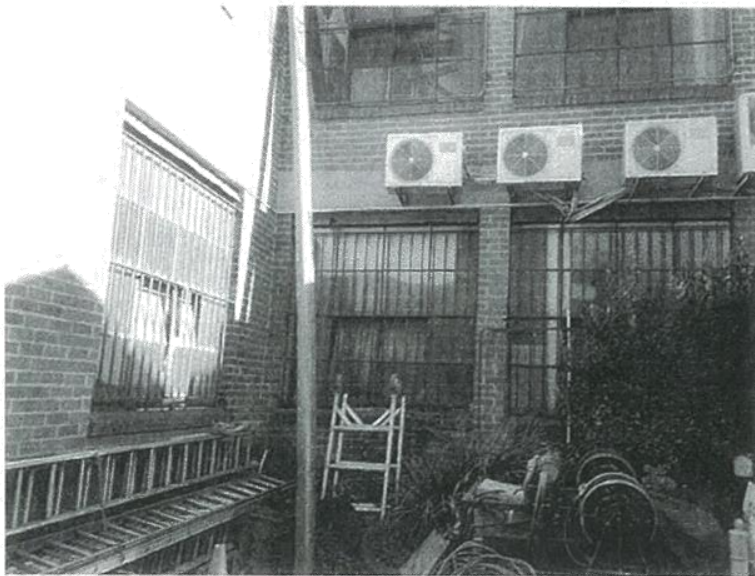


**Attachment 5 - Site Inspection Report**

**PHOTO 3**



**PHOTO 4**



**Attachment 6 - CWW response**



City West Water

17 November 2015

JONATHON MEEHAN  
PROPERTY PRACTICE GROUP MADDOCKS  
140 WILLIAM STREET  
MELBOURNE VIC 3000

City West Water Corporation  
ABN: 70 065 902 457  
1 McNab Avenue  
Footscray Vic 3011 Australia  
Locked Bag 350 Sunshine Vic 3020  
DX 30311 Sunshine  
[citywestwater.com.au](http://citywestwater.com.au)  
Telephone : (03) 93 13 8422  
Facsimile : (03) 93 13 8417

Dear Jonathon,

**Re: PROPOSED ROAD DISCONTINUANCE**  
**Location: 1-3 ALEXANDRA PARADE, COLLINGWOOD**  
**CWW Reference: 15/373**

I refer to your letter received by City West Water (CWW) regarding the proposed road discontinuance at the above location and request for comment from CWW. Enclosed for your information are copies of CWW's requirements for working in the vicinity of water and sewer assets and a plan of the general area.

As you will see on the plan provided, the parcel of land proposed for discontinuance contains an existing CWW sewer manhole (TUR16-12) and a sewer house connection branch which services property 478 Smith Street, Collingwood. It is with respect to these assets that CWW currently objects to this proposal subject to the following:

1. A certified Title Plan must show a 2.0m wide centrally located Sewerage Easement to be in favour of CWW pursuant to Section 12(1) of the Subdivision Act. This plan must then be referred to CWW for consideration prior to offering a withdrawal of objection.
2. Any proposed fences must be located a minimum distance of 800mm clear of the centreline of existing CWW sewer mains.
3. Any proposed fence lines must be located a minimum distance of 1.0m from sewer manholes and/or sewer inspection shafts.
4. Any proposal to build over a sewer asset will require CWW's written consent (i.e. Build-Over Application approval).

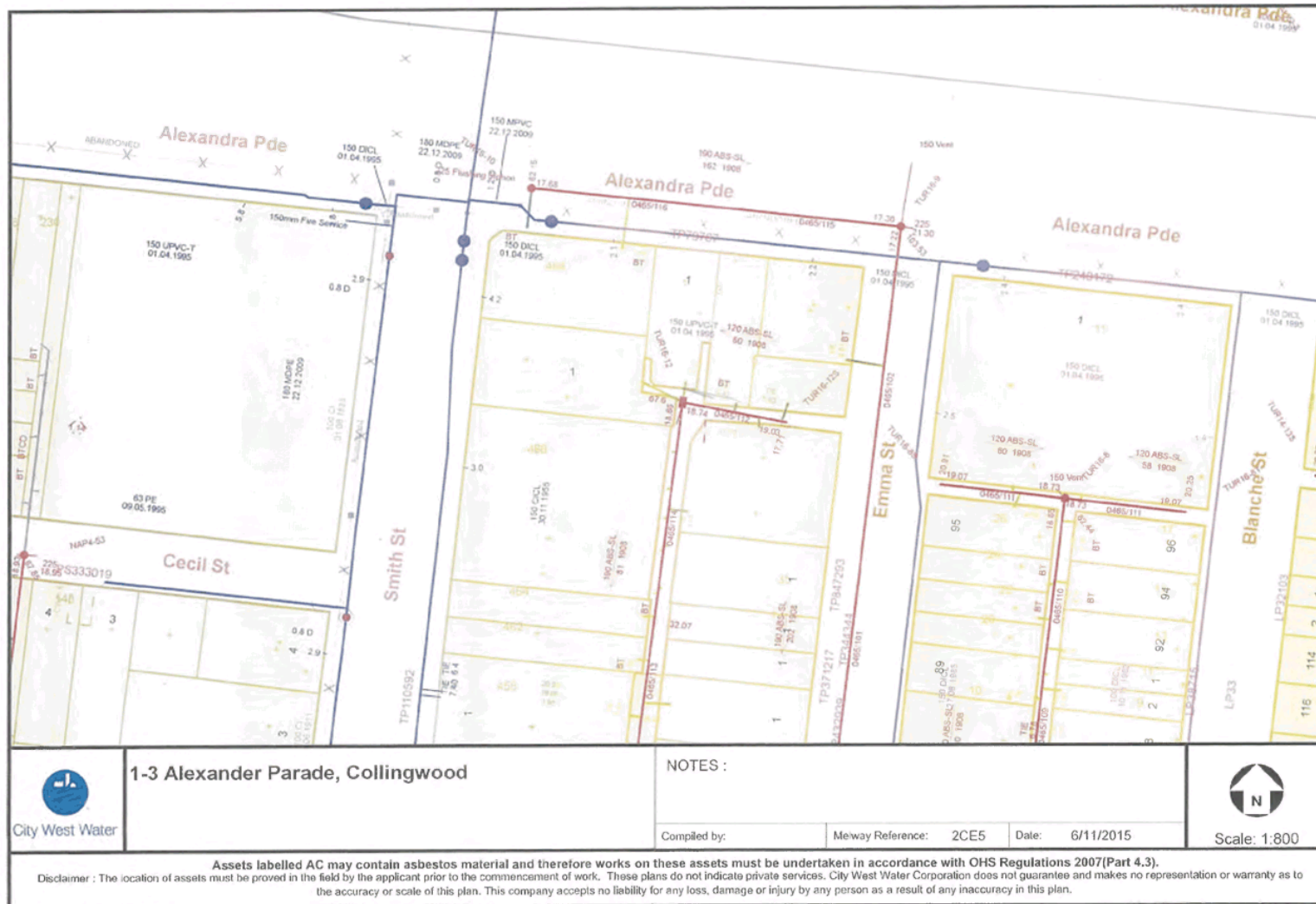
Should you wish to discuss this matter or require any further information, please do not hesitate to contact me on 9313 8602.

Yours Sincerely,

Kritin Kumaran  
Technical Officer, Network Operations



Attachment 6 - CWW response



## Attachment 6 - CWW response



City West Water

QES Management System  
Issue Date: 01/10/2015

## Protection of City West Water's Water and Sewer Assets Other Authorities Works

### Important Information

This document has been provided by City West Water (CWW) as a reference for standard conditions and requirements when working in close proximity to CWW's existing water and sewer assets.

1. The assets referred to in this document are water and sewer assets owned and/or controlled by CWW. Please note that some assets shown on plans provided by CWW may belong to Melbourne Water, South East Water and Yarra Valley Water.
2. Due to the nature, depth and age of CWW's assets and records, it is impossible to ascertain the exact location of all underground assets. CWW does not guarantee and makes no representation or warranty as to the accuracy or scale of information provided.
3. If asset relocation or protection works are undertaken by CWW as part of the required solution, payment for the cost of this work shall be borne by the principal developer, council, client or contractor requiring these works.
4. Unless otherwise stated in this document, all water and sewerage works must be carried out in accordance with the most recent versions of the Water and Sewerage Codes of Australia (MRWA Editions).

### Duty to Avoid Damage

1. It is the responsibility of the owner and any consultant engaged by the owner (including, but not limited to; architect, building surveyor, consulting engineer, contractor and the developer) to ensure that all CWW's underground assets are protected from the impact of any works.
2. It is the responsibility of the owner or person/s constructing the works to:
  - a) obtain 'Dial Before You Dig' plans showing CWW's assets in the vicinity of the proposed works no more than 30 days prior to commencement of works
  - b) locate all underground assets that may be damaged or interfered with by the proposed works via non-destructive or hand excavation prior to commencement of works
  - c) contact CWW's Other Authorities Works (OAW) department via email at [oaw@citywestwater.com.au](mailto:oaw@citywestwater.com.au) if any of CWW's assets will be affected or interfered with in any way by the proposed works
3. If any damage is caused to CWW's assets as a result of works, or if any of CWW's assets are interfered with (including being built over, buried, altered or if any cover or support is removed) without CWW's consent, CWW will seek recovery for the costs of repairing such damage or interference.
4. There are statutory offences under the Water Act 1989 and the Road Management Act 2004 for damaging or interfering with CWW's assets and for building over or removing cover or support of CWW's assets without prior written consent. In the event that damage is caused to CWW's assets, please contact Faults & Emergencies on 131 642.

This document is "UNCONTROLLED" if it has been saved locally or printed

Document IRD-178

Rev 4

Page 1/2



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**11.11 Quarterly Financial Report - December 2016**

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Trim Record Number: D17/17895

Responsible Officer: Director Corporate, Business and Finance

**Purpose**

1. To provide a quarterly financial report for Yarra City Council (Council) for the period ending 31 December 2016.

**Background**

2. The 2016-17 Annual Budget was adopted by Council on 7 June 2016.
3. Council's quarterly financial report (refer Attachment 1) is being presented in accordance with Sections 137 and 138 of the Local Government Act 1989 (the Act) and the Local Government (Planning & Reporting) Regulations 2014 (the Regulations).
4. The financial report has been prepared on an accrual basis, to ensure accurate matching of income and expenditure, both operating and capital, for the period ending 31 December 2016.

**External Consultation**

5. No external consultation was required for this report.

**Internal Consultation (One Yarra)**

6. This report has been prepared in consultation with Branch managers across the organisation.

**Financial Implications**

7. The financial report contains information regarding Council operations and capital expenditure compared with the budget. Explanations of variations and commentary are also included.

**Economic Implications**

8. There are no economic implications.

**Sustainability Implications**

9. There are no sustainability implications.

**Social Implications**

10. There are no social implications.

**Human Rights Implications**

11. There are no human rights implications.

**Communications with CALD Communities Implications**

12. No communications with CALD Communities were required for this report.

**Council Plan, Strategy and Policy Implications**

13. There are no Council Plan, Strategy, or Policy implications.

**Legal Implications**

14. A quarterly financial report to Council is a statutory requirement as specified in the Act.



**Other Issues**

15. The financial result for Council is favourable to the year to date budget for the six months ending 31 December 2016 by \$8.2M. Income is favourable overall mainly due to grants received in advance, fees and charges raised, and favourable supplementary rate income. Expenditure is favourable mainly due to timing of payments for contracts and other materials and services, as well as lower than expected depreciation.
16. Council continues to work towards improving its cash position. Business units will be requested to identify opportunities to contribute towards a ‘better than budget’ result and higher cash balance as at 30 June 2017. This will complement the Victorian Auditor-General’s Office (VAGO) sustainability indicators – particularly working capital. The Budget Expenditure Review Committee (BERC) will be monitoring any potential savings during the financial year. The Service Level Efficiency Dividend (SLED) has been applied to all business units who are required to achieve their bottom line. This comprises \$500K savings in employee costs and \$500K savings in materials and services.

**Options**

Operating Result – Budget

17. As at 31 December 2016 the year to date operating result is a surplus of \$60.02M as compared to the year to date (YTD) budget of \$51.8M - favourable by \$8.2M. The large surplus is mainly due to recognising the annual rate income raised for the year. It is expected that the surplus at the end of the financial year will be \$8.1M in line with the current forecast which is \$3M higher than the adopted budget surplus of \$5.05M. The surplus is utilised as funding for Council’s capital works program.
18. Council’s cash position is still regarded as tight however cash inflow this year has improved, mainly due to quarterly rate payments. An overdraft facility is in place and this has only been used infrequently. Forward cash estimates indicate an improved result. This will be further assessed as Council progresses through the financial year.
19. The year to date result includes the following major budget variances (10% or > \$50,000):

| Category              | Category Budget Variance \$'M Fav/(Unfav) | Items  | Item Variance \$'M Fav/(Unfav) |
|-----------------------|---|--|--------------------------------|
| Income                |   |  |                                |
| Rate Revenue          | \$0.35M                                   | <ul style="list-style-type: none"> <li>• Rate revenue is favourable to YTD budget mainly due to receipt of supplementary rates earlier in the financial year than anticipated, as well as additional interest income on overdue payments.</li> </ul>   | \$0.21                         |
| Government Grants     | \$1.38M                                   | <ul style="list-style-type: none"> <li>• Family, Youth and Child Services have received grants for Early Years and Children’s Centres ahead of expectations. This is mainly due to higher than budgeted utilisation of child care centres. This is likely to be a permanent variance.</li> <li>• Aged &amp; Disability Services are ahead of expectations mainly due to the early receipt of home care grants.</li> </ul>  | \$0.95M<br>\$0.13M             |
| Capital Grants        | \$0.65M                                   | <ul style="list-style-type: none"> <li>• Capital grants are slightly favourable to year to date budget due to grants received in Recreation &amp; Open Space ahead of schedule. This will balance to budget over the financial year.</li> <li>• Traffic &amp; Special Projects is favourable to year to date budget due to the receipt of additional funds for road works that were not anticipated when the adopted budget was prepared. This is a permanent variance.</li> <li>• Engineering &amp; Asset Management are favourable to YTD budget for Roads to Recovery Funding received earlier than anticipated.</li> </ul> | \$0.09M<br>\$0.46M<br>\$0.10M  |
| Charges, Fees & Fines | \$0.68M                                   | <ul style="list-style-type: none"> <li>• Family, Youth and Child Services is favourable due to phasing in Child Care Centre fees. Manager FYCS advises that this will continue as long as utilisation remains high.</li> </ul>   | \$0.13M                        |

|                                  |            |  |   |
|----------------------------------|------------|--|---|
|                                  |            | <ul style="list-style-type: none"> <li>Compliance &amp; Parking are ahead of phasing in Animal Control and Local Laws. This will likely balance to budget over the financial year.</li> <li>Statutory Planning is favourable to year to date budget due to the increase of statutory fees for planning matters. This will result in a favourable result over the financial year.</li> </ul>  | <p>\$0.19M</p> <p>\$0.45M</p>   |
| Reimbursements and Contributions | \$0.41M    | <ul style="list-style-type: none"> <li>There are favourable variances for new property leases that were not known at the time of budget. This variance will remain throughout the financial year.</li> <li>Engineering &amp; Asset Management are favourable to the year to date budget mainly due to contributions received ahead of budget phasings.</li> <li>Construction management are ahead of budget phasings mainly due to additional reinstatement works. This is a permanent variance.</li> </ul>  | <p>\$0.13M</p> <p>\$0.12M</p> <p>\$0.17M</p>  |
| Other Income                     | \$0.32M    | <ul style="list-style-type: none"> <li>Other income is favourable to the YTD budget mainly due to income received in Family, Youth &amp; Children for Connie Benn Centre operations. This is a permanent variance and will result in increased revenue for the financial year.</li> <li>There are several other small favourable variances which will likely balance to budget over the remainder of the financial year.</li> </ul>  | \$0.20M   |
| <b>Expenditure</b>               |            |  |   |
| Employee Expenses                | (\$0.56 M) | <ul style="list-style-type: none"> <li>The unfavourable variance is mainly due to higher than anticipated maternity leave across the organisation, as well as a higher than expected workcover premium.</li> </ul>   | (\$0.47M)   |
| Contract payments                | \$0.85M    | <ul style="list-style-type: none"> <li>Aged &amp; Disability Services are favourable due to the timing of payments for Home Care and Meals Delivery. This will balance to budget over the financial year.</li> <li>Recreation and Open space are favourable to the YTD budget mainly due to the re-negotiation of the open space and tree maintenance contract. This commenced 1 November 2016 and has resulted in early savings.</li> </ul>   | <p>\$0.31M</p> <p>\$0.47M</p>   |
| Maintenance                      | (\$0.32 M) | <ul style="list-style-type: none"> <li>Maintenance is unfavourable to YTD budget mainly due to earlier than anticipated spend in Building Assets for reactive repairs maintenance. This will balance to budget at the end of the financial year.</li> </ul>  | (\$0.27M)   |
| Other Materials and Services     | \$3.17M    | <ul style="list-style-type: none"> <li>Leisure Services have a favourable variance mainly due to savings in support services.</li> <li>Risk, Audit &amp; Procurement has achieved a favourable variance due to renegotiation of insurance premiums.</li> <li>City Strategy has recorded a favourable variance in Strategic Planning and the Heritage restoration fund expenditure. These variances should balance to budget over the financial year.</li> <li>Community Partnerships has a favourable result mainly due to the grants program being behind expectations. This will balance to budget over the financial year.</li> <li>Governance is favourable to YTD budget mainly due to legal fees payments being behind expectations. This will likely balance to budget over the financial year.</li> <li>City Works has a favourable result mainly due to slower than anticipated expenditure in waste and other services. This is expected to balance to budget over the remainder of the financial year.</li> <li>The favourable variances are offset by variations in other areas</li> </ul> | <p>\$0.18M</p> <p>\$1.05M</p> <p>\$0.40M</p> <p>\$0.34M</p> <p>\$0.36M</p> <p>\$0.43M</p> |
| Depreciation                     | \$1M       | <ul style="list-style-type: none"> <li>Depreciation is favourable to budget and reflects the new value of assets currently capitalised.</li> </ul>   | \$1M  |
| Provision for Doubtful Debts     | \$0.31M    | <ul style="list-style-type: none"> <li>The favourable variance to YTD budget due to lower than expected parking fees.</li> </ul>   | \$0.31M   |
| Debt Servicing Costs             | (\$0.26 M) | <ul style="list-style-type: none"> <li>The unfavourable variance is due to a journal error. This has been adjusted in January. If this adjustment is included the variance would be favourable due to timing in accessing borrowings included in the budget.</li> </ul>  | (\$0.26M)   |
| WDV Assets Sold                  | \$0.25M    | <ul style="list-style-type: none"> <li>The favourable variance to YTD budget is due to the asset disposals scheduled for June 2017 – these were incorrectly phased and is a timing issue only.</li> </ul>  | \$0.25M   |

20. Year to date budgets and forecasts will continue to be reviewed by budget managers with finance staff assistance in the coming months to reflect the actual spend pattern across the financial year and reduce the number of budget variations.

#### Cash Position

21. Council's cash position at the end of December 2016 is \$19.79M, reflecting a net cash outflow of \$2.75M for the financial year to date.
22. Rate debt is \$10M lower than for the same time last year which indicates more payments having been received at this time. This reflects the move to quarterly instalments and proactive work initiated in Revenue Services to clear arrears debt.
23. Council has \$20M in investments and also access to overdraft (refer Table 4.1 on the attachment).

#### Debtors

24. Rates debtors as at the end of December 2016 totalled \$57.47M of which \$1.73M relates to rates outstanding from previous rate years and overall is lower than the same period last year. The move to four quarterly instalments has improved cash levels significantly in the first half of the year.
25. Parking debtors amounted to \$4.5M (net of doubtful debt provisions). Long term infringements are referred to the Infringements Court for collection. Debt levels are similar to last year and as collection activities improve, debt provision levels are expected to decrease.
26. Other debtors (net of doubtful debt provisions), including GST receivable, outstanding at the end of December 2016 was \$6.03M. This is mainly comprised of sundry debtors of \$1M, fines and costs of \$1.05M, GST clearing of \$0.92M, building and planning of \$0.67M, and leisure centre of \$0.16M. All areas of operation that carry debt are being reviewed in conjunction with branch managers and assessed for collection according to the new debtor management policy.

#### Capital Works Program

27. The December 2016 capital works report (refer Section 3 in the attachment) reflects expenditure of \$13.8M, compared with a year to date budget of \$21.71M, and represents 33% of the capital works program of \$42.05M (including 2015-16 carry forwards).
28. The year-end capital works program is forecast to reach \$43.3M as additional grants have been received in the Roads to Recovery and Blackspot grants programs. Several road infrastructure projects have required deferral to next financial year due to utility authority reconstruction works planned for 2016-17. To maintain the capital works program, Year 2 road infrastructure projects have been brought forward into 2016-17 (\$1.5M) and this is acceptable to maintain Roads to Recovery funding.

#### **Conclusion**

29. Council officers have prepared a quarterly financial report for the period ending 31 December 2016, in accordance with the Act. The report, in Attachment 1, is presented to Council for approval and adoption.

## **RECOMMENDATION**

1. That:

- (a) Council approves and adopts the quarterly financial report for the period ending 31 December 2016, in accordance with sections 137 & 138 of the Local Government Act 1989.

**CONTACT OFFICER:** Ange Marshall  
**TITLE:** Chief Financial Officer  
**TEL:** 9205 5544

### **Attachments**

- 1 Financial Report December 2016



**Attachment 1 - Financial Report December 2016**



**CITY OF YARRA  
FINANCIAL REPORT  
for the period ending 31 December 2016**

**Attachment 1 - Financial Report December 2016**

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## Attachment 1 - Financial Report December 2016

### 1 Executive Summary

#### 1.1 Finance Overview and Recommendations

The financial result for Council is favourable to the year to date budget for the six months ending 31 December 2016 by \$8.2M. Income is favourable overall mainly due to grants received in advance, fees and charges raised, and favourable supplementary rate income. Expenditure is favourable mainly due to timing of payments for contracts and other materials and services, as well as lower than expected depreciation.

Council continues to work towards improving its cash position. Business units will be requested to identify opportunities to contribute towards a 'better than budget' result and higher cash balance as at 30 June 2017. This will complement the VAGO sustainability indicators – particularly working capital. The Budget Expenditure Review Committee (BERC) will be monitoring any potential savings during the financial year. The Service Level Efficiency Dividend (SLED) has been applied to all business units who are required to achieve their bottom line. This comprises \$500K savings in employee costs and \$500K savings in materials and services.

#### 1.2 Operating Result – Budget

As at 31 December 2016 the year to date operating result is a surplus of \$60.02M as compared to the year to date (YTD) budget of \$51.8M; which is favourable by \$8.2M. The large surplus is mainly due to recognising the annual rate income raised for the year. It is expected that the surplus at the end of the financial year will be \$8.1M in line with the current forecast which is \$3M higher than the adopted budget surplus of \$5.05M. The surplus is utilised as funding for Council's capital works program.

Council's cash position is still regarded as tight however cash inflow this year has improved, mainly due to quarterly rate payments. An overdraft facility is in place and this has only been used infrequently. Forward cash estimates indicate an improved result. This will be further assessed as Council progresses through the financial year.

## Attachment 1 - Financial Report December 2016

The forecast result includes the following major variances (+/- 10% and/or +/- >\$50,000):

| Category                       | Category Budget Variance \$'M Fav/(Unfav) | Items  | Item Variance \$'M Fav/(Unfav)  |
|--------------------------------|---|--|---|
| <b>Income</b>                  |   |  |   |
| Government Grants              | (\$0.10M)                                 | <ul style="list-style-type: none"> <li>The forecast variance is unfavourable due to adjustments in grants for Aged &amp; Disability Services. This is a result of changes following the implementation of the NDIS.</li> <li>This is offset by additional funds being received in Traffic &amp; Special Projects for TAC works.</li> </ul>   | (\$0.22M)<br>\$0.08M  |
| Capital Grants                 | \$1.75M                                   | <ul style="list-style-type: none"> <li>Forecast variance is mainly due to grants received in Traffic &amp; Special Projects for roads projects which were advised post budget preparation.</li> </ul>  | \$1.75M   |
| Parking Revenue                | (\$1.23M)                                 | <ul style="list-style-type: none"> <li>Forecast variance is mainly due to the expected lower level of Parking Infringements due to the delay in the implementation of the new parking technology and recent vandalism of parking meters</li> </ul>   | (\$1.23M)   |
| Charges, Fees & Fines          | \$1.31M                                   | <ul style="list-style-type: none"> <li>Forecast variance in Statutory Planning is mainly due to additional revenue to be received following the increase of statutory fees for planning matters.</li> <li>Family, Youth &amp; Child Services also have a favourable forecast variance in child care fees due to increases in utilisation.</li> <li>Property Services within the Governance branch also has a favourable forecast variance mainly due to new lease agreements additional to budget.</li> <li>Construction management has a favourable variance mainly due to additional fees expected for enforcement work.</li> <li>Compliance and Parking is favourable to budget mainly due to increased fees received for local laws and animal control.</li> </ul>   | \$0.48M<br>\$0.37M<br>\$0.22M<br>\$0.13M<br>\$0.15M                                 |
| Reimbursements & Contributions | \$0.5M                                    | <ul style="list-style-type: none"> <li>The favourable forecast variance is mainly due to increased developer contributions received towards projects in Engineering and Asset Management.</li> <li>Construction has a favourable variance to budget mainly due to increases in contributions for reinstatement works.</li> </ul>   | \$0.21M<br>\$0.20M  |
| <b>Expenditure</b>             |   |  |   |
| Employee Costs                 | (\$0.95M)                                 | <ul style="list-style-type: none"> <li>The forecast variance includes additional Maternity Leave costs and a higher than anticipated workcover premium.</li> <li>City Works has an unfavourable forecast variance mainly due to costs associated with restructure and service reviews.</li> <li>Building Assets has an unfavourable variance mainly due to costs associated with a recent restructure.</li> </ul>  | (\$0.27M)<br>(\$0.26M)<br>(\$0.31M)   |
| Maintenance                    | \$0.34M                                   | <ul style="list-style-type: none"> <li>The favourable forecast variance is mainly due to savings in open space maintenance as a result of contract renegotiations and is offset by an unfavourable forecast in Other Materials &amp; Services</li> </ul>   | \$0.34M   |
| Other Materials and Services   | \$0.28M                                   | <ul style="list-style-type: none"> <li>Risk, Audit &amp; Procurement have a favourable forecast variance due to renegotiation of insurance premiums.</li> <li>Fleet Management &amp; Maintenance has a favourable variance mainly due to savings in fuel expenditure. This variance is being used to assist with offsetting an unfavourable variance in contract payments.</li> <li>Information Services is unfavourable to budget due to increased equipment lease costs that were originally budgeted in the capital program.</li> <li>Recreation &amp; Open Space has an unfavourable variance mainly due to the completion of the street tree inventory (which is a carry-over from the previous financial year), as well as costs associated with higher than anticipated water usage.</li> <li>Family, Youth &amp; Child Services has an unfavourable variance mainly due to the increased spend in Youth Programs.</li> <li>Sustainability &amp; Strategic Transport has an unfavourable variance in Utilities due to an anticipated increase in water costs. Embedding Adaptation also has an unfavourable variance due to the use of a consultant which was not known at budget.</li> <li>Statutory Planning have an unfavourable variance due to increased fees for heritage consultants.</li> </ul> | \$1.05M<br>\$0.13M<br>(\$0.43M)<br>(\$0.21M)<br>(\$0.04M)<br>(\$0.07M)<br>(\$0.06M) |

**Attachment 1 - Financial Report December 2016**

|                      |         |  |                                   |
|----------------------|---------|--|-----------------------------------|
|                      |         | <ul style="list-style-type: none"> <li>Governance branch has an unfavourable forecast variance due to increased lease fees for Council leases, as well as consultant fees that were unknown at budget.</li> <li>Finance branch has an unfavourable variance due to increased bank charges, and consultant fees.</li> </ul> | <p>(\$0.05M)</p> <p>(\$0.04M)</p> |
| Depreciation         | \$0.86M | <ul style="list-style-type: none"> <li>Depreciation has a favourable variance to budget due to the reclassification of a number of assets into the correct asset category.</li> </ul>  | \$0.86M                           |
| Debt Servicing Costs | \$0.14M | <ul style="list-style-type: none"> <li>The favourable variance for debt servicing costs is due to the delay in accessing borrowings that was included in the budget.</li> </ul>  | \$0.14M                           |

The year to date result includes the following major budget variances (+/- 10% or +/- >\$50,000):

| Category                         | Category Budget Variance \$'M Fav/(Unfav) | Items  | Item Variance \$'M Fav/(Unfav)               |
|----------------------------------|---|--|--|
| <b>Income</b>                    |   |  |  |
| Rate Revenue                     | \$0.35M                                   | <ul style="list-style-type: none"> <li>Rate revenue is favourable to YTD budget mainly due to receipt of supplementary rates earlier in the financial year than anticipated, as well as additional interest income on overdue payments.</li> </ul>   | \$0.21                                       |
| Government Grants                | \$1.38M                                   | <ul style="list-style-type: none"> <li>Family, Youth and Child Services have received grants for Early Years and Children's Centres ahead of expectations. This is mainly due to higher than budgeted utilisation of child care centres. This is likely to be a permanent variance.</li> <li>Aged &amp; Disability Services are ahead of expectations mainly due to the early receipt of home care grants.</li> </ul>  | <p>\$0.95M</p> <p>\$0.13M</p>                |
| Capital Grants                   | \$0.65M                                   | <ul style="list-style-type: none"> <li>Capital grants are slightly favourable to the year to date budget due to grants received in Recreation &amp; Open Space ahead of schedule. This will balance to budget over the financial year.</li> <li>Traffic &amp; Special Projects is favourable to year to date budget due to the receipt of additional funds for road works that were not anticipated when the adopted budget was prepared. This is a permanent variance.</li> <li>Engineering &amp; Asset Management are favourable to YTD budget for Roads to Recovery Funding received earlier than anticipated.</li> </ul> | <p>\$0.09M</p> <p>\$0.46M</p> <p>\$0.10M</p> |
| Charges, Fees & Fines            | \$0.68M                                   | <ul style="list-style-type: none"> <li>Family, Youth and Child Services is favourable to phasing in Child Care Centre fees. Manager FYCS advises that this will continue as long as utilisation remains high.</li> <li>Compliance &amp; Parking are ahead of phasing in Animal Control and Local Laws. This will likely balance to budget over the financial year.</li> <li>Statutory Planning is favourable to year to date budget due to the increase of statutory fees for planning matters. This will result in a favourable result over the financial year.</li> </ul>  | <p>\$0.13M</p> <p>\$0.19M</p> <p>\$0.45M</p> |
| Reimbursements and Contributions | \$0.41M                                   | <ul style="list-style-type: none"> <li>There are favourable variances for new property leases that were not known at the time of budget. This variance will remain throughout the financial year.</li> <li>Engineering &amp; Asset Management are favourable to the year to date budget mainly due to contributions received ahead of budget phasings.</li> <li>Construction management are ahead of budget phasings mainly due to additional reinstatement works. This is a permanent variance.</li> </ul>  | <p>\$0.13M</p> <p>\$0.12M</p> <p>\$0.17M</p> |
| Other Income                     | \$0.32M                                   | <ul style="list-style-type: none"> <li>Other income is favourable to the YTD budget mainly due to income received in Family, Youth &amp; Children for Connie Benn Centre operations. This is a permanent variance and will result in increased revenue for the financial year.</li> </ul>  | \$0.20M                                      |

## Attachment 1 - Financial Report December 2016

|                              |           |   |  |
|------------------------------|-----------|---|--|
|                              |           | <ul style="list-style-type: none"> <li>There are several other small favourable variances which will likely balance to budget over the remainder of the financial year.</li> </ul>  |  |
| <b>Expenditure</b>           |           |   |  |
| Employee Expenses            | (\$0.56M) | <ul style="list-style-type: none"> <li>The unfavourable variance is mainly due to higher than anticipated maternity leave across the organisation, as well as a higher than expected workcover premium.</li> </ul>  | (\$0.47M)  |
| Contract payments            | \$0.85M   | <ul style="list-style-type: none"> <li>Aged &amp; Disability Services are favourable due to the timing of payments for Home Care and Meals Delivery. This will balance to budget over the financial year.</li> <li>Recreation and Open space are favourable to the YTD budget mainly due to the re-negotiation of the open space &amp; tree maintenance contract. This commenced 1 November 2016 and has resulted in early savings.</li> </ul>  | \$0.31M<br><br>\$0.47M   |
| Maintenance                  | (\$0.32M) | <ul style="list-style-type: none"> <li>Maintenance is unfavourable to YTD budget mainly due to earlier than anticipated spend in Building Assets for reactive repairs maintenance. This will balance to budget at the end of the financial year.</li> </ul>   | (\$0.27M)  |
| Other Materials and Services | \$3.17M   | <ul style="list-style-type: none"> <li>Leisure Services have a favourable variance mainly due to savings in support services.</li> <li>Risk, Audit &amp; Procurement has achieved a favourable variance due to renegotiation of insurance premiums. This variance reflects a permanent saving for Council.</li> <li>City Strategy has recorded a favourable variance in Strategic Planning and the Heritage restoration fund expenditure. These variances should balance to budget over the financial year.</li> <li>Community Partnerships has a favourable result mainly due to the grants program being behind expectations. This will balance to budget over the financial year.</li> <li>Governance is favourable to YTD budget mainly due to legal fees payments being behind expectations. This will likely balance to budget over the financial year.</li> <li>City Works has a favourable result mainly due to slower than anticipated expenditure in waste and other services. This is expected to balance to budget over the remainder of the financial year.</li> <li>The favourable variances are offset by variations in other areas</li> </ul> | \$0.18M<br>\$1.05M<br>\$0.40M<br>\$0.34M<br>\$0.36M<br>\$0.43M |
| Depreciation                 | \$1M      | <ul style="list-style-type: none"> <li>Depreciation is favourable to budget and reflects the new value of assets currently capitalised.</li> </ul>  | \$1M   |
| Provision for Doubtful Debts | \$0.31M   | <ul style="list-style-type: none"> <li>The favourable variance to YTD budget due to lower than expected parking fees.</li> </ul>  | \$0.31M  |
| Debt Servicing Costs         | (\$0.26M) | <ul style="list-style-type: none"> <li>The unfavourable variance is due to a journal error. This has been adjusted in January. If this adjustment is included the variance would be favourable due to the delay in accessing borrowings that was included in the budget.</li> </ul>   | (\$0.26M)  |
| WDV Assets Sold              | \$0.25M   | <ul style="list-style-type: none"> <li>The favourable variance to YTD budget is due to the asset disposals scheduled for June 2017 – these were incorrectly phased and is a timing issue only.</li> </ul>   | \$0.25M  |

Year to date budgets and forecasts will continue to be reviewed by budget managers with finance staff assistance in the coming months to reflect the actual spend pattern across the financial year and reduce the number of budget variations.

### 1.3 Cash Position

Council's cash position at the end of December 2016 is \$19.79M, reflecting a net cash outflow of \$2.75M for the financial year to date.

Rate debt is \$10M lower than for the same time last year which indicates more payments having been received at this time. This reflects the move to quarterly instalments and proactive work initiated in Revenue Services to clear arrears debt.

Council has \$20M in investments and also access to overdraft (refer Table 4.1).

## Attachment 1 - Financial Report December 2016

### 1.4 Debtors

Rates debtors as at the end of December 2016 totalled \$57.47M of which \$1.73M relates to rates outstanding from previous rate years and overall is lower than the same period last year. The move to four quarterly instalments has improved cash levels significantly in the first half of the year.

Parking debtors amounted to \$4.5M (net of doubtful debt provisions). Long term infringements are referred to the Infringements Court for collection. Debt levels are similar to last year and as collection activities improve, debt provision levels are expected to decrease.

Other debtors (net of doubtful debt provisions), including GST receivable, outstanding at the end of December 2016 was \$6.03M. This is mainly comprised of sundry debtors of \$1M, fines and costs of \$1.05M, GST clearing of \$0.92M, building and planning of \$0.67M, and leisure centre of \$0.16M. All areas of operation that carry debt are being reviewed in conjunction with branch managers and assessed for collection according to the new debtor management policy.

Section 5 has more detailed information on debtors.

### 1.5 Capital Works Program

The December 2016 capital works report (refer Section 3) reflects expenditure of \$13.8M, compared with a year to date budget of \$21.71M, and represents 33% of the capital works program of \$42.05M (including 2015/16 c/fwds).

The year-end capital works program is forecast to reach \$43.3M as additional grants have been received in the Roads to Recovery and Blackspot grants programs. Several road infrastructure projects have required deferral to next financial year due to utility authority reconstruction works planned for 2016/17. To maintain the capital works program, Year 2 road infrastructure projects have been brought forward into 2016/17 (\$1.5M) and this is acceptable to maintain Roads to Recovery funding.



## Attachment 1 - Financial Report December 2016

## 2 Financial Statements

## 2.1 Income Statement for the year ending 31 December 2016

|  | Adopted<br>Budget<br>\$'000 | YTD<br>Actual<br>\$'000 | YTD<br>Budget<br>\$'000 | YTD<br>Variance<br>Fav/(Unfav)<br>\$'000 | YTD Actual<br>to Budget<br>Variance<br>Fav/(Unfav)<br>% | Current EOY<br>Forecast<br>\$'000 | Forecast<br>Variance<br>Fav/(Unfav)<br>\$'000 | Forecast<br>Variance<br>Fav/(Unfav)<br>% |
|--|-----------------------------|-------------------------|-------------------------|--|---|-----------------------------------|---|--|
| <b>Revenue from ordinary activities</b>  |                             |                         |                         |  |   |                                   |   |  |
| Rate Revenue                             | 101,964                     | 101,343                 | 100,990                 | 353                                      | 0.3%  | 101,964                           | 0   | 0.0%                                     |
| Victorian Grants Commission              | 1,795                       | 895                     | 898                     | (3)                                      | (0.3%)  | 1,795                             | 0   | 0.0%                                     |
| Government Grants                        | 9,180                       | 5,624                   | 4,250                   | 1,374                                    | 32.3%   | 9,080                             | (100)   | (1.1%)                                   |
| Grants - Capital                         | 1,281                       | 877                     | 230                     | 647                                      | 281.3%  | 3,027                             | 1,746   | 136.3%                                   |
| Parking Revenue                          | 28,617                      | 13,213                  | 13,242                  | (29)                                     | (0.2%)  | 27,393                            | (1,224)                                       | (4.3%)                                   |
| Charges Fees & Fines                     | 16,102                      | 9,145                   | 8,461                   | 684                                      | 8.1%  | 17,413                            | 1,311   | 8.1%                                     |
| Leisure Centre Fees                      | 9,472                       | 4,862                   | 4,871                   | (9)                                      | (0.2%)  | 9,596                             | 124   | 1.3%                                     |
| Interest on Investments                  | 469                         | 163                     | 155                     | 8  | 5.2%  | 469                               | 0   | 0.0%                                     |
| Reimbursements & Contributions           | 5,644                       | 3,216                   | 2,807                   | 409                                      | 14.6%   | 6,144                             | 500   | 8.9%                                     |
| Other Income                             | 865                         | 660                     | 342                     | 318                                      | 93.0%   | 897                               | 32  | 3.7%                                     |
| Proceeds from Sale of Assets             | 1,305                       | 606                     | 540                     | 66                                       | 12.2%   | 1,305                             | 0   | 0.0%                                     |
|  | <b>176,694</b>              | <b>140,604</b>          | <b>136,786</b>          | <b>3,818</b>                             | <b>2.8%</b>   | <b>179,083</b>                    | <b>2,389</b>                                  | <b>1.4%</b>                              |
| <b>Expenses from ordinary activities</b> |                             |                         |                         |  |   |                                   |   |  |
| Employee Costs                           | 76,492                      | 40,637                  | 40,082                  | (555)                                    | (1.4%)  | 77,407                            | (915)   | (1.2%)                                   |
| Contract Payments                        | 21,968                      | 9,095                   | 9,943                   | 848                                      | 8.5%  | 21,966                            | 2   | 0.0%                                     |
| Maintenance                              | 9,244                       | 4,314                   | 3,995                   | (319)                                    | (8.0%)  | 8,901                             | 343   | 3.7%                                     |
| Other Materials & Services               | 37,202                      | 14,212                  | 17,379                  | 3,167                                    | 18.2%   | 36,926                            | 276   | 0.7%                                     |
| Provision for Doubtful Debts             | 2,540                       | 973                     | 1,280                   | 307                                      | 24.0%   | 2,540                             | 0   | 0.0%                                     |
| Depreciation & Amortisation              | 21,561                      | 10,024                  | 11,014                  | 990                                      | 9.0%  | 20,700                            | 861   | 4.0%                                     |
| Debt Servicing Costs                     | 2,139                       | 1,327                   | 1,070                   | (257)                                    | (24.0%)   | 2,000                             | 139   | 6.5%                                     |
| WDV Assets Sold                          | 500                         | 0                       | 250                     | 250                                      | 100.0%  | 500                               | 0   | 0.0%                                     |
|  | <b>171,646</b>              | <b>80,582</b>           | <b>85,013</b>           | <b>4,431</b>                             | <b>5%</b>   | <b>170,940</b>                    | <b>706</b>                                    | <b>0.4%</b>                              |
| Surplus/(Deficit)                        | <b>5,048</b>                | <b>60,022</b>           | <b>51,773</b>           | <b>8,249</b>                             | <b>16%</b>  | <b>8,143</b>                      | <b>3,095</b>                                  | <b>61.3%</b>                             |



Attachment 1 - Financial Report December 2016

Chart 2.1 – YTD Income from Operating Activities

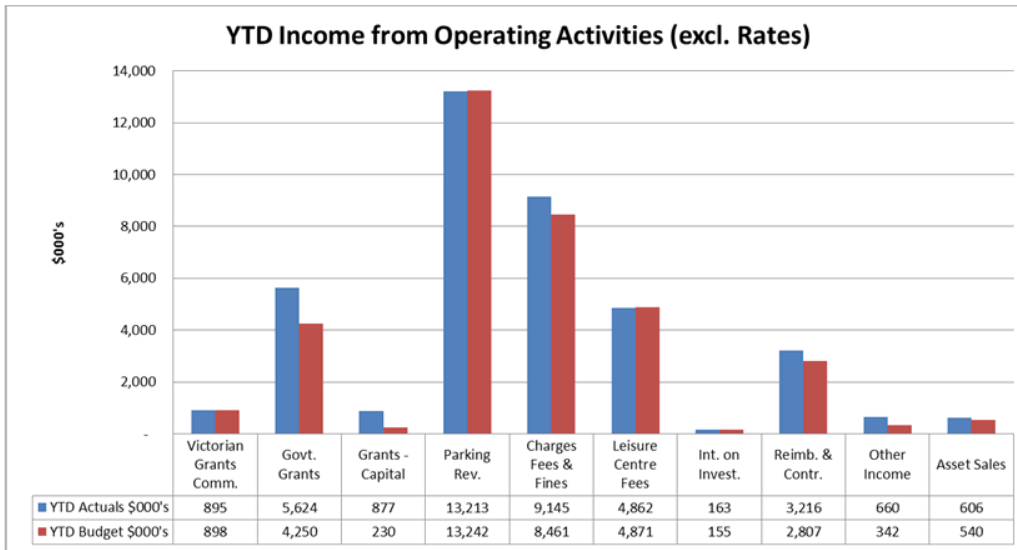
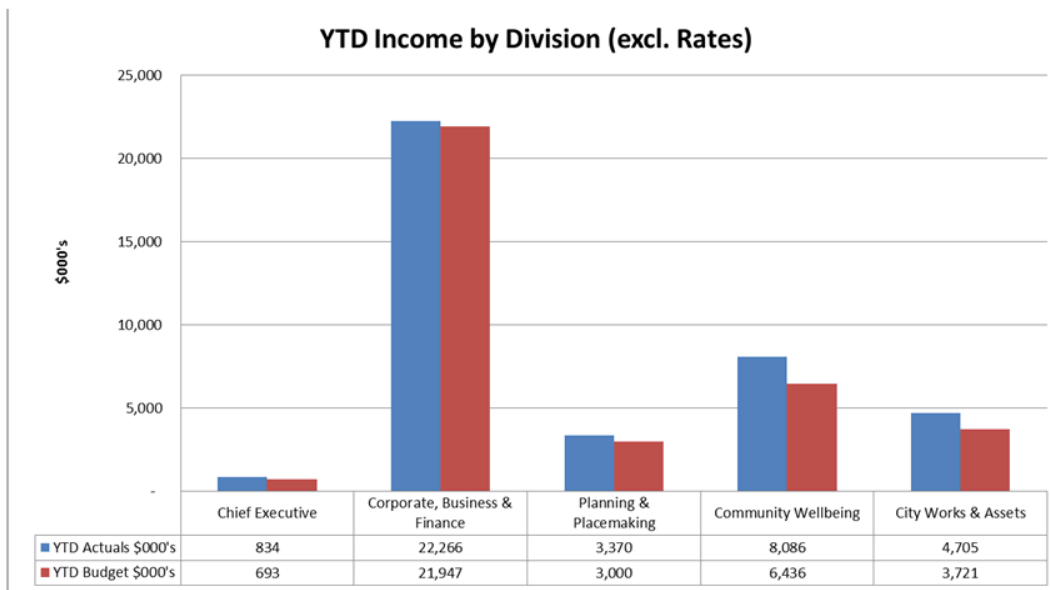
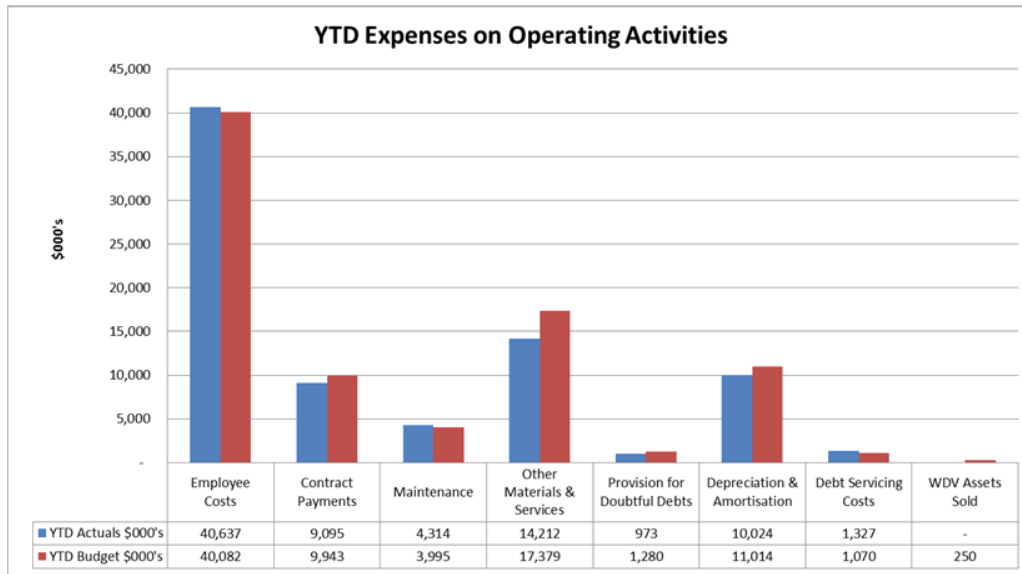


Chart 2.2 – YTD Income by Division

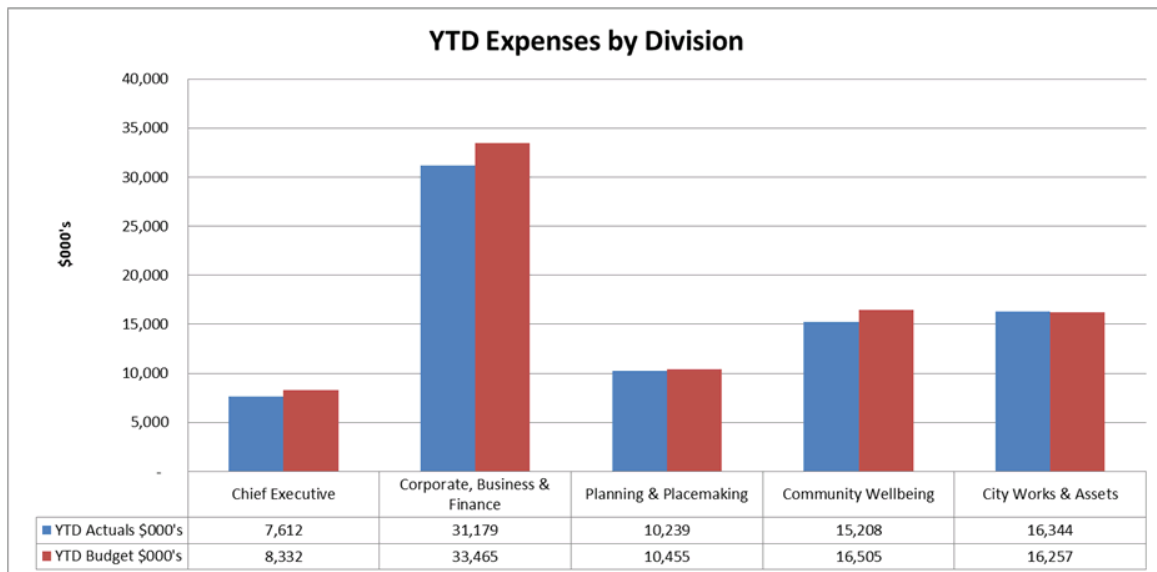


**Attachment 1 - Financial Report December 2016**

**Chart 2.3 – YTD Expenditure on Operating Activities**



**Chart 2.4 – YTD Expenditure by Division**



## Attachment 1 - Financial Report December 2016

## 2.2 Balance Sheet at 31 December 2016

|   | Dec-16<br>\$000's | Dec-15<br>\$000's |
|---|-------------------|-------------------|
| <b>CURRENT ASSETS</b>                         |                   |                   |
| Cash and cash equivalents                     | 19,791            | 11,996            |
| Receivables - Rates                           | 57,472            | 67,887            |
| Receivables - Parking                         | 4,501             | 3,825             |
| Receivables - Other                           | 6,031             | 3,971             |
| Accrued income                                | 488               | 166               |
| Prepayments                                   | 82                | 101               |
| Inventories                                   | 130               | 135               |
| Assets Held for Sale                          | 696               | 640               |
| <b>TOTAL CURRENT ASSETS</b>                   | <b>89,191</b>     | <b>88,721</b>     |
| <b>NON-CURRENT ASSETS</b>                     |                   |                   |
| Non-current receivables                       | 230               | 230               |
| Non-current investments                       | 20                | 20                |
| Financial assets                              | 5                 | 5                 |
| Property, infrastructure ,plant and equipment | 1,673,077         | 1,570,680         |
| <b>TOTAL NON-CURRENT ASSETS</b>               | <b>1,673,332</b>  | <b>1,570,935</b>  |
| <b>TOTAL ASSETS</b>                           | <b>1,762,523</b>  | <b>1,659,656</b>  |
| <b>CURRENT LIABILITIES</b>                    |                   |                   |
| Payables                                      | 2,221             | 2,210             |
| Fire Services Levy                            | 8,455             | 12,798            |
| Trust funds                                   | 2,889             | 2,046             |
| Accrued Expenses                              | 3,601             | 1,405             |
| Employee benefits                             | 13,281            | 11,109            |
| <b>TOTAL CURRENT LIABILITIES</b>              | <b>30,447</b>     | <b>29,568</b>     |
| <b>NON-CURRENT LIABILITIES</b>                |                   |                   |
| Trust Accounts                                | 585               | 585               |
| Employee benefits                             | 1,416             | 1,297             |
| Interest-bearing liabilities                  | 32,500            | 32,500            |
| <b>TOTAL NON-CURRENT LIABILITIES</b>          | <b>34,501</b>     | <b>34,382</b>     |
| <b>TOTAL LIABILITIES</b>                      | <b>64,948</b>     | <b>63,950</b>     |
| <b>NET ASSETS</b>                             | <b>1,697,575</b>  | <b>1,595,707</b>  |
| <b>EQUITY</b>                                 |                   |                   |
| Accumulated surplus                           | 581,749           | 574,750           |
| Asset revaluation reserves                    | 1,035,634         | 946,159           |
| General Reserves                              | 20,100            | 17,090            |
| Parking Contribution                          | 79                | 79                |
| Retained Earnings                             | 60,013            | 57,629            |
| <b>TOTAL EQUITY</b>                           | <b>1,697,575</b>  | <b>1,595,707</b>  |

## Attachment 1 - Financial Report December 2016

## 2.3 Cash Flow Statement at 31 December 2016

| <b>CASH FLOW STATEMENT</b>                              |                      |                      |
|---|----------------------|----------------------|
|   | 31-Dec-16            | 31-Dec-15            |
|   | Inflows / (Outflows) | Inflows / (Outflows) |
|   | \$'000               | \$'000               |
| <b>Cash Flows from Operating Activities</b>             |                      |                      |
| Rates and Charges                                       | 52,105               | 41,597               |
| Parking Revenue   | 12,128               | 13,160               |
| Government Grants Received                              | 5,487                | 4,896                |
| Victoria Grants Commission                              | 895                  | 445                  |
| User Charges, Fees and Other Fines Received             | 14,502               | 13,743               |
| Reimbursements and Contributions Received               | 1,238                | 2,228                |
| Interest Revenue  | 120                  | 162                  |
| Other Revenue   | 3,917                | 4,964                |
| Payments to Suppliers                                   | (33,973)             | (38,149)             |
| Payments to Employees                                   | (40,133)             | (40,475)             |
| Net GST   | (691)                | 876                  |
| <b>Net Cash Provided by Operating Activities</b>        | <b>15,595</b>        | <b>3,447</b>         |
| <b>Cash Flows from Investing Activities</b>             |                      |                      |
| Proceeds from Sale of Property, Plant & Equipment       | 596                  | 84                   |
| Payments for Infrastructure, Property Plant & Equipment | (17,614)             | (13,208)             |
| <b>Net Cash (Used in) Investing Activities</b>          | <b>(17,018)</b>      | <b>(13,124)</b>      |
| <b>Cash Flows from Financing Activities</b>             |                      |                      |
| Finance Costs   | 1,331                | 762                  |
| <b>Net Cash (Used In) Financing Activities</b>          | <b>1,331</b>         | <b>762</b>           |
| <b>Cash Balances</b>                                    |                      |                      |
| Change in Cash Held                                     | (2,753)              | (10,439)             |
| Opening Cash Balance                                    | 22,544               | 22,435               |
| <b>Cash at the End of the Financial Period</b>          | <b>19,791</b>        | <b>11,996</b>        |

## Attachment 1 - Financial Report December 2016

### 3 Capital Works

#### 3.1 Overview of Budgeted and Actual Capital Works 2016/17

Total capital works expenditure to the end of December 2016 totals \$13.8M compared with a year to date budget of \$21.71M and an adopted budget of \$42.05M, with a year to date variance of \$7.91M.

Commentary on major variations between the year to date budget and actual expenditure, and final year-end projections are as follows:

- Road Infrastructure expenditure is lower than the year to date budget by \$1.27M. This is mainly due to delays in works on footpath, drainage, kerb and channel, pavement, and lanes-pavement, offset by increases in transport and root barrier treatments;
- Open Space Infrastructure is lower than the year to date budget by \$1.16M. This is mainly due to underspends on playgrounds, sports and pedestrian assets;
- Buildings and Equipment Assets is lower than the year to date budget by \$2.9M. This is due to all building projects being behind schedule due to timing of invoices being received from contractors; and,
- Other Assets including Information Systems and Library Assets are collectively lower than the program budget by \$2.58M. This is mainly due to low expenditure against IS projects overall (\$2.03M unfavourable), as well as delayed YTD expenditure for plant and equipment (due to slower replacement of vehicles) and lower than expected expenditure for library assets.

Attachment 1 - Financial Report December 2016

3.2 Capital works for the period ending 31 December 2016

| Capital Level 1 | Capital Level 1 Description | Adopted Budget    | Last Month's      |                   | FY Budget         | Budget YTD        | Actuals Project   | Commitments      | Actual Plus       |                |                  |
|-----------------|-----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|-------------------|----------------|------------------|
|                 |                             |                   | Projection (FCS)  | Final Projection  |                   |                   |                   |                  | Commitments       | Carry Over     | Deferred         |
| 100             | Road Infrastructure         | 10,183,000        | 11,396,997        | 11,153,609        | 9,913,000         | 4,505,745         | 3,235,942         | 1,464,411        | 4,700,353         | 0              | 1,575,000        |
| 300             | Open Space Infrastructure   | 8,424,000         | 8,088,842         | 8,178,842         | 8,793,577         | 1,973,342         | 808,975           | 838,312          | 1,647,286         | 545,000        | 0                |
| 400             | Building & Equipment Assets | 17,973,000        | 17,803,220        | 17,845,220        | 17,610,000        | 11,660,759        | 8,761,119         | 5,308,799        | 14,069,919        | 0              | 0                |
| 600             | Information Systems         | 3,352,000         | 3,727,000         | 3,727,556         | 4,352,000         | 2,442,388         | 415,390           | 270,400          | 685,791           | 200,000        | 0                |
| 700             | Other General Assets        | 1,465,000         | 1,630,000         | 1,629,932         | 1,815,000         | 645,000           | 317,806           | 79,484           | 397,289           | 0              | 0                |
| 800             | Library                     | 650,000           | 760,000           | 760,000           | 710,000           | 487,000           | 264,392           | 241,749          | 506,141           | 0              | 0                |
| <b>Total</b>    |                             | <b>42,047,000</b> | <b>43,406,059</b> | <b>43,295,159</b> | <b>43,193,577</b> | <b>21,714,234</b> | <b>13,803,624</b> | <b>8,203,155</b> | <b>22,006,779</b> | <b>745,000</b> | <b>1,575,000</b> |

| Asset Type   | Asset Type Description  | Adopted Budget    | Last Month's      |                   | FY Budget         | Budget YTD        | Actuals Project   | Commitments      | Actual Plus       |                |                  |
|--------------|-------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|-------------------|----------------|------------------|
|              |                         |                   | Projection (FCS)  | Final Projection  |                   |                   |                   |                  | Commitments       | Carry Over     | Deferred         |
| CAPN         | Capital Project New     | 15,896,000        | 15,860,000        | 15,975,000        | 16,815,000        | 10,314,165        | 7,438,126         | 2,699,360        | 10,137,487        | 545,000        | 0                |
| CAPR         | Capital Project Renewal | 25,526,000        | 25,359,523        | 25,131,873        | 25,893,327        | 11,121,819        | 5,878,196         | 5,350,490        | 11,228,686        | 200,000        | 1,575,000        |
| CAPU         | Capital Project Upgrade | 625,000           | 2,186,536         | 2,188,286         | 485,250           | 278,250           | 487,301           | 153,304          | 640,606           | 0              | 0                |
| <b>Total</b> |                         | <b>42,047,000</b> | <b>43,406,059</b> | <b>43,295,159</b> | <b>43,193,577</b> | <b>21,714,234</b> | <b>13,803,623</b> | <b>8,203,154</b> | <b>22,006,779</b> | <b>745,000</b> | <b>1,575,000</b> |

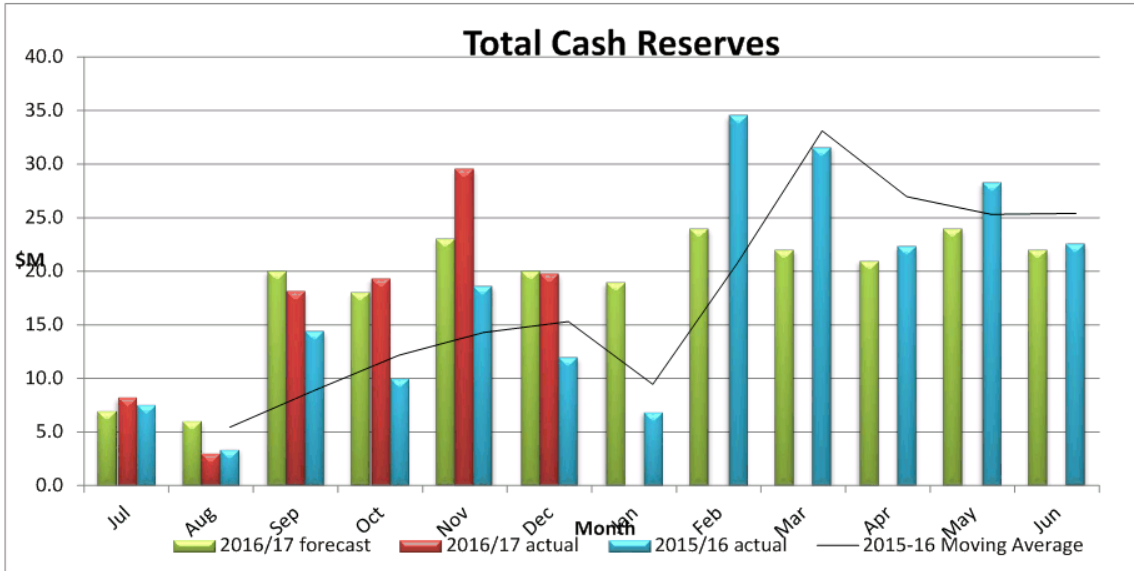
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| Asset Class  | Asset Class Description       | Adopted Budget    | Last Month's      |                   |                   | FY Budget         | Budget YTD        | Actuals Project  | Commitments       | Actual Plus    |                  | Carry Over | Deferred |
|--------------|-------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|-------------------|----------------|------------------|------------|----------|
|              |                               |                   | Projection (FCS)  | Final Projection  |                   |                   |                   |                  |                   | Commitments    |                  |            |          |
| 150          | Kerb & Channel                | 959,000           | 931,000           | 785,991           | 959,000           | 278,333           | 248,233           | 29,588           | 277,821           | 0              | 310,000          |            |          |
| 160          | Footpath                      | 2,414,000         | 2,059,853         | 1,943,886         | 2,414,000         | 1,152,355         | 641,119           | 208,396          | 849,515           | 0              | 430,000          |            |          |
| 170          | Pavement                      | 2,855,000         | 2,918,449         | 3,025,919         | 2,855,000         | 1,187,000         | 684,230           | 597,492          | 1,281,721         | 0              | 835,000          |            |          |
| 180          | Drainage                      | 1,370,000         | 1,365,000         | 1,379,580         | 1,370,000         | 528,807           | 307,934           | 111,641          | 419,575           | 0              | 0                |            |          |
| 185          | Root Barrier Treatments       | 402,000           | 433,409           | 415,541           | 402,000           | 402,000           | 412,769           | 1,882            | 414,651           | 0              | 0                |            |          |
| 200          | Lanes - Pavement              | 680,000           | 705,000           | 668,806           | 680,000           | 570,000           | 339,697           | 125,000          | 464,697           | 0              | 0                |            |          |
| 205          | Lanes - Drainage              | 227,000           | 227,000           | 221,735           | 227,000           | 107,000           | 64,735            | 0                | 64,735            | 0              | 0                |            |          |
| 220          | Bridges                       | 50,000            | 50,000            | 50,000            | 50,000            | 0                 | 0                 | 0                | 0                 | 0              | 0                |            |          |
| 225          | Retail - Footpath/Car Park    | 436,000           | 486,000           | 440,000           | 436,000           | 60,000            | 8,793             | 270,835          | 279,628           | 0              | 0                |            |          |
| 240          | Street Furniture              | 76,000            | 75,750            | 74,865            | 75,750            | 33,000            | 47,645            | 2,220            | 49,865            | 0              | 0                |            |          |
| 260          | Transport                     | 654,000           | 2,355,536         | 2,357,286         | 654,250           | 247,250           | 489,581           | 175,114          | 664,696           | 0              | 0                |            |          |
| 300          | Open Space - Playground       | 819,000           | 819,100           | 819,100           | 819,100           | 86,000            | 47,914            | 10,729           | 58,642            | 0              | 0                |            |          |
| 304          | Open Space - Sports           | 959,000           | 795,895           | 805,895           | 958,700           | 602,700           | 310,624           | 291,723          | 602,347           | 0              | 0                |            |          |
| 306          | Open Space - Irrigation       | 135,000           | 134,555           | 134,555           | 134,555           | 34,555            | 43,507            | 39,951           | 83,458            | 0              | 0                |            |          |
| 310          | Open Space - Walls and Fences | 275,000           | 278,070           | 278,070           | 275,000           | 85,000            | 163,277           | 7,955            | 171,232           | 0              | 0                |            |          |
| 320          | Open Space - Pathway          | 1,925,000         | 1,115,406         | 1,115,406         | 1,660,406         | 685,406           | 84,284            | 120,330          | 204,613           | 545,000        | 0                |            |          |
| 330          | Waste Management              | 60,000            | 60,000            | 59,932            | 60,000            | 0                 | 0                 | 0                | 0                 | 0              | 0                |            |          |
| 335          | Open Space - Horticulture     | 40,000            | 40,000            | 40,000            | 40,000            | 10,000            | 10,724            | 7,344            | 18,068            | 0              | 0                |            |          |
| 340          | Open Space - Turf             | 125,000           | 125,000           | 90,000            | 125,000           | 25,000            | 20,000            | 12,300           | 32,300            | 0              | 0                |            |          |
| 350          | Open Space - Park Furniture   | 0                 | 150,000           | 265,000           | 150,000           | 137,500           | 0                 | 260,099          | 260,099           | 0              | 0                |            |          |
| 370          | Open Space - Arboriculture    | 396,000           | 395,816           | 395,816           | 395,816           | 67,181            | 16,502            | 13,106           | 29,608            | 0              | 0                |            |          |
| 400          | Buildings -Floors             | 301,000           | 271,000           | 271,000           | 401,000           | 336,000           | 72,202            | 83,086           | 155,288           | 0              | 0                |            |          |
| 410          | Buildings -Walls              | 194,000           | 349,000           | 349,000           | 194,000           | 94,000            | 80,421            | 63,960           | 144,381           | 0              | 0                |            |          |
| 420          | Buildings -Roof               | 2,215,000         | 2,015,000         | 2,015,000         | 2,215,000         | 356,000           | 176,857           | 1,049,196        | 1,226,053         | 0              | 0                |            |          |
| 430          | Buildings -Mechanical         | 457,000           | 432,000           | 432,000           | 457,000           | 174,428           | 56,624            | 72,008           | 128,632           | 0              | 0                |            |          |
| 440          | Buildings -Plumbing           | 40,000            | 40,000            | 40,000            | 40,000            | 18,000            | 11,350            | 8,167            | 19,516            | 0              | 0                |            |          |
| 450          | Buildings -Electrical         | 1,051,000         | 1,034,000         | 1,034,000         | 1,051,000         | 462,666           | 72,710            | 163,249          | 235,958           | 0              | 0                |            |          |
| 460          | Buildings -Miscellaneous      | 7,610,000         | 3,370,220         | 3,412,220         | 2,810,000         | 1,566,000         | 1,117,966         | 1,716,992        | 2,834,958         | 0              | 0                |            |          |
| 470          | Building Assets -Carry over   | 4,780,000         | 10,257,000        | 10,257,000        | 10,257,000        | 8,593,665         | 7,190,539         | 2,126,948        | 9,317,487         | 0              | 0                |            |          |
| 500          | Plant & Equipment             | 1,325,000         | 1,650,000         | 1,650,000         | 2,200,000         | 935,000           | 357,909           | 199,518          | 557,427           | 200,000        | 0                |            |          |
| 610          | IS Projects                   | 3,352,000         | 3,677,000         | 3,677,556         | 4,102,000         | 2,392,388         | 415,390           | 235,840          | 651,231           | 0              | 0                |            |          |
| 700          | Other Capital Projects        | 5,215,000         | 4,270,000         | 4,270,000         | 4,255,000         | 240,000           | 118,784           | 79,867           | 198,651           | 0              | 0                |            |          |
| 801          | Library Projects              | 650,000           | 520,000           | 520,000           | 470,000           | 247,000           | 191,307           | 118,621          | 309,928           | 0              | 0                |            |          |
| <b>Total</b> |                               | <b>42,047,000</b> | <b>43,406,059</b> | <b>43,295,159</b> | <b>43,193,577</b> | <b>21,714,234</b> | <b>13,803,627</b> | <b>8,203,157</b> | <b>22,006,781</b> | <b>745,000</b> | <b>1,575,000</b> |            |          |

**Attachment 1 - Financial Report December 2016**

**4 Investments and Reserves**

**Graph 4.1: Cash Flow Comparison – Total Cash Reserves (excludes Overdraft)**



**Table 4.1: Investment, Reserves and Overdraft Available**

|                                      | 31-Dec-16     | 30-Nov-16     | 31-Dec-15     |
|--------------------------------------|---------------|---------------|---------------|
|                                      | \$'000        | \$'000        | \$'000        |
| Cash at Bank                         | (220)         | 6,581         | (1,817)       |
| Cash on Hand (Floats & Petty Cash)   | 11            | 11            | 11            |
| Money Market Call Account/Bank Bills | 20,000        | 23,000        | 13,801        |
| <b>Total Cash Assets</b>             | <b>19,791</b> | <b>29,592</b> | <b>11,996</b> |
| <b>Reserves:</b>                     |               |               |               |
| Parking Reserve                      | 79            | 79            | -             |
| General Reserve (incl. Open Space)   | 20,100        | 20,100        | 17,090        |
| <b>Total Reserves</b>                | <b>20,179</b> | <b>20,179</b> | <b>17,090</b> |

An overdraft of up to \$10M is available for use if required.



# Attachment 1 - Financial Report December 2016

## 5 Rate and Other Debtors

**Table 5.1: Rate Debtors**

|                               | 31-Dec-16<br>\$'000 | 30-Nov-16<br>\$'000 | 31-Dec-15<br>\$'000 |
|-------------------------------|---------------------|---------------------|---------------------|
| Rate & Charges -Current Year  | 55,742              | 61,322              | 66,023              |
| Rate & Charges Arrears        | 1,730               | 1,840               | 1,863               |
| <b>Total Rate and Charges</b> | <b>57,472</b>       | <b>63,162</b>       | <b>67,886</b>       |
| % Outstanding                 |                     |                     |                     |
| Rate & Charges - Current Year | 97%                 | 97%                 | 97%                 |
| Rate & Charges - Arrears      | 3%                  | 3%                  | 3%                  |

**Table 5.2: Parking Infringement Debtors**

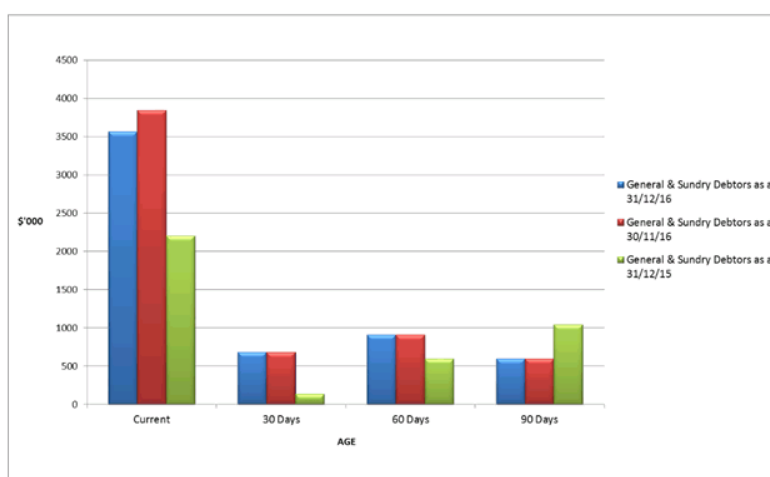
|                                    | 31-Dec-16<br>\$'000 | 30-Nov-16<br>\$'000 | 31-Dec-15<br>\$'000 |
|------------------------------------|---------------------|---------------------|---------------------|
| Parking Infringement Debtors       | 25,112              | 25,149              | 22,856              |
| Less: Provision for Doubtful Debts | (20,611)            | (20,462)            | (19,031)            |
| <b>Total Rate and Charges</b>      | <b>4,501</b>        | <b>4,687</b>        | <b>3,825</b>        |

### General & Sundry Debtors – Aged Comparison Graph

**Table 5.3: General & Sundry Debtors**

|                                       | 31-Dec-16<br>\$'000 | 30-Nov-16<br>\$'000 | 31-Dec-15<br>\$'000 |
|---------------------------------------|---------------------|---------------------|---------------------|
| General & Sundry Debtors              | 6,309               | 6,204               | 4,305               |
| Less: Provision for Doubtful Debts    | (1,201)             | (1,201)             | (1,211)             |
| <b>Net General and Sundry Debtors</b> | <b>5,108</b>        | <b>5,003</b>        | <b>3,094</b>        |
| GST Receivable                        | 923                 | 744                 | 876                 |
| <b>Total Other Debtors</b>            | <b>6,031</b>        | <b>5,747</b>        | <b>3,970</b>        |

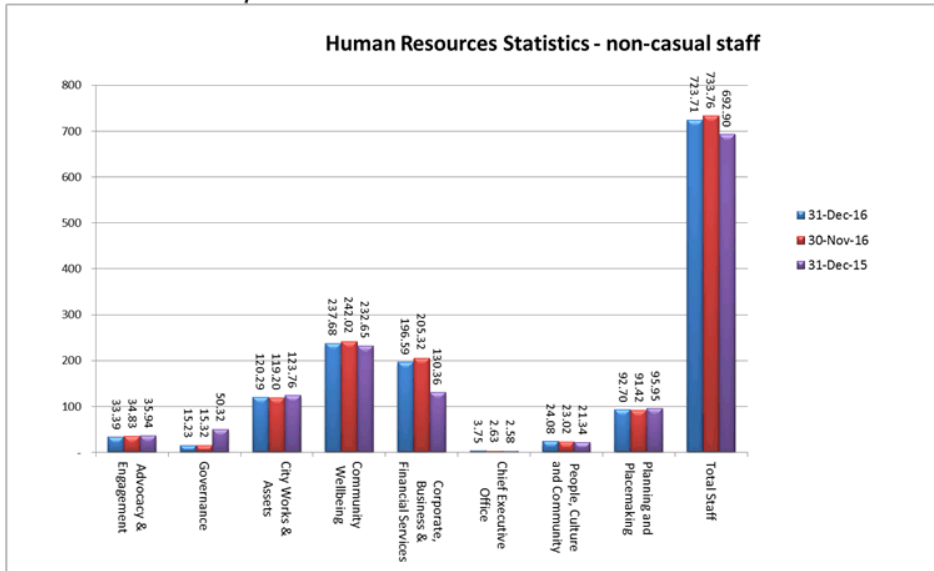
### Major General & Sundry Debtors Detail



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6 Human Resource Statistics & Employee Costs

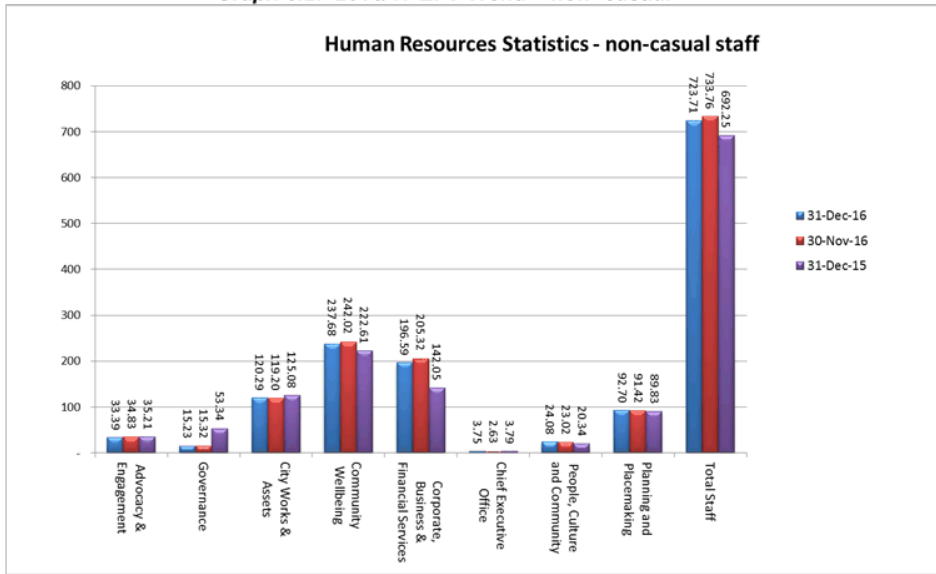
Graph 6.1: Actual Resource Statistics – non-casual



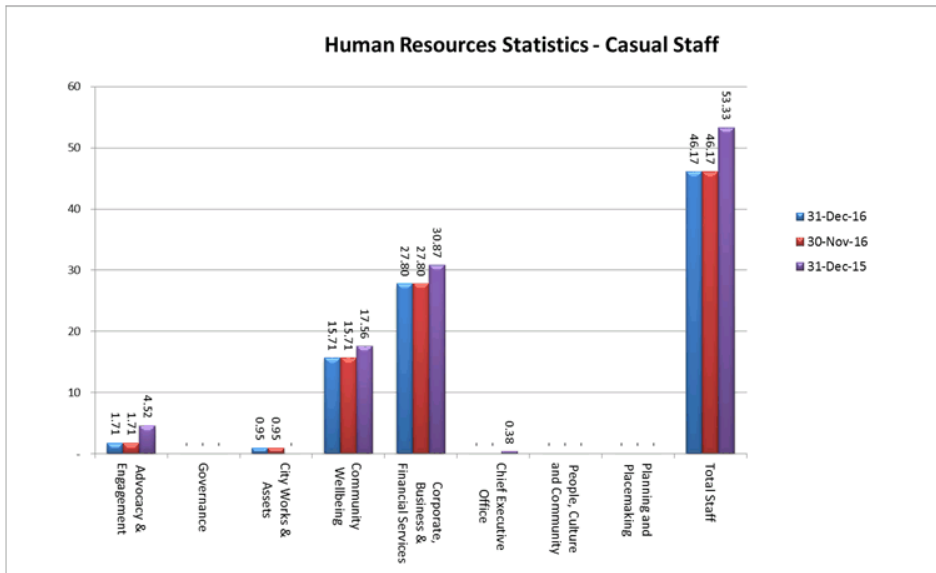
- The increase in actual staff numbers from December 2015 to December 2016 is mainly due to:
  - Movement of casual staff to permanent part-time positions (including Leisure and Family Youth & Child Services);
  - Vacancies in Family, Youth & Child Services being filled (reducing the need of agency staff);
  - Increases in positions for Statutory Planning (for anticipated increases in planning actions) and Innovation (for increased service provision internally).
  - There have been minor movements (both increases and decreases) in other branches reflecting change in business practises.
- The decrease in Governance is due to the Compliance Branch transferring to Corporate Business & Finance in March 2016.
- It should be noted that the FTE's represent an actual point in time position only. The figure moves during each month of the financial year. An average is provided in the graph below.

Attachment 1 - Financial Report December 2016

Graph 6.2: 2016/17 EFT Trend – non-casual

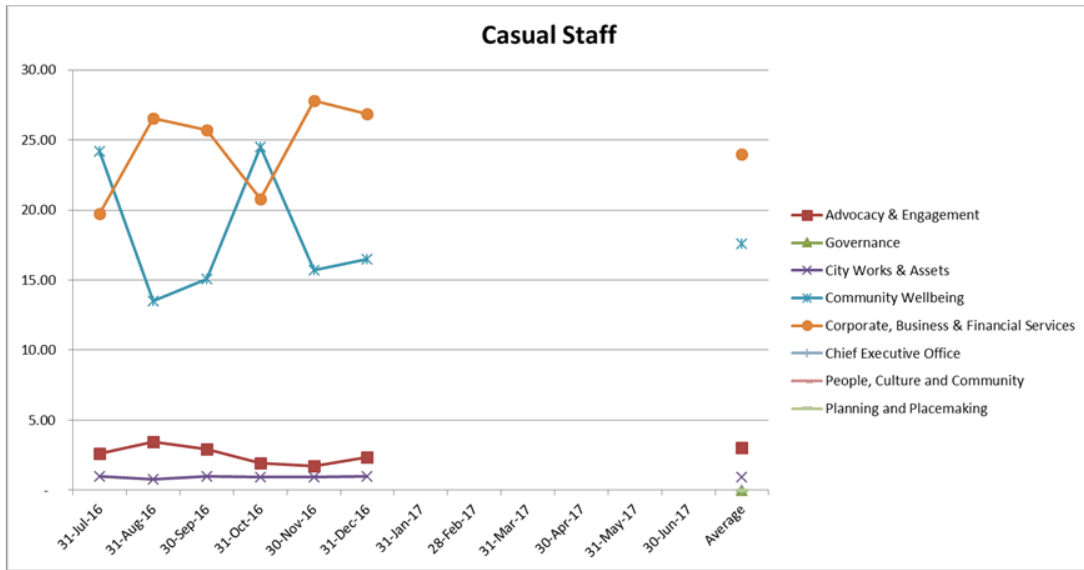


Graph 6.3: Actual Resource Statistics – casual



**Attachment 1 - Financial Report December 2016**

**Graph 6.4: 2016/17 EFT Trend – casual**



**Attachment 1 - Financial Report December 2016**

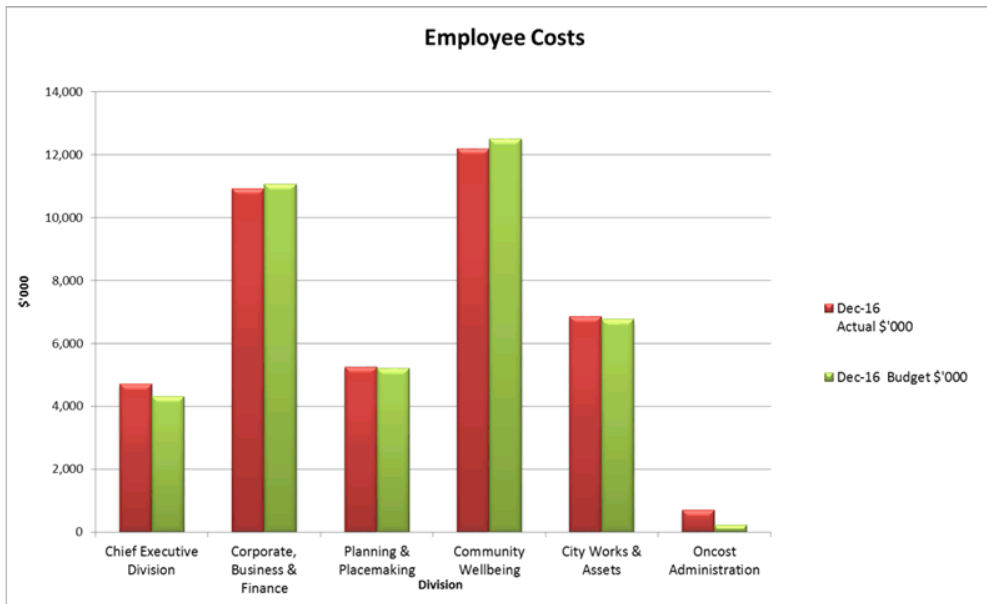
**Table 6.1: Human Resource Statistics – non-casual**

|   | 31-Dec-16     | 30-Nov-16     | 31-Dec-15     |
|---|---------------|---------------|---------------|
| <b>Actual Staffing Numbers - Non Casual</b> | <b>Actual</b> | <b>Actual</b> | <b>Actual</b> |
| Advocacy & Engagement                       | 33.39         | 34.83         | 35.21         |
| Governance                                  | 15.23         | 15.32         | 53.34         |
| City Works & Assets                         | 120.29        | 119.20        | 125.08        |
| Community Wellbeing                         | 237.68        | 242.02        | 222.61        |
| Corporate, Business & Financial Services    | 196.59        | 205.32        | 142.05        |
| Chief Executive Office                      | 3.75          | 2.63          | 3.79          |
| People, Culture and Community               | 24.08         | 23.02         | 20.34         |
| Planning and Placemaking                    | 92.70         | 91.42         | 89.83         |
| <b>Total Staff</b>                          | <b>723.71</b> | <b>733.76</b> | <b>692.25</b> |

**Table 6.2: Human Resource Statistics – casual**

|   | 31-Dec-16     | 30-Nov-16     | 31-Dec-15     |
|---|---------------|---------------|---------------|
| <b>Actual Staffing Numbers - Casual Staff</b> | <b>Actual</b> | <b>Actual</b> | <b>Actual</b> |
| Advocacy & Engagement                         | 1.71          | 1.71          | 4.52          |
| Governance                                    | -             | -             | -             |
| City Works & Assets                           | 0.95          | 0.95          | -             |
| Community Wellbeing                           | 15.71         | 15.71         | 17.56         |
| Corporate, Business & Financial Services      | 27.80         | 27.80         | 30.87         |
| Chief Executive Office                        | -             | -             | 0.38          |
| People, Culture and Community                 | -             | -             | -             |
| Planning and Placemaking                      | -             | -             | -             |
| <b>Total Staff</b>                            | <b>46.17</b>  | <b>46.17</b>  | <b>53.33</b>  |

**Graph 6.5: Employee Costs – Actual to Budget Comparison**



**Attachment 1 - Financial Report December 2016**

**Table 6.3: Employee Costs by Division**

| <b>Employee Costs Expenditure</b> | <b>Dec-16<br/>Actual<br/>\$'000</b> | <b>Dec-16<br/>Budget<br/>\$'000</b> | <b>Variance<br/>Fav/(Unfav)<br/>\$'000</b> |
|-----------------------------------|-------------------------------------|-------------------------------------|--|
| Chief Executive Division          | 4,703                               | 4,317                               | (386)                                      |
| Corporate, Business & Finance     | 10,928                              | 11,068                              | 140  |
| Planning & Placemaking            | 5,257                               | 5,207                               | (50)                                       |
| Community Wellbeing               | 12,201                              | 12,497                              | 296  |
| City Works & Assets               | 6,857                               | 6,767                               | (90)                                       |
| Oncost Administration             | 691                                 | 226                                 | (465)                                      |
| <b>Total Employee Costs</b>       | <b>40,637</b>                       | <b>40,082</b>                       | <b>(555)</b>                               |

Notes:

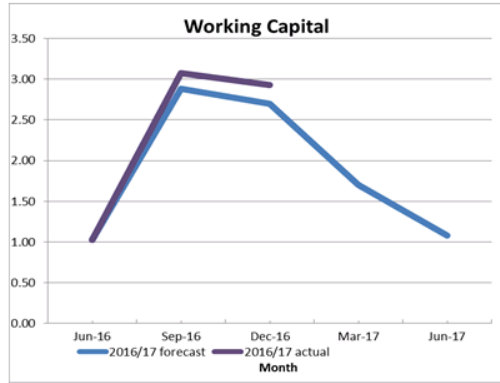
- CEO Division is unfavourable to budget mainly due to adjustments required for Comensura (agency staff) in People & Culture which is a timing issue only.
- Community Wellbeing is favourable to budget mainly due to savings in Family, Youth & Child Services and Libraries.
- Oncost administration is unfavourable at this time due to the work-cover premium paid for the year which was higher than budget and also Maternity Leave expenditure is trending towards an unfavourable variance at year end. Oncosts will be monitored over the financial year.

# Attachment 1 - Financial Report December 2016

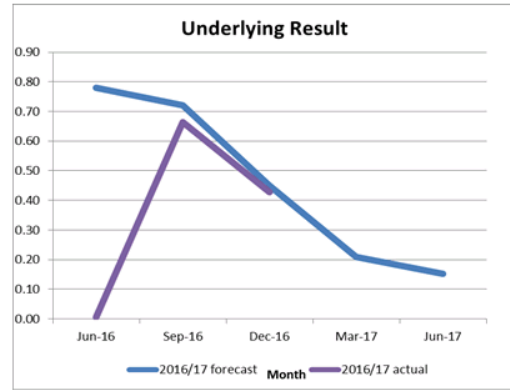
## 7 Financial Indicators

These indicators are generally measured at year end and are more commonly used as year on year comparatives. Therefore, there are expected variations/fluctuations during the year. The following graphs are provided as an indication of current financial position in the interim at 31 December 2016.

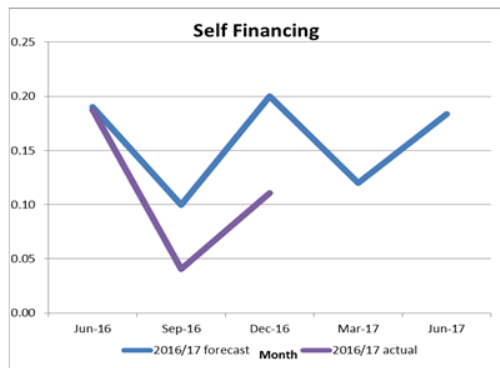
**Chart 7.1 – Working Capital (current assets / current liabilities)**  
Council's working capital ratio is tracking well for the year to date with higher cash balances and lower commitments (liabilities) than forecast at this time.



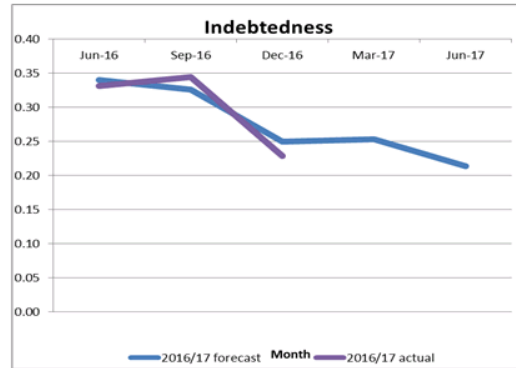
**Chart 7.2 – Underlying Result (net surplus / underlying revenue)**  
Council's surplus has improved as expected and revenue is also tracking well.



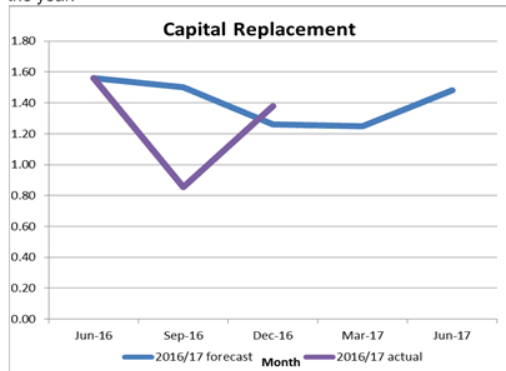
**Chart 7.3 – Self Financing (operating cash flows / underlying revenue)**  
Cashflows from operations (both income and expenditure) has improved as at the end of December and is expected to reach forecast levels by year end.



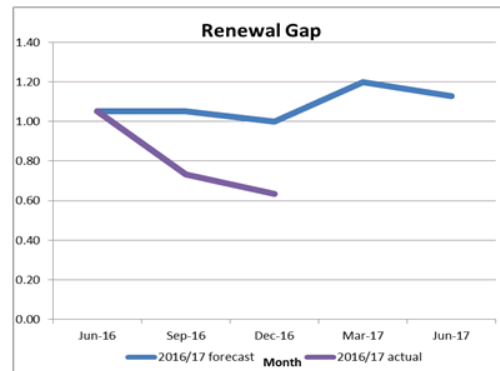
**Chart 7.4 – Indebtedness (non-current liabilities / own source revenue)**  
Council's indebtedness remains steady for the period. Additional borrowings are planned for 2016/17 which has been forecast in the year end target.



**Chart 7.5 – Capital Replacement (capital expenditure / depreciation)**  
Capital expenditure started slowly but has reached forecast levels in the second quarter. Depreciation is generally spread evenly over the year.



**Chart 7.6 – Renewal Gap (capital renewal & upgrade / depreciation)**  
Renewal and upgrade expenditure are below forecast levels but are expected to improve in the second half of the year.



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**11.12 Annual Plan Quarterly Progress Report - December**

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## **Executive Summary**

### **Purpose**

To present the 2016/17 Annual Plan Quarterly Progress Report – December 2016 to Councillors Briefing for review and discussion.

### **Key Issues**

The Annual Plan has 46 actions all of which were scheduled to have commenced by December 2016.

Annual targets set a requirement for 75% of Annual Plan Actions to be Complete or On Track by 30 June each year.

At the end of December 76.08% of actions are On Track or Completed.

### **Financial Implications**

There are no financial implications.

### **PROPOSAL**

The Council note the 2016/17 Annual Plan Quarterly Progress Report - December 2016.



**11.12 Annual Plan Quarterly Progress Report - December**

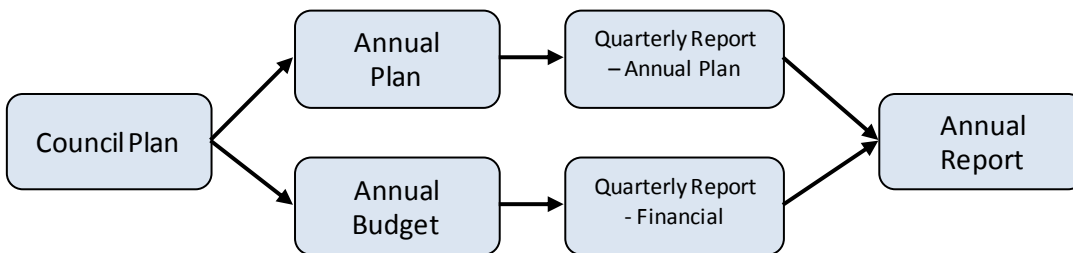
Trim Record Number: D17/18766  
 Responsible Officer: Manager Corporate Performance

**Purpose**

1. To present the 2016/17 Annual Plan Quarterly Progress Report – December 2016 to Councillors’ Briefing for review and discussion.

**Background**

2. This year, 2016/17, represents the final year of the 4-year *Council Plan 2013-17*, adopted by Council on 4 June 2013.
3. The Annual Plan and Annual Plan Quarterly Progress Reports are two of Council’s key accountability documents to the community.

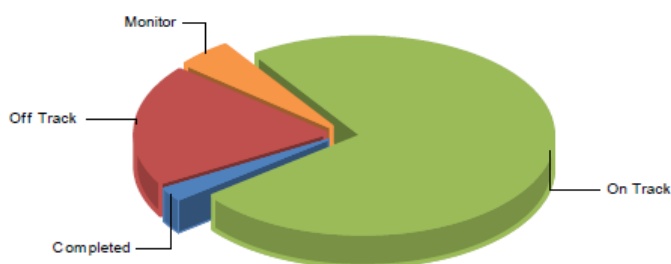


4. The 2016/17 Annual Plan was endorsed by Council on 7 June 2016 and details the organisation’s annual response to Initiatives contained in the 4-year Council Plan.
5. Council Plan Initiatives are significant projects and activities that are proposed to be worked on over the term of the Council Plan.
6. The Annual Plan Quarterly Progress Report notes the year-to-date progress of the Annual Plan Actions and Milestones providing a performance rating and supporting commentary.
7. The 2016/17 Annual Plan contains 46 actions spread across the Council Plan’s Strategic Objectives. It is achievable, delivers on Council’s priorities and reflects the organisation’s continued focus on delivering the Council Plan’s Initiatives in 2016/17.

| <b>Strategic Objective</b>     | <b>Number of Actions</b> |
|--------------------------------|--------------------------|
| Celebrating Yarra’s uniqueness | 8                        |
| Supporting Yarra’s community   | 12                       |
| Making Yarra more liveable     | 13                       |
| Ensuring a sustainable Yarra   | 5                        |
| Leading Local Government       | 8                        |
| <b>Total Actions</b>           | <b>46</b>                |

8. A snapshot of this year's Annual Plan includes:
  - (a) Significant projects that have been worked on over the life of the *Council Plan 2013-17* that are coming to fruition in 2016/17:
    - (i) Action 2.01 – Completion of the North Fitzroy Library and Community Hub;
    - (ii) Action 2.05 – Completion of the Strategic Community Infrastructure Framework;
    - (iii) Action 4.02 – Public exhibition of the draft Urban Forest Strategy;
  - (b) Development and implementation of major Strategies that were identified in the Council Plan 2013-17:
    - (i) Action 1.03 – Aboriginal Partnerships Plan;
    - (ii) Action 2.07 – Access and Inclusion Plan;
    - (iii) Action 5.01 – Organisational Development Strategy;
  - (c) Major capital works projects either planned or delivered:
    - (i) Action 2.03 – Leisure Centre Improvements;
    - (ii) Action 3.02 – New park at Charles and Mollison Streets, Abbotsford;
    - (iii) Action 3.07 – Wellington Street bicycle lane;
  - (d) Responses to more recent, topical issues:
    - (i) Action 2.04 – Hydrotherapy Pool Feasibility Study;
    - (ii) Action 2.12 – Richmond High School Advocacy;
    - (iii) Action 5.07 – Development of the new Council Plan;
  - (e) Service improvements:
    - (i) Action 2.06 – Service Reviews;
    - (ii) Action 3.08 – New Parking Technology;
  - (f) Advocacy initiatives:
    - (i) Action 2.11 – Socio-economic and social justice advocacy;
    - (ii) Action 3.05 – Bicycle Advocacy; and
    - (iii) Action 3.06 – Public Transport Advocacy.
9. To ensure the integrity and transparency of the Annual Plan, which is endorsed by Council, actions including their descriptions and milestones can only be changed by resolution of Council.
10. Officers or Councillors may propose changes to the Annual Plan.  
Quarterly performance
11. The progress of an action is measured by the status of its individual milestones which are weighted to represent the relative time and effort they contribute to achievement of the overall action.
12. The following thresholds are used to determine the status of an action:
  - (a) On track  $\geq 90\%$
  - (b) Monitor 75-89%
  - (c) Off track  $< 75\%$

13. Annual Plan Action progress summary as at 31 December 2016.



| Strategic Objective            | No. of Actions Reported | Complete  | On track (>=90%) | Monitor (75-90%) | Off track (<75%) | Not Started |
|--------------------------------|-------------------------|-----------|------------------|------------------|------------------|-------------|
| Celebrating Yarra's Uniqueness | 8                       | 0         | 7                | 0                | 1                | 0           |
| Supporting Yarra's community   | 12                      | 0         | 9                | 1                | 2                | 0           |
| Making Yarra more liveable     | 13                      | 1         | 6                | 1                | 5                | 0           |
| Ensuring a sustainable Yarra   | 5                       | 0         | 4                | 0                | 1                | 0           |
| Leading local government       | 8                       | 0         | 8                | 0                | 0                | 0           |
|                                | 46 (100%)               | 1 (2.17%) | 34 (73.91%)      | 2 (4.35%)        | 9 (19.57%)       | 0 (0.00%)   |

14. The Annual Plan has 46 actions all of which were scheduled to have commenced by the December 2016.
15. Annual targets set a requirement for 75% of Annual Plan Actions to be Complete or On Track by 30 June each year.
16. At the end of December 76.08% of actions are On Track or Completed.
17. The following actions are recorded as Not Started, Off Track or Monitor at the end of December. These actions have experienced delays to one or more of their milestones and are still scheduled to be completed within this financial year. More detail is contained in the attached report.
  - (a) Off Track actions:
    - (i) Action 1.07 – Public Arts Project;
    - (ii) Action 2.03 – Leisure Centre improvements;
    - (iii) Action 2.04 – Hydrotherapy pool feasibility study;
    - (iv) Action 3.04 – Shared pathway at Coulson Reserve;
    - (v) Action 3.07 – Wellington street bicycle lane;
    - (vi) Action 3.08 – New parking technology;
    - (vii) Action 3.11 – Urban Growth Management;
    - (viii) Action 3.12 – Yarra Activity Centre built form review;
    - (ix) Action 4.01 – Urban Wildlife Management Plan;
  - (b) Monitor actions:
    - (i) Action 2.10 – Communities that Care; and
    - (ii) Action 3.10 – Advocacy on growth and change within Yarra.

### **External Consultation**

18. A community consultation process is conducted during development of the Council Plan every four years. Members of the community will also have the opportunity to comment on this progress report when it is presented to the Council meeting on 21 February 2017.
19. Projects contained in the 2016/17 Annual Plan are subject to external consultation on a case-by-case basis.

### **Internal Consultation (One Yarra)**

20. Managers and Directors were consulted during development of the 2016/17 Annual Plan Actions, and are responsible for providing quarterly updates on their progress against delivery of these actions.

### **Financial Implications**

21. There are no financial implications.

### **Economic Implications**

22. There are no economic implications.

### **Sustainability Implications**

23. There are no sustainability implications.

### **Social Implications**

24. There are no social implications.

### **Human Rights Implications**

25. There are no human rights implications.

### **Communications with CALD Communities Implications**

26. During development of the Council Plan 2013 – 2017, officers undertook a community consultation process which included an opportunity for people from a CALD background to participate.

### **Council Plan, Strategy and Policy Implications**

27. The 2016/17 Annual Plan represents year four of the *Council Plan 2013 – 2017* adopted on 4 June 2013.

### **Legal Implications**

28. There are no legal implications.

### **Other Issues**

29. There are no other issues.

### **Options**

30. The report does not include any options.

### **Conclusion**

31. The 2016/17 Annual Plan Quarterly Progress Report - December 2016 is presented to Council for review and discussion.

**RECOMMENDATION**

1. That Council review and discuss the Yarra City Council Annual Plan Quarterly Progress Report – December 2016, attached to this report as Attachment 1.

**CONTACT OFFICER:** Shane Looney  
**TITLE:** Corporate Planner  
**TEL:** 9205 5397

**Attachments**

- 1 Annual Plan Quarterly Progress Report December 2016 Draft

**Attachment 1 - Annual Plan Quarterly Progress Report December 2016 Draft**



***Annual Plan Quarterly Progress Report***

*Jul 16 - Dec 16*

Report Filters:

Organisation:

2016/17 Annual Plan Quarterly Progress Report - December



## Attachment 1 - Annual Plan Quarterly Progress Report December 2016 Draft

### Council Plan 2013-2017 Year 4

2016/17 Annual Plan Quarterly Progress Report - December

#### Introduction

The Yarra City Council adopted its Council Plan 2013 – 17 on 4 June 2013. The Council Plan 2013 – 17 sets out the medium-term direction of Council and the outcomes sought by Councillors for their term. This financial year, 2016/17 is Year Four of the Council Plan 2013 – 17.

Under the Local Government Act 1989 (the Act), each council is required to produce a four-year Council Plan by 30 June in the year following a general election. The Plan must include Strategic Objectives, Strategies, Strategic Indicators and a Strategic Resource Plan.

Council has identified a number of initiatives under each Strategic Objective which are significant projects and activities that are proposed to be worked on over the term of the Council Plan, subject to approval through the annual budget process.

Council produces an Annual Plan alongside each year's Budget, setting out specific projects and activities that Council will undertake towards achieving the Strategic Objectives. This will include priority projects, capital works projects, actions in response to initiatives in the Council Plan and other Council strategies and plans as well as service reviews and improvements.

The Council Plan 2013 – 17 has five Strategic Objectives which relate to a different aspect of service delivery:

#### Celebrating Yarra's uniqueness

Yarra is unique. A community different to the other 78 Victorian municipalities. There is a long history and deep identity that matter to people living, moving or visiting Yarra. Our decisions and priorities must respect this.

#### Supporting Yarra's community

There are strong community values that drive Council services and activity, as well as the representations to state and federal governments on community needs and views.

#### Making Yarra more liveable

Yarra is experiencing rapid change. Many feel this change is too fast. Growth and development need to add to what is valued in Yarra not detract from it. Consideration is needed for how the City's growth can be consistent with local values and amenities.

#### Ensuring a sustainable Yarra

Council has made significant inroads into reducing Council's environmental 'footprint'. We need to continue this as well as working to reduce the community's 'footprint' through advocacy and partnerships.

#### Leading local government

There has been a significant improvement in Council's fiscal management and customer responsiveness over the last few years. Our new focus is on how to ensure services meet changing community need and preferences, and emphasising efficiency and effectiveness in these services.

In response to its Strategic Objectives, Council has committed to 46 projects and activities from a broad cross-section of services in the 2016/17 Annual Plan.

Progress of these projects and actions will be reported in the 2016/17 Annual Plan Quarterly Progress Reports.

Further information can be found in the published version of the Council Plan 2013 – 17 on the City of Yarra's website ([www.yarracity.vic.gov.au/Your-Council/Council-Plan/](http://www.yarracity.vic.gov.au/Your-Council/Council-Plan/)).

# Attachment 1 - Annual Plan Quarterly Progress Report December 2016 Draft

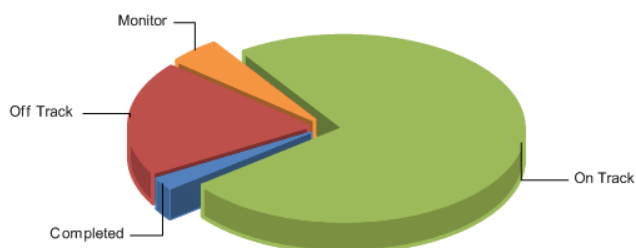
## Council Plan 2013-2017 Year 4

2016/17 Annual Plan Quarterly Progress Report - December

### Quarter Summary

Council has committed to 46 actions across a range of services. Any variations to the Annual Plan are made openly and transparently in the context of priorities that arise over the course of the year.

The status of actions is classified based on the percentage of targets achieved as assessed by the responsible officer (forecast milestones compared to actual work completed).



| Strategic Objective            | No. of Actions Reported | Complete  | On track (>=90%) | Monitor (75-90%) | Off track (<75%) | Not Started |
|--------------------------------|-------------------------|-----------|------------------|------------------|------------------|-------------|
| Celebrating Yarra's Uniqueness | 8                       | 0         | 7                | 0                | 1                | 0           |
| Supporting Yarra's community   | 12                      | 0         | 9                | 1                | 2                | 0           |
| Making Yarra more liveable     | 13                      | 1         | 6                | 1                | 5                | 0           |
| Ensuring a sustainable Yarra   | 5                       | 0         | 4                | 0                | 1                | 0           |
| Leading local government       | 8                       | 0         | 8                | 0                | 0                | 0           |
|                                | 46 (100%)               | 1 (2.17%) | 34 (73.91%)      | 2 (4.35%)        | 9 (19.57%)       | 0 (0.00%)   |



# Attachment 1 - Annual Plan Quarterly Progress Report December 2016 Draft

## Council Plan 2013-2017 Year 4

2016/17 Annual Plan Quarterly Progress Report - December

### 1 . Celebrating Yarra's Uniqueness

Identity is a passionate and recurring theme throughout Yarra . This is about our community diversity, our history and our sense of place – be it our street, neighbourhood, suburb or municipality.

An ongoing focus for Council is how to keep a sense of history and place, as reflected by streetscapes, shops and houses, as well as how to pay tribute to the lived history, connecting with the stories and experiences of those who came before us and shaped the character of Yarra.








#### Strategies

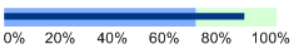





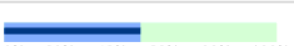

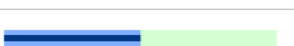





Council’s work to achieve this Strategic Objective will include the following strategies :

- Protect heritage and the Yarra River corridor.
- Recognise the value of Yarra’s Aboriginal cultural heritage.
- Foster and promote Yarra’s arts, culture, history, diversity and vitality.
- Represent the community’s views and needs, through strategic advocacy to state and federal governments, as well as local services and organisations.
- Engage and strengthen connections with diverse groups in our community.
- Support Yarra’s business community and celebrate and promote sustainable, innovative and creative business.
- Advocate to businesses, landowners and state government to ensure Yarra’s commercial and retail businesses are provided in accessible buildings.
- Strengthen relationships with key community partners such as Australian Catholic University , St Vincent’s Hospital, Epworth Hospital and others.
- Advocacy for increased social and affordable housing in Yarra , including a minimum of 5% of apartments designed to be wheelchair accessible and comply with DDA standards.

The following actions are being undertaken in 2016/17 to work toward achieving Council’s strategic objective of Celebrating Yarra’s uniqueness.

#### Action Progress Summary

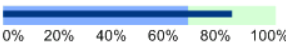
-  At least 90% of action target achieved
  -  Between 75 and 90% of action target achieved
  -  Less than 75% of action target achieved
  -  Not Started
  -  Completed
-  Target
  -  % Complete

| Action   | Start Date / End Date | Progress   | Status  |
|--|-----------------------|--|---|
| 1.01 Heritage Gap Study  | 01/07/16 / 30/06/17   |  |  |
| 1.02 Yarra River corridor planning controls                              | 01/07/16 / 30/06/17   |  |  |
| 1.03 Aboriginal Partnerships Plan (APP) 2015-2018                        | 01/07/16 / 30/06/17   |  |  |
| 1.04 Multicultural Partnerships Plan (MPP) 2015 – 2018                   | 01/07/16 / 30/06/17   |  |  |
| 1.05 Room to Create  | 01/07/16 / 30/06/17   |  |  |
| 1.06 Affordable and suitable spaces for community and creative community | 01/07/16 / 30/06/17   |  |  |
| 1.07 Public Art Projects   | 01/07/16 / 30/06/17   |  |  |

# Attachment 1 - Annual Plan Quarterly Progress Report December 2016 Draft

## Council Plan 2013-2017 Year 4

2016/17 Annual Plan Quarterly Progress Report - December

| Action                                       | Start Date | / End Date |  |  |
|--|------------|------------|--|--|
| 1.08 Accessible communication and engagement | 01/07/16   | 30/06/17   |  |  |

# Attachment 1 - Annual Plan Quarterly Progress Report December 2016 Draft

## Council Plan 2013-2017 Year 4

2016/17 Annual Plan Quarterly Progress Report - December

### 1.01 Heritage Gap Study

Council Plan Initiative:

Complete the Heritage Gaps assessments and seek improved planning controls to protect Yarra's heritage buildings.

Council is progressively reassessing areas and places for their heritage significance. A focus this year will be reviewing heritage places, particularly in commercial areas and activity centres, to improve statements of significance.



**Branch** City Strategy

#### Quarterly Milestones

**September** Q1. Report to Council on progress of Amendment C173

**March** Q3. Identify existing heritage places that require revised statements of significance

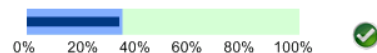
**Quarterly Progress Comments** The identification of existing heritage places that require revised statements of significance will be on-going work as sites are identified through strategic projects. Current work is occurring in relation to Swan Street to identify any properties which may require a revised statement of significance.

### 1.02 Yarra River corridor planning controls

Council Plan Initiative:

Advocate to state government for improved controls and active inclusion in the Yarra River Corridor project .

The Yarra River Corridor Strategy prepared by consultants for Council was the basis for seeking interim and permanent controls for the Yarra River. The State Government, through Department of Environment, Land, Water and Planning is preparing a group planning scheme amendment (for 6 Councils) to introduce permanent planning controls to manage future development and its impacts on the Yarra River corridor .



**Branch** City Strategy

#### Quarterly Milestones

**September** Q1. Participate in any exhibition of a group Planning Scheme Amendment led by DELWP

**December** Q2. Participate in Advisory Committee/Planning panel hearings, as required

**March** Q3. Participate in Advisory Committee/Planning panel hearings, as required

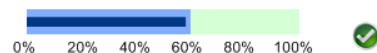
**June** Q4. Brief Council on the progress of the amendment

**Quarterly Progress Comments** Periodic meetings have been conducted with DELWP to discuss potential policy directions . Progress of the group has been slower than anticipated.

A submission was made to the Ministerial Advisory Committee and the Chair of the Committee briefed Council . We are currently waiting on the finalisation of the Ministerial Advisory Committee final report on management and planning for the Yarra River and the proposed implementation of statutory planning controls.

### 1.03 Aboriginal Partnerships Plan (APP) 2015-2018

The APP 2015-2018 is Council's key document for working with the local Aboriginal and Torres Strait Islander community. The APP 2016 Action Plan (calendar year) contains 29 actions and will be completed by December 2016. The 2017 APP Action Plan will be developed and implementation commenced.



**Branch** People, Culture and Community

#### Quarterly Milestones

**September** Q1. Continue implementation of the 2016 APP Action Plan

**December** Q2. Complete implementation of the 2016 AAP Action Plan

## Attachment 1 - Annual Plan Quarterly Progress Report December 2016 Draft

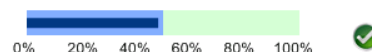
### Council Plan 2013-2017 Year 4

2016/17 Annual Plan Quarterly Progress Report - December

|                           |   |
|---------------------------|---|
| <b>March</b>              | Q2. Develop the 2017 AAP Action Plan<br>Q3. Report on 2016 AAP Action Plan  |
| <b>June</b>               | Q3. Present 2017 APP Action Plan for endorsement<br>Q4. Continue implementation of the 2017 APP Action Plan   |
| <b>Quarterly Progress</b> | The following AAP activities have been completed:   |
| <b>Comments</b>           | The Aboriginal Partnership Plan Action Plan for 2016 has been completed.<br><br>Artists have presented their proposals to the Panel in the Stolen Generations Marker project.<br><br>The internal RAP group membership has been refreshed and the group has contributed to the development of the 2017 APP Action Plan.<br><br>The completion of the Aboriginal mural at Youth services.<br><br>The continued membership and contribution of Council's Age and Disability Services towards Balit Narrum (successfully advocating for Aboriginal positions in the NDIS).<br><br>The Parkies Men's camp was held in November 2016.<br><br>Advocated for the Wurundjeri Council's contribution towards the Stolen Generations Marker .<br><br>Facilitated negotiations with Wurundjeri around naming of Bargoonga Nganjin and its spaces . |

#### 1.04 Multicultural Partnerships Plan (MPP) 2015 – 2018

The MPP 2015 – 2018 has been developed to guide Council's relationship with its multicultural residents and communities, and includes actions in the areas of relationship building, access and inclusion, opportunities and anti-racism. The MPP 2016 Action Plan (calendar year) contains 34 actions and will be completed by December 2016. The 2017 APP Action Plan will be developed and implementation commenced.



**Branch** *People, Culture and Community*

#### Quarterly Milestones

|                           |  |
|---------------------------|--|
| <b>September</b>          | Q1. Continue implementation of the 2016 MPP Action Plan  |
| <b>December</b>           | Q2. Complete implementation of the 2016 MPP Action Plan  |
| <b>March</b>              | Q3. Develop the 2017 MPP Action Plan   |
| <b>June</b>               | Q4. Report on 2016 MPP Action Plan   |
| <b>Quarterly Progress</b> | The following MPP actions have been completed:   |
| <b>Comments</b>           | Convened successful meetings of the Yarra Multicultural Advisory Group in July and September . This is the first year of this group.<br><br>Co-developed and distributed 'Your desktop guide to Translations and Interpreters' for Council staff to assist in communicating with people who speak a language other than English.<br><br>Co-developed and distributed 'Yarra City Council Speaking Your Language' information pack on 11 Council services in key community languages other than English.<br><br>Co-convened the monthly Yarra Settlement Forum meetings which have continued to meet providing information sharing, networking and opportunities.<br><br>Formation of new working group under the auspice of the Yarra Settlement Forum looking at racial vilification experiences of public housing residents.<br><br>Yarra Interfaith Network continues to meet monthly and through the network the Muslims for Progressive Values have been linked to Yarra Libraries to conduct Q&A sessions. |

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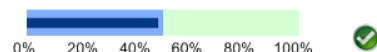
## Council Plan 2013-2017 Year 4

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### 1.05 Room to Create

Council Plan Initiative:  
Establish City of Yarra Room to Create Charitable Fund.

The Yarra Room to Create Charitable Fund supports arts organisations with infrastructure related expenses. This contribution will help build the fund and enable more grants to be made. In 2016 Council granted \$10,000 in total to five worthy organisations.



**Branch** Arts, Culture and Venues

#### Quarterly Milestones

**September** Q1. Promote Room to Create fund via Council publications and networks

**December** Q2. Distribute grants for Room to Create to creative organisations

**March** Q3. Promote positive outcomes from Room to Create grant distribution

**June** Q4. Continue to grow the Room to Create Fund throughout the year

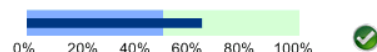
**Quarterly Progress** A \$25,000 grant was received from the Lord Mayors Charitable Fund to contribute to refurbishments at the Dancehouse facility in Carlton.

#### Comments

A successful fundraising event was undertaken for the Room to Create project and the first round of Room to Create grants have been distributed in the form of community grants to support artistic programs and artists in Yarra.

### 1.06 Affordable and suitable spaces for community and creative community

Undertake a range of actions to deliver and facilitate the development of affordable and suitable spaces for community use and specifically for the creative community.



**Branch** Arts, Culture and Venues

#### Quarterly Milestones

**September** Q1. Deliver a new community facility in 520 Victoria Street Richmond

Q1. Submit funding applications for minor upgrades to 150 Princes St Carlton

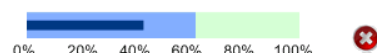
**March** Q3. Distribute grants to live music venues

**Quarterly Progress** A new facility called the Williams Reserve Community Room was opened and available for community hire.

**Comments** Funding applications for minor upgrades to 150 Princes St Carlton have been submitted

### 1.07 Public Art Projects

Undertake a range of actions to deliver and facilitate the development of public art opportunities in Yarra.



**Branch** Arts, Culture and Venues

#### Quarterly Milestones

**September** Q1. Contribute to the project team for the Stolen Generations Public Recognition Project

Q1. Develop a curated exhibition program for: Carlton Library, Billboard Art Program

Q1. Develop a roving projection art program

Q1. Develop concept for new public art awards

**December** Q2. Run EOI for Plinth Project for Edinburgh Gardens

**March** Q3. Installation of new artwork at Edinburgh Gardens

**June** Q4. Contribute to the project team for the Stolen Generations Public Recognition Project

Q4. Deliver public art awards

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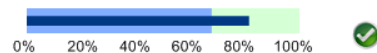
## Council Plan 2013-2017 Year 4

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**Quarterly Progress Comments** Development of concept for new public art awards has been reprioritised to third quarter. The Expression of Interest process for the Plinth Project at Edinburgh Gardens has commenced and will be completed in the next quarter.

### 1.08 Accessible communication and engagement

Implement the Community Engagement Policy specifically access and inclusion initiatives for CALD communities and people with disabilities.



**Branch** *Advocacy and Engagement*

#### Quarterly Milestones

**September** Q1. Provide information to front line staff about the new Council service information kits to CALD communities so they are trained and equipped to promote and distribute them  
 Q1. Initiate an internal creative support network of community engagement practitioners from across the organisation to act as a reference group, share learnings and improve engagement practice  
 Q1. Promote the Council service information kits via communications channels that reach CALD communities

**December** Q2. Train frontline staff in the use of the communications boards to assist people with a disability and people with English as a second language to better understand and communicate with Council

**March** Q3. Ensure the Council Plan engagement strategy has specific focus on engaging CALD and disability stakeholders

**June** Q4. Develop, publish and promote a Community Engagement Handbook resource for staff

**Quarterly Progress Comments** The Speaking Your Language (CALD) Info Packs have been promoted widely, including: an article in the August/September edition of Yarra News (including promotion in four languages in the translations section), posters in Yarra's five libraries and three after school care sites, bright sign screens in Council's three customer service centres, poster and packs made available at Citizenship Ceremonies, promotion on Facebook. The packs have also been actively promoted and directly distributed to the Yarra Multicultural Advisory Group, as well as other CALD community groups.

An internal practitioner network has been established, made up of 22 graduates of the IAP2 Certificate in Engagement. The network met in July and August to discuss the purpose and role of members, and ideas to focus on. These include learning from past engagement projects, workshopping new ideas, and practicing skills

Guidelines for promoting and distributing the Speaking Your Language (CALD) Info Packs were created for Access Yarra customer service staff. The guidelines were distributed to the Access Yarra Leadership Team, with one Senior Customer Service Officer responsible for sharing this information and training frontline staff in the promotion and distribution of the packs to community members visiting customer service centres. Guidelines were also created specifically for Yarra Libraries, with one Yarra Libraries Team Leader being responsible for sharing the guidelines with Libraries staff. All frontline staff have been trained in the use of the communication boards.

The Council Plan Communications and Engagement Plan was endorsed by the Project Control Group and Executive. Implementation of the Plan is underway. CALD and Hard to Reach groups were consulted through 6 targeted workshops across November and December 2016. The Advocacy and Engagement branch is working closely with Community Partnerships to tailor each workshop to stakeholders needs. Translators were made available.



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### Council Plan 2013-2017 Year 4

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#### Highlights and Achievements

**Branch** *Arts, Culture and Venues*  
**Unit** *Arts and Cultural Services*

New major exhibition of Aboriginal artists at Richmond Town Hall.  
 Three new donated artworks into the collection.  
 Approximately 12,000 hits per month on the yarracityarts.com.au website.  
 Three year arts and culture partnership grants allocated.  
 The Williams Reserve new community facility was opened.

**Branch** *City Strategy*  
**Unit** *Economic Development*

The Inner Melbourne Action Plan (IMAP) Councils have entered into a joint partnership agreement with Destination Melbourne (DML) to achieve the following:

- increased destination marketing of the Inner Melbourne region in the premier visitor publication ( Official Visitor Guide to Melbourne – over 1 million copies) – with inclusion of a dedicated Inner Melbourne section and content.
- continued use of the IMAP Inner Melbourne Map in the DML Official Visitors Map for Melbourne - over 1 million copies distributed annually.
- delivery of an Inner Melbourne digital presence utilising DML's existing platform and resources – MelbourneNOW.com.au
- provision of dedicated Inner Melbourne specific content, media, imagery and PR, for use across all digital and print platforms.
- regular research into conversion/influencing rates of visitor marketing collateral produced by DML.
- access to priority partnerships i.e. PTV; Melbourne Airport; Yarra Trams as well as 2nd tier partners ie concierges, visitor information centres.

**Branch** *People, Culture and Community*  
**Unit** *Community Partnerships*

In the past quarter the Grants Unit has paid 132 Annual Grants, received 29 Small Project Grant applications and awarded 12 grants.

Three Skills Training for Community Groups sessions have been held with good participation from the community with a tailored session with the Somali Women's Group.

Convened successful meetings of Council's Graffiti Coordination Group and GLBTIQ Working Group .

Reported to Councillors on Council's 2015 syringe management services.

Attended monthly VLGA Rainbow Working Group meetings as a representative of Council .

Neighbourhood Houses Partnerships Strategy 2014-2017 Year Two report was presented to Council in March.

Review of Neighbourhood House Funding Model report was endorsed by Council in March.

# Attachment 1 - Annual Plan Quarterly Progress Report December 2016 Draft

## Council Plan 2013-2017 Year 4

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### 2. Supporting Yarra's community

Yarra is a great place to live, to raise families, with access to a wide range of services, support and facilities, and is home to a diverse community.

Council provides many local human services and facilities important to the community's health and wellbeing. This includes ensuring early childhood health, education and development, providing support and opportunities for younger adults, ensuring access and inclusion for people with disabilities, supporting positive ageing, as well as assisting older residents and people with disabilities to remain in their homes. Sports, recreation facilities and infrastructure encouraging active lifestyles are also important to local wellbeing as are thriving local businesses offering jobs and services.






#### Strategies

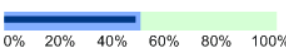

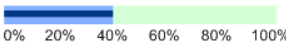



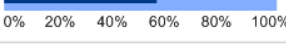

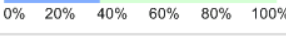



Council's work to achieve this Strategic Objective will include the following strategies:

- Champion rights to civic and community participation for residents experiencing social disadvantage.
- Continue to create a resident-friendly city that reduces isolation, improves access to the built environment and builds social connections.
- Undertake Community Infrastructure Planning for all Yarra neighbourhoods to inform advocacy, funding applications and developer contribution negotiations.
- Encourage greater social cohesion and participation through volunteer initiatives and community development activities.
- Support Yarra's disadvantaged community into employment through direct recruitment, social procurement or development of social enterprises.
- Deliver Council services that meet community priorities and needs.
- Ensure Council strategies and plans address community aspirations and needs and work to deliver outcomes in a highly integrated manner.
- Ensure Council's Asset Management Plans deliver infrastructure and facilities that are fit for purpose.
- Implement the new Disability Action Plan continuing our focus on the empowerment of residents with a disability.

The following actions are being undertaken in 2016/17 to work toward achieving Council's strategic objective of Supporting Yarra's community.

#### Action Progress Summary

-  At least 90% of action target achieved
  -  Between 75 and 90% of action target achieved
  -  Less than 75% of action target achieved
  -  Not Started
  -  Completed
- Target  
■ % Complete

| Action                                       | Start Date / End Date | Progress   | Status  |
|--|-----------------------|--|---|
| 2.01 North Fitzroy Library and Community Hub | 01/07/16 / 30/06/17   |  |  |
| 2.02 Regional Sports Facility                | 01/07/16 / 30/06/17   |  |  |
| 2.03 Leisure Centre Improvements             | 01/07/16 / 30/06/17   |  |  |
| 2.04 Hydrotherapy pool feasibility study     | 01/07/16 / 30/06/17   |  |  |
| 2.05 Community Infrastructure Planning       | 01/07/16 / 30/06/17   |  |  |
| 2.06 Service Reviews                         | 01/07/16 / 30/06/17   |  |  |



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**Council Plan 2013-2017 Year 4**

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| Action  | Start Date<br>/ End Date |  |                         |
|---|--------------------------|--|-------------------------|
| 2.07 Access and Inclusion Plan                      | 01/07/16<br>30/06/17     |  | 0% 20% 40% 60% 80% 100% |
| 2.08 Positive Ageing Strategy                       | 01/07/16<br>30/06/17     |  | 0% 20% 40% 60% 80% 100% |
| 2.09 National Home Care and Disability Care reforms | 01/07/16<br>30/06/17     |  | 0% 20% 40% 60% 80% 100% |
| 2.10 Communities that Care                          | 01/07/16<br>30/06/17     |  | 0% 20% 40% 60% 80% 100% |
| 2.11 Socio-economic and social justice advocacy     | 01/07/16<br>30/06/17     |  | 0% 20% 40% 60% 80% 100% |
| 2.12 Richmond High School advocacy                  | 01/07/16<br>30/06/17     |  | 0% 20% 40% 60% 80% 100% |

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## Council Plan 2013-2017 Year 4

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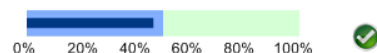
### 2.01 North Fitzroy Library and Community Hub

Council Plan Initiative:

Complete construction and commence operation of North Fitzroy Community Hub.

The North Fitzroy Community Hub development will feature the North Fitzroy Library, Maternal and Child Health Centre and spaces for multicultural groups and community meetings. With a focus on service integration, the Hub will feature increased space for library collections and activities, providing the neighbourhood with a new centre of community life.

This year construction of the North Fitzroy Community Hub will be completed and operations commenced.



Branch *Building Assets*

#### Quarterly Milestones

**September** Q1. Complete 70% building construction

**December** Q2. Complete building construction

**March** Q3. Launch the new North Fitzroy Library and Community Hub  
Q3. Commence occupation and operations from the new facility

**June** Q4. Complete transition of Maternal and Child Health services

**Quarterly Progress** The building construction project is continuing well on time and budget, fit out of all floors is continuing with one of the passenger lifts now up and running.

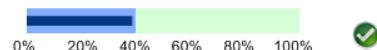
**Comments**

### 2.02 Regional Sports Facility

Council Plan Initiative:

Continue to advocate for the development of a major indoor sports facility for the Yarra community .

Council will continue to advocate to the State Government, Places Victoria and relevant agencies for the completion of a funding case for the building of the proposed Regional Sports Facility as part of the mixed use development proposed by the Government for the former Gas Works Site, 433 Smith Street, Fitzroy.



Branch *Office of the Director City Works and Assets*

#### Quarterly Milestones

**September** Q1. Assist Places Victoria with phase one community engagement and consultation process

**December** Q2. Update Council on the draft master planning process

**March** Q3. Present the outcomes of the master planning process to Council

**June** Q4. Update Council on the proposed statutory planning process

**Quarterly Progress** Council has been regularly updated on the draft master plan process.

**Comments**

### 2.03 Leisure Centre Improvements

Council's three Leisure Centres attract over one million visitors per annum .

As part of the capital renewal program, a significant investment is being made to improve facilities at Richmond Recreation Centre, Fitzroy Swimming Pool and Collingwood Leisure Centre.

Highlights include:

Renovation of male and female change rooms at Fitzroy Swimming Pool

Renovation of 'wet' change rooms at Richmond Recreation Centre

Installation of dry side HVAC system (Heating, Ventilating and Air Conditioning) at Collingwood Leisure Centre



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## Council Plan 2013-2017 Year 4

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**Branch** Leisure Services

### Quarterly Milestones

**September** Q1. Complete 'wet' change room works at Richmond Recreation Centre

**December** Q2. Complete installation of dry side HVAC system at Collingwood Leisure Centre

Q2. Complete 'wet' change room works at Fitzroy Swimming Pool

**Quarterly Progress** Works on the male change rooms have been completed and they are now operational .

**Comments** Works on the female change rooms are nearing completion, awaiting building permit for handrail installation to finalise the works.

### 2.04 Hydrotherapy pool feasibility study

Council will undertake a feasibility study for a warm water pool (Hydrotherapy Pool) will include an Industry analysis of the six latest facilities to be built, resulting in a design brief, preferred operating model, the most suitable site in Yarra and likely capital costs and return on investment for consideration by Executive for a capital works submission.



**Branch** Leisure Services

### Quarterly Milestones

**September** Q1. Develop facility design brief

Q1. Undertake Yarra site analysis

Q1. Determine preferred operating model

Q1. Undertake industry analysis

**December** Q2. Present feasibility report to Executive for consideration

**Quarterly Progress** Industry analysis has been completed and the facility design brief has been developed and passed onto the architect.

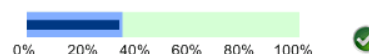
**Comments** Concept plans for each site have been drafted and the preferred operational model is in progress.

### 2.05 Community Infrastructure Planning

Council Plan Initiative:

Complete plans for the future infrastructure required to deliver library, leisure and child care services.

In 2015/16 the Neighbourhood Community Infrastructure Plans began by way of a pilot to guide the delivery of ten neighbourhood specific plans. In 2016/17, each plan will continue to be progressively developed with four plans to be completed by the end of the year.



**Branch** Corporate Planning and Performance

### Quarterly Milestones

**September** Q1. Present proposed Richmond South Plan to Council Briefing

**December** Q2. Progress development of Neighbourhood Infrastructure Plans

**March** Q3. Present completed draft Neighbourhood Infrastructure Plans to Council Briefing

**June** Q4. Present final completed Neighbourhood Infrastructure Plans to Council for endorsement

**Quarterly Progress** The Strategic Community Infrastructure Framework (SCIF) and Richmond South Community Infrastructure Plan were adopted by Council on 6 December. The SCIF is a decision making tool to inform investments in community infrastructure as Yarra experiences continued growth and development .

**Comments**

Work has progressed on the development of further Community Infrastructure Neighbourhood Plans and they are on track to be delivered by the end of this financial year as planned.

### 2.06 Service Reviews

February 16, 2017

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### Council Plan 2013-2017 Year 4

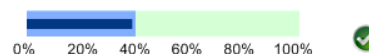
2016/17 Annual Plan Quarterly Progress Report - December

Council Plan Initiative:

Develop a service review framework and undertake a review of the long term direction of all Council services.

In 2013/14 Council adopted a new Service Review Framework. To date Parking Services, Leisure Services and the Councillor Support Unit have completed Service Reviews. In addition to this, Statutory Planning, City Works, Family, Youth and Children's Services and Aged and Disability Services reviews are in progress. Planning is underway to evaluate the program and determine which services will be reviewed next.

The internal service level agreement framework will be linked to Service Reviews. A framework will be scoped as part of the first internal Service Review. So far the Service Review program has focussed on external service areas.



**Branch** Corporate Planning and Performance

#### Quarterly Milestones

**September** Q1. Implement the Service Review program in accordance with agreed priorities.

**December** Q2. Implement the Service Review program in accordance with agreed priorities.

**March** Q3. Implement the Service Review program in accordance with agreed priorities.

**June** Q4. Implement the Service Review program in accordance with agreed priorities.

Q4. Commence scoping of an internal service level and agreement framework.

**Quarterly** City Works

**Progress** Key Findings and Action Plan were presented to Council Briefing in mid-July. This review is complete and

**Comments** the Action Plan is guiding service improvements for 2016/17.

Family, Youth and Children's Services

Further research and consultation has been planned, involving both internal and external stakeholders. This work is scheduled to occur in early 2017. It is expected this review will be completed in the fourth quarter of 2016/17.

Aged and Disability Services

The current phase of this review is to understand and position Council's role in the future Commonwealth Home Support Program. The project consultant has been updating service profiles for all major service areas in Aged and Disability Services. It is expected this review will be completed in the fourth quarter of 2016/17.

Statutory Planning Service Review

Key findings and recommendations for Statutory Planning Service Review to be presented to Council Briefing in first half of 2017.

Service Reviews Evaluation

The Corporate Planning and Performance Branch has commenced a process evaluation of the Service Review program. A Program Evaluator has been appointed and interviews with internal stakeholders have commenced. The purpose of this evaluation is to identify achievements to date and issues arising from program implementation. The evaluation will provide recommendations on future program delivery. The evaluation is planned to be completed by April 2017.

Recreation and Open Space

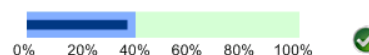
In October, Executive endorsed the commencement of a Service Review for this Branch. Planning has commenced for this review with the leadership group. It is anticipated that a review scope will be presented to Executive and Council Briefing in the third quarter of 2016/17.

#### 2.07 Access and Inclusion Plan

Council Plan Initiative:

Renew and adopt Yarra's Disability Action Plan.

Council's Access and Inclusion Plan covers the period 2014-2017. The Plan aims to improve access to community participation, employment and social activities; increase awareness and access to the built environment.



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**Branch** *Aged and Disability Services*

### Quarterly Milestones

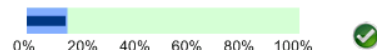
- December** Q2. Conduct a Seminar on Universal Design Principles for City Works and Assets staff to enhance their understanding of how to achieve accessibility that exceeds minimum compliance with Building Code of Australia
- Q2. Provide training for managers on disability awareness, including recruitment and selection of new staff
- March** Q3. Develop and maintain an access and inclusion webpage, featuring all aspects of accessibility at Council
- June** Q4. Develop access and inclusion key performance indicator that requires managers to meet their designated targets in the new actions for 2016 and 2017 (This KPI will be outlined in the Performance Development and Review of all relevant managers)
- Q4. Continue to promote and advocate for improved access and equity for Aboriginal people with disabilities and their carers

**Quarterly Progress Comments** A very successful seminar on Universal Design, facilitated by Michael Walker, was conducted early December 2016 to enhance staff understanding of how to achieve accessibility that exceeds minimum compliance with Building Code of Australia. 23 officers from the City Works Division were in attendance.

Council undertook a Disability Competent Manager's training in March this year and trained 20 leaders. Over 100 leaders have gone through this training over the past year.

### 2.08 Positive Ageing Strategy

The River of Life: Positive Ageing Strategy is a whole of Council strategy developed to respond to both the opportunities and the challenges of an ageing population in Yarra. The strategy aims to improve opportunities for older residents to participate in the community and remain active and independent.



**Branch** *Aged and Disability Services*

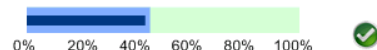
### Quarterly Milestones

- September** Q1. Develop the second LGBTI Plan to support inclusive practice within ADS services
- March** Q3. Support transition of older persons groups into new community facilities such as North Fitzroy Community Hub and Studio One
- June** Q4. Assess and report on implementation of the LGBTI Plan

**Quarterly Progress Comments** The second LGBTI Project Plan has been completed.

### 2.09 National Home Care and Disability Care reforms

The national aged and disability care reforms will continue to roll-out over 2016-2017. The reforms have significant implications for how Yarra residents are supported into the future and the role of Council.



**Branch** *Aged and Disability Services*

### Quarterly Milestones

- September** Q1. Complete MyAged Care (MAC) Assessor training and be an established MAC Assessment agency under the new Commonwealth Home Support Program (CHSP)
- Q1. Provide information to Yarra residents, in collaboration with NDIA about the introduction of the disability reforms
- December** Q2. Work with local agencies and residents to assist in understanding the new CHSP and MAC referral pathways
- March** Q3. Complete implementation of Council's role within the NDIS
- Q3. Support eligible residents to be ready to transition to the National Disability Insurance Scheme (NDIS)
- June** Q4. Advocate for special needs groups interests to be included in the NDIS



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## Council Plan 2013-2017 Year 4

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**Quarterly Progress Comments** Following Yarra's commencement of the Commonwealth Home Support Program (CHSP) and My Aged Care (MAC) on 1 August 2016, Council's Aged and Disability Services Branch has commenced work to demonstrate the separation of assessment services from service provision, as mandated by the Commonwealth.

A Regional Assessment Coordinator for the region has been appointed and regular meetings with City of Yarra Regional Assessment Service (RAS) team have been established.

Our Service Provision team are now supporting over 100 residents each month with predominantly new service enquiries to access the MAC and our RAS team continue to support existing service users to access the MAC for changes in needs or circumstances.

Regular formal meetings, support and discussions with local agencies and staff are continually occurring, including:

**Internal**

- Weekly MAC/NDIS working group meeting
- Data-buster working group
- Service Provision working group
- Tracking of incorrect referrals
- CHSP process mapping
- Assessment process mapping
- Monitoring of changes to RAS and Service Provision workloads

**External**

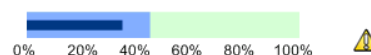
- City of Yarra & local Community Health Care Services meetings x 2
- Ongoing support provided to hospital discharge planners e.g. Social Workers, Occupational Therapists and local GPs.
- Meeting with Aged Care Assessment Services (ACAS), re working relationships & referral pathways
- Support provided to local agencies for incorrect referrals
- Northern region coordinators group - Bi-monthly meeting
- Development and implementation of referral pathway changes with contracted providers

### 2.10 Communities that Care

Council is providing funding to support Communities That Care (CTC) which is an evidence-based process aimed at building capacity within communities to improve the healthy development of children and young people.

The Communities that Care project will drive evidence-based program delivery for each of the Yarra CTC priority areas, which are to:

- Reduce alcohol and other drug use
- Strengthen family relationships and management
- Improve personal resilience of middle years young people



**Branch** *Family, Youth and Children's Services*

**Quarterly Milestones**

- |                  |  |
|------------------|--|
| <b>September</b> | Q1. Launch Yarra CTC community wide action and implementation plan for 2016 – 2019<br>Q1. Finalise Yarra CTC community wide action and implementation plan for 2016 – 2019                                   |
| <b>December</b>  | Q2. Complete Yarra CTC evaluation plan<br>Q2. Complete Yarra CTC funding strategy<br>Q2. Drive evidence-based program delivery for each of the Yarra CTC priority areas                                      |
| <b>March</b>     | Q3. Drive evidence-based program delivery for each of the Yarra CTC priority areas<br>Q3. Monitor Yarra CTC action plan delivery<br>Q3. Establish and maintain funding partners for the action plan delivery |
| <b>June</b>      | Q4. Drive evidence-based program delivery for each of the Yarra CTC priority areas<br>Q4. Monitor Yarra CTC action plan delivery   |

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Q4. Establish and maintain funding partners for the action plan delivery

|                                    |   |
|------------------------------------|---|
| <b>Quarterly Progress Comments</b> | <p>Yarra Communities That Care (CTC) 2016 -2019 Action Plan has been developed. Over 24 organisations were actively involved in the development and are committed to its delivery.</p> <p>The CTC Community Board was to hold a CTC Evaluation planning session at the December Board meeting, but this was deferred to early-Q3 due to number of apologies.</p> <p>The program is more broadly going very well CTC has commenced implementing targeted programs to begin to address the priority issues identified via consultation/research</p> <p>We have secured funding to commence the delivery of SMART Generation Plus (a program designed to reduce alcohol and other drug use by young people) in 2017 in two secondary schools. These schools will include Collingwood, Fitzroy and/or Princes Hill. Funding for additional schools will be sought as interest grows, mostly likely through the Neighborhood Justice Centre's court funds .</p> <ul style="list-style-type: none"> <li>• Matched funding has been contributed to Collingwood College to enable them to implement the Berry Street Education Model (BSEM) commencing in December 2016. Funding is still being sought to pay for an evaluation of BSEM in Collingwood College (to be conducted by University of Melbourne).</li> <li>• An application for funding to implement two 16-week Strengthening Family Connections programs in Yarra in 2017 has been submitted through School Focused Youth Services funding. If successful, Drummond Street services will act as the lead agency in partnership with Kildonan Uniting Care, BSL and Family Services (CoY).</li> <li>• CTC Program Leader is also sourcing philanthropic funding opportunities to implement our Strengthening Family Relationship and Management strategies. External support is available to review any applications we prepare.</li> </ul> |
|------------------------------------|---|

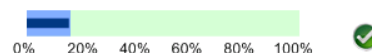
#### 2.11 Socio-economic and social justice advocacy

Council Plan Initiative:

Conduct advocacy campaign on Yarra's diverse socio-economic profile and social just issues.

As Yarra's population continues to grow and general socio-economic status improves there will be increasing importance for telling the underlying story of disadvantage and social justice to ensure appropriate access to funding and service responses. Around eight percent of Yarra's population lives in public or social housing and it is in this cohort that there is significant disadvantage and a need for a proactive advocacy to support identified needs.

Advocacy is a focus of key strategies including the Aboriginal Partnerships Plan , Multicultural Partnerships Strategy, Access and Inclusion Plan, as well as the homelessness, social and affordable housing, Neighbourhood Houses and community safety portfolio areas.



**Branch** *People, Culture and Community*

#### Quarterly Milestones

|                                    |   |
|------------------------------------|---|
| <b>December</b>                    | Q2. Conduct an event for Poverty Week 2016 which involves raising awareness and advocacy  |
| <b>March</b>                       | Q3. Plan and implement staff training and advocacy on responding to primary homelessness in partnership with Launch Housing<br>Q3. Advocate for and support Neighbourhood Houses in planning for long term sustainability and viability   |
| <b>June</b>                        | Q4. Build external partnerships with existing and new service providers to the Aboriginal community in Yarra<br>Q4. Conduct an event for Refugee Week in 2017 which involves raising awareness and advocacy<br>Q4. Advocate around the implementation of harm reduction strategies and issues arising from injecting drug use<br>Q4. Renew Council's Reconciliation Action Plan to continue a cross-organisational approach to implementing actions from the Aboriginal Partnerships Plan 2015-2018 |
| <b>Quarterly Progress Comments</b> | Due to Poverty Week falling in the middle of the caretaker period before the Local Government elections and the end of the year being crowded with other events and special days the Poverty Week 2016 event which involves raising awareness and advocacy has been rescheduled to the first half of 2017.  |

#### 2.12 Richmond High School advocacy

February 16, 2017

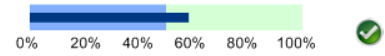
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The State Government has announced a new secondary school in the Richmond Town Hall precinct : the announcement was to open the school for 2018. The Department of Education has set up a planning committee to deliver this school.



**Branch** Office of the Director Planning and Place Making

### Quarterly Milestones

- September**
  - Q1. Advocate to the State Government to consult with groups that use Citizen's Park
  - Q1. Continue to liaise with the State Government Project Director and appointed architects to seek to influence outcomes having regard to the overall precinct
  - Q1. Provide information to the community regarding the State Government project
  - Q1. Brief Councillors regularly
- December**
  - Q2. Continue to keep the community informed of the State Project
  - Q2. Inform Council on the design adopted by the State Government
- March**
  - Q3. Brief Councillors on progress
  - Q3. Brief Council on possible shared service arrangements
- June**
  - Q4. Report to Council on possible shared service arrangements
  - Q4. Brief Councillors on progress
- Quarterly Progress Comments**

Council has received regular updates on the status of the Richmond High School Project over 2016 including written and verbal briefings (February, April, June) and reports to Council(April, June).

The design of the Sports precinct (Gleadell Street) was finalised in November 2016. Council was briefed on this design in December and updated on progress in the design as well as issues throughout 2016. Council has been briefed and updated on the progress of the Academic precinct. The design will not be finalised until mid-2017.



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**Highlights and Achievements**

**Branch** *Aged and Disability Services*  
**Unit** *Community Development*

Members of the Active Ageing Advisory Group (AAAG) and Council hosted a play 'Four Funerals in One Day' early in November. The play followed a successful forum hosted by the AAAG, last year, 'Dying Matters you only Die Once'. Up to 90 people attended the play this year and most expressed congratulations to Council for hosting the play. The performance and Question and Answer session after the play, gave guests the opportunity to consider a tough subject; thinking and learning about end of life matters.

Council hosted its annual Christmas Lunch for Yarra Seniors early in December. Up to 465 adult residents attended, enjoyed the performances of the Vietnamese and Spanish dance troupes, with residents dancing to the music of the Bohemian Nights Quartets. All residents truly enjoyed the day and feel very appreciative of Council's generosity of hosting such an enjoyable event.

During Senior's October many adult residents participated in activities jointly hosted by Council, Neighbourhood Houses, the Chinese U3A and U3A Yarra, Yarra Men's Shed and the Table Tennis Association. Up to 350 residents enjoyed the activities.

**Branch** *Aged and Disability Services*  
**Unit** *Services and Planning*

Council has continued to support advocacy of the Balit Narrum network to secure employment of full-time positions to support Aboriginal community members and Aboriginal Community Controlled Organisations to prepare for, and transition onto the NDIS. In the second quarter this advocacy has resulted in four funded positions: one at the Aborigines Advancement League and the other three at the Brotherhood of St Laurence. Council has advocated further to the NDIA to seek additional resources to increase 'culturally-safe' processes within the NDIA organisations.

Council celebrated the International Day of People with a Disability (3/12) with the participation of its MetroAccess Officer and DAC members in a special 3CR program focussing on access and inclusion, and with the end-of-year dinner for DAC members which noted the extensive list of matters dealt with during 2016.

Council's assessment staff have successfully transitioned to their new role of Commonwealth Regional Assessment Services (RAS) assessors, and are operating effectively in an environment of constant system updates and refinements of the RAS home support policies and procedures.

Council's service provision team is currently trialling a new service facilitation position to support the separation of assessment services from service provision. The trial will provide evidence based data on the changing resource needs under the Commonwealth Aged Care reforms.

The NDIS NEMA roll-out picking up speed with the DHHS now providing a detailed client list re phasing and funding withdrawal.

YCC currently has 40 service users with approved NDIS plans. Phone contact has been made with all 40 service users to identify transitional support requirements, provide advocacy support with the NDIA if required and undertake final account reconciliations when transition completed.

Staff support - Skills audits were offered to 51 members of the branch: 24 have completed the audit. Training records show 32 different staff had been involved in 100 training activities. These will be added to the matrix. The results of the skills audits assist in identifying trends and opportunities. It is expected that the skills matrix will be used as a tool for discussion in the PDR process.

Managing uncertainty workshop held in October and made available to all branch staff. 45% of branch staff participated with very positive feedback received from attendees.

**Branch** *Family, Youth and Children's Services*  
**Unit** *Children's Services*

February 16, 2017

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#### Highlights and Achievements

A significant debt collection action has taken place and we have seen a reduction in the debt amount previously carried. Coordinators have also worked to reduce debt of current families.

Increased utilisation has continued and it is hoped that even higher attendance will occur in 2017.

Work has continued on stabilising the staff team, establishing an internal staff relief list and reducing the use of agency staff.

**Branch** *Family, Youth and Children's Services*

**Unit** *Family Services*

The Family Services team have continued to provide a range of supports and services throughout the second quarter of the financial year. There has been just under 300 new babies born to families within Yarra between October and December 2016, with all new babies receiving a home visit.

A range of new programs and activities were offered in response to community feedback during this quarter, including the establishment of a new dad's playgroup in Richmond, the delivery of a Play Ideas for Playgroups Workshops in November.

A highlight for the period was organising and celebrating Children's Week with a children's picnic fun day at the Collingwood Children's Farm. Over 300 children, families and professionals attended, including nine Children's Centres and community playgroups.

**Branch** *Family, Youth and Children's Services*

**Unit** *Service Planning and Development*

Staff completed consultations with community providers of education and care services who lease council facilities regarding proposed renewal of leases with new service agreement component. This process includes an administrative review of Council's Priority of Access Policy and the proposal to include adherence to Council policy in service agreements was discussed. Services were supportive of clarity of intention with the Service Agreement proposal. To support Council Plan consultations, FYC branch providing additional consultative activities with children attending kindergarten and after school care programs. Delivering sustainable active transport planning for parents and staff at early childhood centres with development of action plans for participating centres.

**Branch** *Family, Youth and Children's Services*

**Unit** *Youth and Middle Years*

Real Industry Job Interviews (RIJI) held as part of Jobs4 Youth campaign on 11/10/16 at Fitzroy Town Hall. Over 200 young people attended, with 40 interviewers.

Soccer Pathways Program graduation held on 19 October, with CEO Melbourne City FC in attendance.

Yarra Youth Services supported YMCA Skateboard event at Edinburgh Gardens on 15/10

Young Entrepreneurs Program graduation (15 November) at kinfolk café

14 young people attended Hospitality Lunch & Learn event at STREAT on 7/11, with great engagement/feedback

The In-Be™ Tweenies™ middle years workshop held on 22/11 in collaboration with Cities of Port Phillip and Stonnington. 15 – 20 staff from across Yarra took part, and some great feedback

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### Council Plan 2013-2017 Year 4

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### Highlights and Achievements

Branch **Library Services**

Unit **Community Learning and Partnerships**

New Yarra Libraries Opening Hours report was adopted by Council which will result in Libraries opening an additional 35 hours per week across the service.

- New library strategy 2017-2020 consultation process commenced.
- Tim Winton came to Yarra, attracting over 200 participants.
- Family Fun day held at the Atherton Gardens Estate with over 700 community members in attendance, in partnership with the Connie Benn Centre, DHHS, Infoxchange, Family Service and Youth Services.
- Richmond Community Learning Centre partnered with Richmond library in our first progressive lunch. The booked out event hosted an Entrée at the Richmond Library, followed by a walk to Studio 1 for main course, then onto Burnley Backyard for dessert. This event jointly promotes Yarra Libraries and RCLC and strengthens our working relationship. Over 30 people attended the event.

Create Inviting Spaces

- Fitzroy Library to purchase new furniture.
- Bargoonga Nganjin, North Fitzroy Library planning for opening and Launch.

Realise Value from Technology

- Tech Savvy Seniors commenced - Grant from the State Library Victoria – Vietnamese and Chinese seniors groups of 10 for a 6 weeks basic computer training course.

Invest in our People

- Two interns started the 'Stepping into Internship Program' aims to support individuals with a disability to gain meaningful work experience.
- Two Library staff were selected to participate in the State Library of Victoria's Shared Leadership Program 2017.

Extend our Reach

- Adult Literacy State Library Grant – Partnering with Carringbush Adult Education, Fitzroy Learning Network and Carlton Learning Centre to apply for the \$30,000 grant. This is the first time Yarra Libraries have worked directly with these three learning centres
- Richmond Community Learning Centre – Family Fun day, Storytime plant potting, Progressive lunch.
- Author Talks in partnership with Brunswick Street Bookstore — Tim Winton, held at the Fitzroy Town Hall with over 200 community members attended
- Yarra Family and Children's Services – One Million Stories Project – Outreach into the centres – delivering storytimes and variety of book collections
- Alice Springs Public Library - One Million Stories Project – Joint programming
- U3A programming events together – Tech Savy Seniors, Learning programs
- Carlton Neighbourhood Learning Centre – Training staff on delivery of a conversation lounge at Carlton Library.
- Yarra Multicultural Advisory Group – staff member now a member of the group and building partnerships and discussing potential programs
- Crèche, kinder, MCHC, and preschool external visits – storytimes and book delivery
- Yarra Vacation Care – external visit – storytimes and book delivery
- Livewires internal visit to Collingwood – future program planning

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#### Highlights and Achievements

**Branch** *Library Services*  
**Unit** *Library Development*

In partnership with the IS team, Yarra libraries have initiated a project to update all library computers to Windows 10 and streamline the application management/maintenance process of library computers utilising the Microsoft Systems Centre. This will allow library public computers to be managed centrally, maintain a standard operating environment and be flexible in applications we offer while remaining isolated from the Council corporate network.

Successful implementation will result in significantly low response times for IT helpdesk incidents, less onsite troubleshooting/fixes, centralise automated software distribution and most importantly greater application choices for library patrons.

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## Council Plan 2013-2017 Year 4

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### 3. Making Yarra more liveable

Maintaining Yarra's valued qualities whilst the City continues to grow – both in residents, workers and visitors – will occupy more of our attention. Mediating conflicting needs and competition for space – parking, travel, recreation, social, environmental needs – will require considered community engagement and creative innovative solutions.








#### Strategies

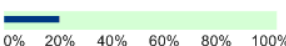





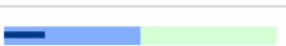

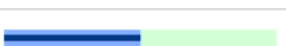





Council's work to achieve this Strategic Objective will include the following strategies:

- Manage competing demands for use of public and green open space.
- Continue to identify opportunities to convert road spaces and laneways for parks or improved pedestrian spaces.
- Increase amount of public and open space in areas with least access, in accordance with the Open Space Strategy.
- Advocate to protect green and open spaces on Yarra's public housing estates.
- Upgrade and refresh Leisure Centres, sports and recreation facilities and grounds to meeting growing demands.
- Seek to achieve more communal private open space within large developments.
- Increase cycling through improved access and infrastructure.
- Increase pedestrian activity and safety through improved access and infrastructure. This needs to include improved access for mobility aid devices.
- Advocate for public transport improvements.
- Continue to implement Council's Local Area Traffic Management Study (LATMS) program.
- Manage competing parking needs of residents, business and visitors.
- Manage change in Yarra's built form and activity centres through community engagement, land use planning and appropriate structure planning processes.
- Protect Council assets through effective proactive construction management.
- Improve disability access to community amenities and built environment.

The following actions are being undertaken in 2016/17 to work toward achieving Council's strategic objective of Making Yarra more liveable.

#### Action Progress Summary

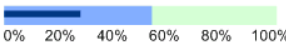

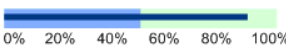

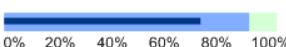



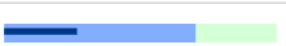

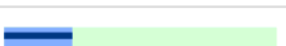

-  At least 90% of action target achieved
  -  Between 75 and 90% of action target achieved
  -  Less than 75% of action target achieved
  -  Not Started
  -  Completed
-  Target
  -  % Complete

| Action   | Start Date / End Date | Progress   | Status  |
|--|-----------------------|--|---|
| 3.01 Strategic land acquisition report                       | 01/07/16<br>30/06/17  |  |  |
| 3.02 New parks   | 01/07/16<br>30/06/17  |  |  |
| 3.03 Installation of sports lights at Kevin Bartlett Reserve | 01/07/16<br>30/06/17  |  |  |
| 3.04 Shared pathway at Coulson Reserve                       | 01/07/16<br>30/06/17  |  |  |
| 3.05 Bicycle Advocacy  | 01/07/16<br>30/06/17  |  |  |
| 3.06 Public Transport Advocacy                               | 01/07/16<br>30/06/17  |  |  |
| 3.07 Wellington Street bicycle lane                          | 01/07/16<br>30/06/17  |  |  |

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| Action  | Start Date<br>/ End Date |  |    |     |     |     |     |      |   |
|---|--------------------------|--|----|-----|-----|-----|-----|------|---|
| 3.08 New parking technology                     | 01/07/16<br>30/06/17     |  | 0% | 20% | 40% | 60% | 80% | 100% |  |
| 3.09 Traffic management initiatives             | 01/07/16<br>30/06/17     |  | 0% | 20% | 40% | 60% | 80% | 100% |  |
| 3.10 Advocacy on growth and change within Yarra | 01/07/16<br>30/06/17     |  | 0% | 20% | 40% | 60% | 80% | 100% |  |
| 3.11 Urban Growth management                    | 01/07/16<br>30/06/17     |  | 0% | 20% | 40% | 60% | 80% | 100% |  |
| 3.12 Yarra Activity Centre Built form review    | 01/07/16<br>30/06/17     |  | 0% | 20% | 40% | 60% | 80% | 100% |  |
| 3.13 Licensed Premises Policy update            | 01/07/16<br>30/06/17     |  | 0% | 20% | 40% | 60% | 80% | 100% |  |



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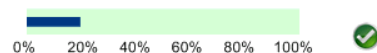
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#### 3.01 Strategic land acquisition report

Council Plan Initiative:

Acquire land for development or redevelop existing land as open space in accordance with the Yarra Open Space Strategy.

Seek endorsement from Council to proceed with land acquisition for the purposes of creating new public open space.



**Branch** Recreation and Open Space

##### Quarterly Milestones

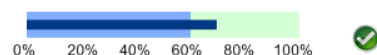
**March** Q3. Prepare a report to Council recommending the acquisition of land for open space purposes.

**Quarterly Progress** A market valuation for two parcels of land has been received and further due diligence on one of those parcels has commenced.

**Comments** Upon completion of this piece of work, officers will report back to Executive and Council on the opportunities to acquire this land for public open space.

#### 3.02 New parks

Commence construction on a new park at Charles and Mollison Streets, Abbotsford.



**Branch** Recreation and Open Space

##### Quarterly Milestones

**September** Q1. Report to Council on the outcomes of consultation and seek approval to proceed.

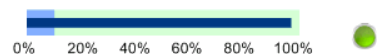
Q1. Complete the design process and seek community feedback on the design.

**June** Q4. Subject to Council approval, document and tender the works for construction.

**Quarterly Progress** In August 2016, Council endorsed a proposal to construct a new park at Charles and Mollison Streets, Abbotsford by way of a road discontinuance. The project is now in the detailed design stage and construction of the project is expected to commence in mid-2017.

#### 3.03 Installation of sports lights at Kevin Bartlett Reserve

Council will install sports lights at two soccer fields in Kevin Bartlett Reserve to ensure that lighting levels are appropriate for sports training. This will increase the capacity for training on these pitches.



**Branch** Recreation and Open Space

##### Quarterly Milestones

**December** Q2. Appoint contractor to deliver works

**March** Q3. Complete works prior to commencement of winter sports

**Quarterly Progress** Sports lights have been installed at the Fletcher 1 and 2 sports ovals at Kevin Bartlett reserve.

**Comments** Lights have been tested and are operational.

#### 3.04 Shared pathway at Coulson Reserve

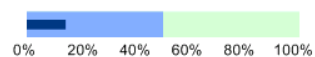
The shared pathway connection on the Merri Creek Trail adjacent to Coulson Reserve, Clifton Hill is a recommendation of the Merri Creek Trail Review, endorsed by Council in 2007.

The connection removes a steep descent/climb at the Heidelberg Road underpass, addressing a significant risk identified in the Merri Creek Trail Review. The new connection will be designed and built at an accessible gradient and will remove the need for path users to use low bridges that are subject to inundation.

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**Branch** *Recreation and Open Space*

**Quarterly Milestones**

**December** Q2. Complete Stage 1 of the works

**March** Q3. Complete Stage 2 of the works (subject to funding being provided as part of the 2016/17 budget process)

**Quarterly Progress** Tender issue drawings have been complete and awaiting pre-tender estimate from quantity surveyor, due in January 2017. The tender is expect to be advertise in January.

**Comments** Pedestrian crossing was complete 23/12/16, path and associated works will commence once Stage 1 has been awarded to successful tenderer--March 2017

### 3.05 Bicycle Advocacy

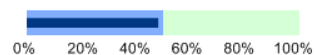
Council Plan Initiative:

Lobby for the extension of the Melbourne bike share scheme into Yarra and other inner -city areas.

If additional funding for the bike share scheme is included in the State 2016/17 budget, officers will continue to work with PTV to develop potential bike share locations in Yarra.

Council will:

- Continue to advocate for state funding of bicycle infrastructure on roads in Yarra , as part of any road infrastructure projects in Yarra funded by the State.
- Seek opportunities for funding by Active Transport department.
- Advocate (with City of Melbourne, Darebin and Moreland) to VicRoads for improved bicycle route connections across municipal borders.



**Branch** *Sustainability and Strategic Transport*

**Quarterly Milestones**

**September** Q1. Identify any opportunities in State 2016/17 Budget which could include bicycle infrastructure projects and advise Council

**December** Q2. If opportunities are identified at State level, work with VicRoads, PTV, ATV, Parks to advocate and seek outcomes within Yarra, and inform Council

**March** Q3. Inform Councillors (if any updates)

**June** Q4. Inform Councillors (if any updates)

**Quarterly Progress** The State Government was consulted as part of the recently updated Bike Strategy which contains a number of future projects.

**Comments**

### 3.06 Public Transport Advocacy

Council Plan Initiative:

Advocate for Melbourne Metro and Doncaster Rail project, and other public transport improvements, as a priority for Federal and State funding.

Improvements to Yarra's sustainable transport capacity are critical to accommodating a growing population . While Council can work on major improvements to cycling and walking infrastructure, strong advocacy to state and federal governments by Council and the community is needed to significantly improve public transport infrastructure and capacity. Enhanced public transport capacity is needed to ensure trams and trains are able to serve Yarra residents and workers in peak periods.

Melbourne Metro

Melbourne Metro is now back on the agenda as a key city shaping rail project.

Transport solutions for Doncaster

Improved transport solutions to Doncaster is important to reduce the dominance of car travel from that region to the



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inner city business areas creating further road congestion. The Doncaster Rail project has been a key priority for Yarra City Council in conjunction with other eastern suburb Councils for a number of years. Ongoing advocacy is required to continue the momentum for increased public transport by the State to serve the Doncaster region.

The state government is committed to finding solutions to the problem of congestion on Hoddle Street. It is considered that the 2016/7 state budget will include a major project on Hoddle St. Advocacy is likely to be needed to deliver best outcomes for Yarra residents.

#### New Tram Stops

DDA compliant tram stops are proposed for the following locations:

Nicholson Street

Brunswick Street

#### Chandler Highway

The State Government has announced that a new bridge across the Yarra River abutting the current Chandler Highway bridge will be built and opened in mid-2018. Council has expressed a position on this project and that will continue to be advocated to the State Government and VicRoads.



**Branch** Sustainability and Strategic Transport

#### Quarterly Milestones

- September** Q1. Commence Brunswick St tram route consultation  
Q1. Commence advocacy for improved Hoddle St project outcomes  
Q1. Continue to advocate for improved public transport across Chandler Hwy to commence if new bridge is built
- December** Q2. Inform Council of any updates on Chandler Highway
- March** Q3. Inform Council of any updates on Chandler Highway
- June** Q4. Complete Brunswick St tram route consultation

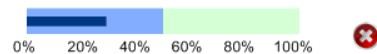
**Quarterly Progress** Our team are liaising with VicRoads to improve the Hoddle Street project outcomes.

**Comments** A number of meetings have occurred with Public Transport Victoria (PTV) and VicRoads to advocate for improved public transport across Chandler Hwy if the new bridge is built. A new north south bus route has been identified and we are continuing to work towards getting this delivered. It has yet to be formally confirmed/funded. PTV have recently put in a budget bid and it has a high level of priority.

The Brunswick Street tram route project has been delayed by PTV and will need to go through another PTV business case/submission process. Urban design are continuing to develop the streetscape master plan.

### 3.07 Wellington Street bicycle lane

Planning and commencement of construction of 500m of 'Copenhagen' separated bicycle lane on both sides of Wellington Street between Gipps Street and Johnston Street (subject to formal inclusion in the adopted 2016/17 budget).



**Branch** Sustainability and Strategic Transport

#### Quarterly Milestones

- September** Q1. Finalise design and specification for project (if in 2016/17 adopted budget)
- December** Q2. Establish whether the project requires a planning permit  
Q2. Undertake tender process and evaluate tenders
- March** Q3. Report to Council
- June** Q4. Commence construction if no planning permit is required and Council has approved project

**Quarterly Progress** The design and the associated engineering specification is nearly complete and will be finalised by the end of October.

**Comments**

# Attachment 1 - Annual Plan Quarterly Progress Report December 2016 Draft

## Council Plan 2013-2017 Year 4

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### 3.08 New parking technology

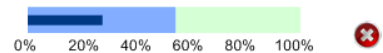
Council Plan Initiative:

Implement emerging parking enforcement technologies to improve efficiency and effectiveness of parking enforcement operations.

As part of Council's innovation program, new parking technology is being rolled out to make on street parking more accessible to the public and to encourage efficient turnover/sharing of on road parking spaces.

This project involves the implementation of technology to support the enforcement operations and improved data analysis and reporting on the effectiveness of the operations.

In addition, Council resolved to undertake a trial of variable parking fees in Bridge Road and explore a one hour free parking option.



**Branch** *Innovation*

#### Quarterly Milestones

- September**
  - Q1. Install and test Infringement management system
  - Q1. Install new "pay stay" mobile phone payment option in all paid parking bays
  - Q1. Develop sensor implementation plan
  - Q1. Roll-out new hand held ticket issuing devices
- December**
  - Q2. Complete sensor "pilot" trial and sensor roll-out in the sporting precinct in accordance with implementation plan
  - Q2. Develop a project brief for a trial of Variable parking fees in Bridge Road
- March**
  - Q3. Complete sensor roll-out in Sporting Precinct
  - Q3. Commence a variable pricing trial in dedicated bays in Bridge Road
  - Q3. Install in ground sensors in Bridge Road and compile occupancy data to help develop the pricing model
- June**
  - Q4. Complete sensor roll-out for remaining locations in accordance with implementation plan
  - Q4. Evaluate variable pricing trial in Bridge Road and consider options for a broader rollout in other shopping strips
- Quarterly Progress Comments**
  - A plan to install a "pay stay" mobile phone payment option in all paid parking bays has been prepared and is awaiting Council Steering Committee endorsement.
  - A plan to implement the installation of parking sensor including a proposed "pilot" trial and sensor roll -out in the sporting precinct has been prepared and is awaiting Steering Committee endorsement.
  - The roll-out new hand held ticket issuing devices to parking officers has been complete .
  - The project plan to conduct the pilot sensor trial is currently being developed.

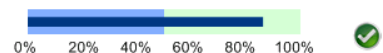
### 3.09 Traffic management initiatives

Council undertakes Local Area Traffic Management Studies (LATMS) to identify traffic calming measures and safety improvements.

This year Council will investigate the feasibility of a permanent road closure in Station Street, North Carlton.

Subject to funding, activities to deliver the Local Area Traffic Management program in 2016/17 are:

- Completion of Stage Two LATMS 9 (Rose) and
- Stage Two LATMS 10 (Gold)



**Branch** *Traffic Services and Special Projects*

#### Quarterly Milestones

February 16, 2017

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## Attachment 1 - Annual Plan Quarterly Progress Report December 2016 Draft

### Council Plan 2013-2017 Year 4

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|                                    |  |
|------------------------------------|--|
| <b>December</b>                    | Q2. Complete Stage Two works, LATMS 9 (Rose)<br>Q2. Prepare a traffic report for VicRoads on temporary road closure in Station Street, North Carlton<br>Q2. Complete community consultation on temporary road closure in Station Street, North Carlton   |
| <b>March</b>                       | Q3. Complete Stage Two works, LATMS 10 (Gold)<br>Q3. Report to Council on temporary road closure in Station Street, North Carlton  |
| <b>Quarterly Progress Comments</b> | A traffic report on the temporary road closure in Station Street, North Carlton has been prepared. This report was referred to Council at its 20 Dec 2016 meeting for endorsement prior to submission to VicRoads<br><br>A VicRoads report on the temporary road closure in Station Street, North Carlton will be presented to Council in February 2017. |

If Council's decision is to proceed with the closure, officers will present the key findings of the study to the wider North Carlton community and will seek feedback on the proposal in accordance with Section 223 of the LGA 1989.

100% of allocated capital works budget for stage Two works, LATMS 9 (Rose) has been complete.

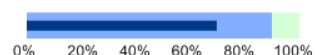
100% of allocated capital works budget for stage Two works, LATMS 10 (Gold) have been complete.

#### 3.10 Advocacy on growth and change within Yarra

Council Plan Initiative:

Advocate to State Government of rate of growth and change within Yarra.

Yarra municipality continues to be under significant development pressure. State Government metropolitan policies promote development at localities near public transport and strategic locations. Yarra City Council seeks to manage this growth appropriately.



**Branch** City Strategy

##### Quarterly Milestones

|                  |   |
|------------------|---|
| <b>September</b> | Q1. Consider the final version of Plan Melbourne Re-fresh, if released, and the Inner City Framework Plan and brief Councillors<br>Q1. Commence Built Form Analysis project of five commercial precincts to inform future planning controls |
| <b>December</b>  | Q2. Continue to advocate for improved planning tools to better manage development pressure  |
| <b>March</b>     | Q3. Continue to advocate for improved planning tools to better manage development pressure  |
| <b>June</b>      | Q4. Continue to advocate for improved planning tools to better manage development pressure  |

**Quarterly Progress Comments** Currently investigating lessons learnt from Swan Street Built form analysis before preparing brief for consultants.

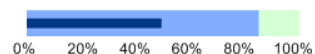
Waiting on the release of the final Plan Melbourne Re-fresh, (which is expected October 2016), work on the Inner City Framework Plan is waiting on further work by the Victorian Planning Authority.

#### 3.11 Urban Growth management

Council Plan Initiative:

Develop an over-arching strategy that seeks to preserve community values and amenity through the effective management of urban growth and the rate of change within Yarra.

As part of council's approach to managing growth in Yarra, this year Council will prepare a draft Housing Strategy and exhibit planning scheme amendments for Swan Street and Johnston Street.



**Branch** City Strategy

##### Quarterly Milestones

## Attachment 1 - Annual Plan Quarterly Progress Report December 2016 Draft

### Council Plan 2013-2017 Year 4

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|                                    |   |
|------------------------------------|---|
| <b>September</b>                   | Q1. Exhibit planning scheme amendments for Swan Street and Johnston Street<br>Q1. Prepare draft spatial economic and employment strategy<br>Q1. Prepare new draft housing strategy  |
| <b>December</b>                    | Q2. Council to consider submissions in relation to Swan Street and Johnston Street amendments   |
| <b>March</b>                       | Q3. Participate in Planning Panel hearings for amendments   |
| <b>June</b>                        | Q4. Consider Planning Panel report and amendment  |
| <b>Quarterly Progress Comments</b> | Awaiting authorisation from the Minister for Planning for Johnston Street planning scheme amendment. The project plan for Swan Street planning scheme amendment identifies quarter 3 for exhibition.<br><br>A draft spatial economic and employment strategy has been prepared by consultants and feedback provided from officers. A final draft has been provided to Council.<br><br>Development of a new Housing Strategy has commenced with background analysis being prepared, including a review of mixed use zoned land, development data and spatial analysis of where development is occurring. |

#### 3.12 Yarra Activity Centre Built form review

Council will undertake an analysis of the built form of all Yarra activity centres as the basis for preparing urban design guidelines and planning height controls that can be introduced in to the Yarra Planning Scheme.



**Branch** City Strategy

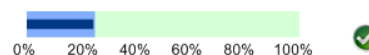
##### Quarterly Milestones

|                                    |   |
|------------------------------------|---|
| <b>September</b>                   | Q1. Commence Built Form Analysis study  |
| <b>December</b>                    | Q2. Finalise study  |
| <b>March</b>                       | Q3. Report to Council on study  |
| <b>June</b>                        | Q4. Report to Council with draft Planning Scheme Amendments (DDO's)   |
| <b>Quarterly Progress Comments</b> | Study of lessons learnt from Swan Street Built Form analysis completed. Project work has been commissioned and analysis will commence next quarter. |

#### 3.13 Licensed Premises Policy update

The update of the Licensed Premises Policy is an action arising out of the Night Time Economy Strategy and the Health Plan. It relates to amending and updating the licensed premises policy in the Planning Scheme.

Background work has been undertaken to provide justification for the policy change. This year Council will consider and exhibit a revised policy.



**Branch** City Strategy

##### Quarterly Milestones

|                                    |   |
|------------------------------------|---|
| <b>September</b>                   | Q1. Present draft revised policy to Council for consideration   |
| <b>December</b>                    | Q2. Seek Minister's authorisation to exhibit planning scheme amendment  |
| <b>March</b>                       | Q3. Participate in Planning Panel hearings  |
| <b>June</b>                        | Q4. Present Panel report and amendment to Council for consideration   |
| <b>Quarterly Progress Comments</b> | Council was presented with the revised policy and resolved to proceed with the planning scheme amendment on 19 September 2016. Request for authorisation to exhibit planning scheme amendment was submitted and authorisation received on 14 October. |

**Attachment 1 - Annual Plan Quarterly Progress Report December 2016 Draft**

**Council Plan 2013-2017 Year 4**

2016/17 Annual Plan Quarterly Progress Report - December

**Highlights and Achievements**

|               |   |
|---------------|---|
| <b>Branch</b> | <b>City Works</b>   |
| <b>Unit</b>   | <b>Admin and Management - City Works</b>  |
|               | <p>The last quarter has seen the Fleet Management Unit dispose of a number of fleet vehicles, realising \$800,000 revenue. The passenger vehicle fleet arrangements and use has been reviewed and in partnership with HR a number of issues are being resolved.</p> <p>The staff Pulse Survey results have been the most favourable to date, the next challenge, maintaining and increasing the high level of staff satisfaction. A number of small waste and recycling contracts have been awarded for the manufacture of street litter bins, waste skip bin provision, transport and sorting, and mattress recycling.</p> |
| <b>Branch</b> | <b>Construction Management</b>  |
| <b>Unit</b>   | <b>Admin and Management - Construction Management</b>   |
|               | <p>Restructure of the Building Services Unit has resulted in improved effectiveness and efficiencies. This has been instrumental in the significant reduction in outstanding notices and orders and lapsed building permits, thereby reducing Council's potential legal liability.</p> <p>Outstanding lapsed building permits have been reduced from 500 to 34. Work is continuing to resolve the final 34 lapsed permits.</p>  |
| <b>Branch</b> | <b>Recreation and Open Space</b>  |
| <b>Unit</b>   | <b>Arboriculture and Streetscapes</b>   |
|               | <p>A new street tree and landscape maintenance contract has commenced, with little to no interruption to services.</p> <p>A comprehensive audit of all street trees in the City of Yarra was completed in November 2016 and represents the most thorough assessment of Council's tree stock yet undertaken. The data in this audit will inform the urban forest strategy, to be completed in 2017.</p>  |
| <b>Branch</b> | <b>Recreation and Open Space</b>  |
| <b>Unit</b>   | <b>Open Space Capital Works and Design</b>  |
|               | <p>The University of Melbourne coordinated student tours of a selection of Yarra's significant recent projects and visited the Edinburgh Gardens rain garden and the new park at Richmond Terrace. Such tours are further recognition of the quality work delivered by the City of Yarra.</p>   |



# Attachment 1 - Annual Plan Quarterly Progress Report December 2016 Draft

## Council Plan 2013-2017 Year 4

2016/17 Annual Plan Quarterly Progress Report - December

### 4. Ensuring a sustainable Yarra

Reducing Yarra's environmental footprint is critical – including a target to become carbon neutral by 2020, reduce waste going to landfill, increase renewable energy use, improve biodiversity, increase local food production, use more locally collected rainwater to reduce storm water run-off and dependency on Melbourne's water catchments.

In November 2012 Yarra became the first Victorian Council to be certified carbon neutral. This reflects our commitment to reducing the City's environmental footprint – the resources we use to live – such as reducing the use of potable water and energy, as well as reducing waste going to landfill. In 2011 Yarra was named as the Sustainable City of the Year, acknowledging the wide range of programs working to make Yarra more sustainable.








#### Strategies

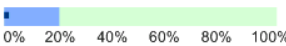

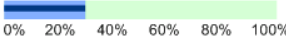

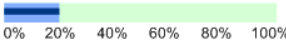

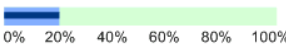

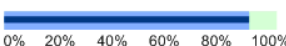

Council's work to achieve this Strategic Objective will include the following strategies:

- Develop and renew Council's key environmental strategies.
- Initiate and implement strategies to reduce Council's carbon emissions and energy use.
- Support the community to reduce greenhouse gas emissions.
- Increase implementation of water-sensitive urban design.
- Encourage urban agriculture.
- Initiate and implement strategies to reduce Council's potable water consumption.
- Initiate and implement strategies to reduce waste to landfill in Yarra.
- Advocate to state and federal governments on their responsibility to achieve a sustainable Yarra.

The following actions are being undertaken in 2016/17 to work toward achieving Council's strategic objective of Ensuring a sustainable Yarra.

#### Action Progress Summary

-  At least 90% of action target achieved
  -  Between 75 and 90% of action target achieved
  -  Less than 75% of action target achieved
  -  Not Started
  -  Completed
-  Target
  -  % Complete

| Action   | Start Date / End Date | Progress   | Status  |
|--|-----------------------|--|---|
| 4.01 Urban Wildlife Management Plan                  | 01/07/16<br>30/06/17  |  |  |
| 4.02 Urban Forest Strategy                           | 01/07/16<br>30/06/17  |  |  |
| 4.03 Yarra Energy Foundation                         | 01/07/16<br>30/06/17  |  |  |
| 4.04 Adaptive Assets Program                         | 01/07/16<br>30/06/17  |  |  |
| 4.05 Implementation of new waste management contract | 01/07/16<br>30/06/17  |  |  |

# Attachment 1 - Annual Plan Quarterly Progress Report December 2016 Draft

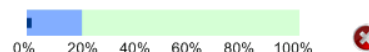
## Council Plan 2013-2017 Year 4

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### 4.01 Urban Wildlife Management Plan

Council Plan Initiative:  
Progress implementation of Council's Urban Wildlife Management Plan.

Developed in 2009, City of Yarra's Urban Wildlife Management Plan aims to identify areas of remaining fauna habitat, identify and address threats to fauna habitat, identify opportunities for potential habitat improvement and protection, review existing control methods or pest animal species and provide recommendations for updating where required.



**Branch** *Recreation and Open Space*

#### Quarterly Milestones

**September** Q1. Draw on outcomes of the biodiversity health survey (April 2016) and review the Urban Wildlife Management Plan

**June** Q4. Finalise Urban Wildlife Management Plan

**Quarterly Progress** A consultant's brief has been prepared and fee proposals are being sought to review the Urban Wildlife Management Plan.

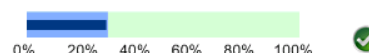
#### Comments

### 4.02 Urban Forest Strategy

Council Plan Initiative:  
Investigate feasibility of an Urban Forests Strategy.

An Urban Forest Strategy will provide broad directions and key principles for the delivery of urban greening initiatives with a particular focus on reducing the impact of the Urban Heat Island effect. Council has commenced the developmental work including data gathering and internal engagement.

This year Council will progress development of the Urban Forest Strategy.



**Branch** *Sustainability and Strategic Transport*

#### Quarterly Milestones

**September** Q1. Finalise tree inventory data

**December** Q2. Analyse tree inventory data and continue to formulate strategy

**March** Q3. Brief Councillors on draft Urban Forest Strategy

**June** Q4. Present draft Strategy to Council, for public exhibition

**Quarterly Progress** Progress for development of the Urban forest Strategy is well underway. All data has been compiled and analysed. The strategy has begun to be developed, to be further informed by community consultation occurring in Feb-March 2017.

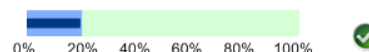
#### Comments

### 4.03 Yarra Energy Foundation

Council Plan Initiative:  
Continue Council support for the work of the Yarra Energy Foundation.

The Yarra Energy Foundation was officially launched in 2011. Council provides funding to support the Foundation. Council will continue to monitor Yarra Energy Foundation's progress against the funding agreement.

The four year funding agreement will conclude in 2016/17. Council will be able to determine whether it wishes to commit to a new agreement.



**Branch** *Sustainability and Strategic Transport*

#### Quarterly Milestones

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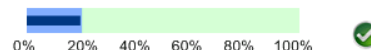
## Council Plan 2013-2017 Year 4

2016/17 Annual Plan Quarterly Progress Report - December

|                                    |  |
|------------------------------------|--|
| <b>September</b>                   | Q1. Present Jan – Jun 2016 six monthly report to Council   |
| <b>March</b>                       | Q3. Present Jul-Dec 2016 six monthly report to Council<br>Q3. Council to resolve whether to enter into a new funding agreement for YEF |
| <b>Quarterly Progress Comments</b> | Yarra Energy Foundation CEO presented the Jan-Jun 2016 status report to Council briefing on October 18.                                |

### 4.04 Adaptive Assets Program

Funding has been allocated to support Council to meet its organisational greenhouse reduction and renewable generation targets as set out in the Yarra Environment Strategy (YES). Council is considering an innovative renewable energy project.



**Branch** Sustainability and Strategic Transport

#### Quarterly Milestones

|                 |  |
|-----------------|--|
| <b>December</b> | Q2. Establish asset list to receive new solar and/or battery installations |
| <b>March</b>    | Q3. Complete tender and award contract to preferred supplier               |
| <b>June</b>     | Q4. Complete installations   |

**Quarterly Progress Comments** Comment pending

### 4.05 Implementation of new waste management contract

Council Plan Initiative:  
Develop and implement new Waste Management Strategy 2014-20.

Council entered into a new Waste Services contract. The service model for waste management services includes:

weekly domestic garbage collection; housing estate refuse collection; and community education; and weekly domestic recycling collection; litter bin clearance and maintenance; recyclables acceptance and sorting; festivals and events; at-call green waste collection.

The implementation and transition for the waste contracts includes a comprehensive communication strategy and development of service specific quality and contract management plans.



**Branch** City Works

#### Quarterly Milestones

|                  |  |
|------------------|--|
| <b>September</b> | Q1. Commence implementation of all waste contracts on 1 July 2016<br>Q1. Commence contract transition period |
| <b>December</b>  | Q2. Undertake contract monitoring during transition period to ensure compliance with contract requirements   |
| <b>March</b>     | Q3. Undertake formal contract monitoring to ensure full compliance with contract requirements                |
| <b>June</b>      | Q4. Undertake formal contract monitoring to ensure full compliance with contract requirements                |

**Quarterly Progress Comments** Transition period complete and contractors are delivering service to specification. Performance indicators showing steady improvement since contract commencement. Current contract performance is considered satisfactory and will continue to improve when all new vehicles and technology, for example, on board cameras, come into operation in January 2017.



# Attachment 1 - Annual Plan Quarterly Progress Report December 2016 Draft

## Council Plan 2013-2017 Year 4

2016/17 Annual Plan Quarterly Progress Report - December

### 5. Leading local government

A changing and divergent community requires an agile and responsive organisation. To maximise value to our community, the services and facilities they want it is critical that Council review our services to ensure they are relevant and appropriate.






#### Strategies

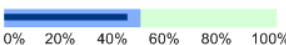






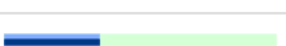







Council's work to achieve this Strategic Objective will include the following strategies:

- Align vision, values and organisational culture.
- Encourage and support a workforce that reflects our community's diversity.
- Enhance internal systems and processes, and their integration, to improve community service delivery and governance support.
- Build Council's emergency management and recovery response.
- Build community engagement to inform Council's policy development and decision making.
- Enhance access to Council information and services, including wider use of digital media.
- Seek to achieve best practice standards, measured by benchmarking all services.
- Enhance procurement and contract management practice to extract better value for money.
- Enhance productivity and business support, and reduce risk for critical business processes.

The following actions are being undertaken in 2016/17 to work toward achieving Council's strategic objective of Leading Local Government.

#### Action Progress Summary

-  At least 90% of action target achieved
  -  Between 75 and 90% of action target achieved
  -  Less than 75% of action target achieved
  -  Not Started
  -  Completed
- Target  
■ % Complete

| Action   | Start Date / End Date | Progress   | Status  |
|--|-----------------------|--|---|
| 5.01 Develop 2017-20 Organisational Development Strategy | 01/07/16 / 30/06/17   |  |  |
| 5.02 Continuous Quality Improvement Program              | 01/07/16 / 30/06/17   |  |  |
| 5.03 Project Management Framework                        | 01/07/16 / 30/06/17   |  |  |
| 5.04 Executive and Council strategic planning sessions   | 01/07/16 / 30/06/17   |  |  |
| 5.05 Capital works program                               | 01/07/16 / 30/06/17   |  |  |
| 5.06 Council election 2016 and Councillor induction      | 01/07/16 / 30/06/17   |  |  |
| 5.07 Development of the new Council Plan                 | 01/07/16 / 30/06/17   |  |  |
| 5.08 Government Relations                                | 01/07/16 / 30/06/17   |  |  |

## Attachment 1 - Annual Plan Quarterly Progress Report December 2016 Draft

### Council Plan 2013-2017 Year 4

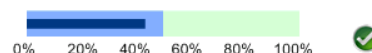
2016/17 Annual Plan Quarterly Progress Report - December

#### 5.01 Develop 2017-20 Organisational Development Strategy

Council Plan Initiative:

Adopt an Organisational Development Strategy and progressively implement actions.

The OD Team will work with the One Yarra CORE group to scop a project plan to develop a new OD strategy . The plan will involve consultation with the business and as a result will produce a three year OD strategy.



**Branch** *People, Culture and Community*

##### Quarterly Milestones

- September** Q1. Consult with the CORE group, leadership team and employees to scope the actions to be included in the OD strategy
- December** Q2. Finalise draft of the OD strategy
- March** Q3. Present OD strategy to Council for adoption
- June** Q4. Commence implementation of actions as outlined in the strategy
- Quarterly Progress** First phase of consultation complete. CORE Group and People and Culture leadership team have been consulted on structure and content of draft strategy. Changes have been made and communicated to these key stakeholder groups.
- Comments**

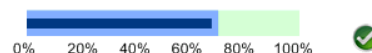
#### 5.02 Continuous Quality Improvement Program

Council Plan Initiative:

Commit to an organisational continuous improvement program.

In 2015/16 Executive endorsed a Continuous Quality Improvement (CQI) Framework. The program is being trialled for branches undertaking a Service Review to redesign systems and process for improved efficiency and effectiveness .

Service Planning and Reviews provide a Continuous Improvement framework for Council whereby Services are consistently and regularly subject to review and critical thinking. We will report to Council on improvements that have been identified and implemented as a result of this process.



**Branch** *Corporate Planning and Performance*

##### Quarterly Milestones

- September** Q1. Undertake staff training in CQI methodology
- December** Q2. Develop plan for implementation of CQI actions in two branches
- June** Q4. Evaluate CQI program to date
- Quarterly Progress** A plan has been developed for a CQI program in the Children's Services Unit of the Family, Youth and Children's Services Branch. This program has been developed with the assistance of the Improvement and Program Integration Branch of Melbourne City Council. The project, in collaboration with a small number of participating Councils, is to review the Children's Services Registration process from a customer perspective. The project will be facilitated by Melbourne City Council and based on the continuous improvement methods of Lean and Agile. The Acting Co-ordinator of Organisational Performance is the project support officer for Yarra City Council. Two officers from the Children's Services Administration Team will also be participating. The project is planned to commence in early February 2017 with a completion date of early April 2017.
- Comments**

The planning for a CQI project in the City Works Branch , as identified in the Service Review Action Plan , has been delayed pending the appointment of the Service Improvement Team Leader . Further discussions are scheduled to occur with the leadership team of the Branch to determine the timing and capacity of Branch staff to participate in a CQI project in the second half of this year .

#### 5.03 Project Management Framework

Council Plan Initiative:

Develop and implement agreed project management principles to improve project completion.

February 16, 2017

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# Attachment 1 - Annual Plan Quarterly Progress Report December 2016 Draft

## Council Plan 2013-2017 Year 4

2016/17 Annual Plan Quarterly Progress Report - December

Council will continue to implement its Project Management Framework to ensure a consistent methodology is applied to managing projects with a key objective of providing best value to the community.

Key activities this year include:

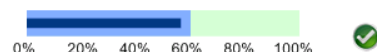
Develop a standard set of project management templates, including status reports and PCG agendas

Develop options and recommendation to Executive for harmonising Capital and Operational project portfolio management, including identification of specific improvements to portfolio reporting for broad based project performance reporting.

Process bids for Capital Upgrade projects using same process as other discretionary project types (Capital New Asset and Operational).

Update PMF policy to improve quality and incorporate learnings from usage of policy to date

Implement agreed changes for harmonising Capital and Operational project portfolio management, including specific improvements to portfolio reporting for broad based project performance reporting.



**Branch** *Corporate Planning and Performance*

### Quarterly Milestones

**September** Q1. Develop options and recommendation to Executive for harmonising Capital and Operational project portfolio management, including identification of specific improvements to portfolio reporting for broad based project performance reporting

Q1. Develop a standard set of project management templates, including status reports and PCG agendas

**December** Q2. Process bids for Capital Upgrade projects using same process as other discretionary project types (Capital New Asset and Operational)

**March** Q3. Update PMF policy to improve quality and incorporate learnings from usage of policy to date

**June** Q4. Implement agreed changes for harmonising Capital and Operational project portfolio management, including specific improvements to portfolio reporting for broad based project performance reporting

**Quarterly Progress Comments** Project Status Report template has been developed that is suitable for use on Capital and Operating projects reported through to Executive and approved by PMF Steering Group. Executive session has been set up to identify portfolio of high value/high profile/high risk projects that should be reported to Executive.

A number of standard templates have been developed including Project Control Group Agenda and Minutes, Project Status Report, Draft Project Concept Brief, Project Risk Register, and financial tracking using EVM (earned value management).

2017/18 Capital Upgrade, Capital New Asset and Operating project bids evaluated using unified process during November-December.

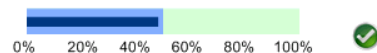
The update of the Project Management Framework has commenced.

### 5.04 Executive and Council strategic planning sessions

Council Plan Initiative:

Establish periodic strategic planning sessions with Executive and Council to work on emerging issues and matters of significant importance to the community (links to strategic advocacy, research and organisational agility).

Strategic planning workshops to facilitate engagement between Executive and Councillors will continue this year. These workshops will focus on emerging issues and significant community priorities.



**Branch** *CEO Office*

### Quarterly Milestones

**December** Q2. Hold strategic planning workshop

**March** Q3. Hold strategic planning workshop

# Attachment 1 - Annual Plan Quarterly Progress Report December 2016 Draft

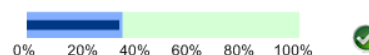
## Council Plan 2013-2017 Year 4

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**Quarterly Progress Comments** The first Councillor Planning Day was held on 10 December at Edinburgh Gardens. This workshop provided Councillors with an opportunity to discuss their aspirations for the Council Plan 2017-21. This was a productive session that will be followed up by sessions in January/February 2017 where community feedback will be compiled, presented and compared to form the basis of the new Council Plan.

### 5.05 Capital works program

Council implements major capital works to improve facilities and services within the municipality. The capital works program ensures facilities and infrastructure are maintained at appropriate standards to meet community and Council needs. Council's target is to complete at least 85% of renewal, upgrade and new capital works projects during the year.



**Branch** *Engineering and Asset Management*

#### Quarterly Milestones

**September** Q1. Complete 10% of the capital works program

**December** Q2. Complete 25% of the capital works program

**March** Q3. Complete 50% of the capital works program

**June** Q4. Complete 85% of the capital works program

**Quarterly Progress Comments** Capital program tracking above target with 41% of the annual program completed

### 5.06 Council election 2016 and Councillor induction

We will conduct a successful Council Election in October 2016 which will result in the election of nine Councillors to the Yarra City Council for the 2016-2020 Council term. Immediately following the election, we will conduct a comprehensive induction process designed to equip both new and returning Councillors with the information and resources they need to undertake their duties.



**Branch** *Governance and Support*

#### Quarterly Milestones

**September** Q1. Commence Election Period  
Q1. Finalise the voters' list of ratepayers and submission to the Victorian Electoral Commission  
Q1. Open the Early Voting Centre

**December** Q2. Complete formal Councillor induction program  
Q2. Hold a Special Meeting to elect a Mayor  
Q2. Complete the 2016 Council Election  
Q2. Publish Election Campaign Donation Return summaries

**March** Q3. Review the Councillor Code of Conduct

**June** Q4. Review and determine the level of the Councillor allowance and the Mayoral allowance

**Quarterly Progress Comments** Councillor elections were completed following the declaration of the poll four Councillors were returned and five new Councillors elected.

Following the Council elections, Election Campaign Donation Returns were received from election candidates up to the deadline on 1 December 2016. Following the deadline, a summary of the donations was prepared and published on Council's website in accordance with s62A(2) of the Local Government Act. At the deadline, three returns remained outstanding, and the Chief Executive Officer has notified the Minister in accordance with s62A(1) of the Act.

Following the declaration of the poll, a program of induction sessions was held as part of the 'New Councillor Induction Program and Workshops'. The sessions were well attended by both new and returning Councillors, with topics covered including good governance, the development of the Council Plan, meeting procedures, administrative support, community representation, place making and an overview of the organisation's services and functions. The program took place from 31 October to 15 November 2016.



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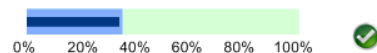
## Council Plan 2013-2017 Year 4

2016/17 Annual Plan Quarterly Progress Report - December

Councillor Amanda Stone was elected as Mayor at a Special meeting of Council.

### 5.07 Development of the new Council Plan

Council is required to develop a Council Plan by 30 June following a general election which will occur on 22 October 2016. The Council Plan is a strategic document, setting out Council's priorities and direction for a four year period. A cross-organisational team will be established to inform the new Council Plan and work with Councillors on its development.



**Branch** *Corporate Planning and Performance*

#### Quarterly Milestones

**September** Q1. Complete environmental scan and supporting documentation for the new Council

**December** Q2. Commence discussions with new Council on Council Plan

**March** Q3. Develop the draft Council Plan

**June** Q4. Present Council Plan to Council for endorsement for public submission

Q4. Present Council Plan to Council for adoption

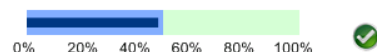
Q4. Submit Council Plan to the Minister

**Quarterly Progress Comments** The cross-organisational project to develop the Council Plan 2017-21 is progressing well. Community engagement ramped up this quarter including listening posts at Gleadell Street market, Atherton Gardens Family Fun Day, Youth Services Block Party, Queens Parade and Carols by Candlelight in Edinburgh Gardens as well as a session with our community advisory groups. Staff have also been engaged in the process.

The first councillor Planning Day focusing on the Council Plan was held in December. Councillors had an opportunity to discuss their aspirations for the coming 4 years. Further Councillor Planning Days will be held in January and February to discuss and incorporate community feedback and priorities.

### 5.08 Government Relations

A key action in Yarra's Strategic Advocacy Framework is to advocate for improved State and Federal funding to local government. Key advocacy projects this year include the Richmond Secondary College, Regional Sports Facility, Affordable Housing and AMCOR. Council also advocates for improved bicycle provisions and public transport (See Actions 3.05 and 3.06).



**Branch** *Advocacy and Engagement*

#### Quarterly Milestones

**September** Q1. Promote and inform local members of parliament, relevant Minister and government departments about Yarra's advocacy priorities and funding needs

**December** Q2. Promote and inform local members of parliament, relevant Minister and government departments about Yarra's advocacy priorities and funding needs

**March** Q3. Promote and inform local members of parliament, relevant Minister and government departments about Yarra's advocacy priorities and funding needs

**June** Q4. Promote and inform local members of parliament, relevant Minister and government departments about Yarra's advocacy priorities and funding needs

**Quarterly Progress Comments** Council continues to advocate strongly to state government on a number of priority projects, including- the, former Gasworks site, planning scheme rewrite, Ryan's reserve, Walmer St planning issues, Queen's Parade, Richmond Secondary School, Pride Centre, just to name a few. The organization continues to communicate Yarra's achievements, particularly in the sustainability space, receiving the Sustainable Victorian City Award for 2016. Yarra continues its strong leadership in the local government sector advocacy groups such as IMAP and ISMMF.

**Attachment 1 - Annual Plan Quarterly Progress Report December 2016 Draft****Council Plan 2013-2017 Year 4**

2016/17 Annual Plan Quarterly Progress Report - December

**Highlights and Achievements****Branch**      ***Advocacy and Engagement*****Unit**        ***Customer Service***

The Customer Service Branch has responded to 41,724 customer calls this quarter achieving an overall 88% grade of service (GOS). YTD the Customer Service Branch has responded to 80,561 customer calls and has achieved 87% overall GOS.

The Branch has also received eight compliments directly from customers acknowledging the excellent and prompt service delivered by Customer Service team members.

In November 2016, the Customer Service Team successfully transitioned Social Media from Communications. Customer Service is now engaging with residents and ratepayers using Twitter and Facebook.

The Customer Service Branch continues to deliver the actions of the Customer Responsiveness Strategy. A Business/Digital Transformation core group has been established to develop a change roadmap. This road map will support staff to transform the customer experience utilising new technology.

**Branch**      ***Corporate Planning and Performance*****Unit**        ***Organisational Performance***

Corporate Performance successfully completed the second live reporting process of the new Local Government Performance Reporting Framework - a State Government set of indicators that apply across all Victorian Local Governments. This process involved collaboration across the organisation to collect data across thirteen service areas as well as financial and governance measures. Council achieved and unqualified audit result from the appointed VAGO auditors, data has been uploaded to the government's "Know Your Council" website.

**Branch**      ***Finance*****Unit**        ***Management Accounting***

The preliminary Financial Management Report for 2015/16 was presented to Council in August 2016.

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**12.1 Notice of Motion No 4 of 2017 - Extension of Out-of-Home Care Age from 18 to 21**

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Trim Record Number: D17/19375

Responsible Officer: Group Manager Chief Executive's Office

I, Councillor Chen-Yi-Mei hereby give notice that it is my intention to move the following motion at the Ordinary Meeting of Council to be held on 21 February 2017:

“That Yarra City Council:

- (a) resolve to support and join the Home Stretch national campaign led by a coalition of youth support and social service agencies to lobby the Government to extend the out-of-home care age from 18 until 21 years for young people who are unable to live with their families (often due to child abuse and neglect); and
- (b) note that:
  - (i) national and international research, shows that high proportion of young people who are no longer entitled to out-of-home care when reaching the age of 18 end up homeless, in the criminal justice system, unemployed or a new parent within the first year; and
  - (ii) further, international research indicates that extending such out-of-home care will provide young people with the support and opportunity to make the right start in life and enjoy a better long term life outcome.”

**Background**

1. Significant numbers of children find themselves in “out-of-home” State care when their home environment is not safe enough for them to live with their families due to reasons including a history of abuse or neglect, ongoing poor health, ongoing poor mental health, substance abuse, homelessness, poverty, unemployment and violence ensuring children are protected from harm.
2. Current government policies require the child protection system to begin preparing a young person to leave out-of-home care as early as 15 years old, with most leaving their care placement at the age of 16 or 17. This can leave these already vulnerable young people without support or guidance, having to independently deal with social, housing and economic issues which they are often not equipped for.
3. In comparison, statistics show that children residing at home with one or both parents are remaining at home longer, with almost 50% of young people aged 18 to 24 having never left the family home.
4. The current requirement to cease State care for young people 18 years is not consistent with what the community would consider as appropriate parenting and with a high proportion becoming homeless, in the criminal justice system, unemployed or a new parent within the first 12 months of being exited from care.
5. Australian Research shows that:
  - (a) in 2016 in Australia, 3,000 child protection clients left the formal care system;
  - (b) 63% of 400 homeless youth surveyed had recently been exited from care;
  - (c) more than half those who leave supported care end up unemployed, in jail, homeless or had become a new parent within 12 months;
  - (d) some 35 % of young people sent out of care will be out on the streets within a year of leaving care;
  - (e) due to lack of continued support once the turn 18, many young people exiting care end up in the justice system or homeless support;

- (f) some 41% of females became pregnant within a short period of exiting care and a high percentage of males ended up juvenile detention; and
  - (g) findings by Deloitte show an extension of supported care to age 21 in fact is a more efficient system to the present system which often leads to cost issues to be funded by the State and community programs as noted above.
6. International research shows that:
- (a) sending out foster care and other State cared for children at 18 years to care for themselves has resulted in high levels of such children falling to inappropriate outcomes;
  - (b) extending the option of remaining in care to age 21 has shown to provide a much more successful transition to independent living and in fact a significant saving to public and support agency finances; and
  - (c) as a result of the research findings, such care has been extended to age 21 in the United States, Canada and a number of other countries, but not yet Australia.

## **RECOMMENDATION**

1. That Yarra City Council:
- (a) resolve to support and join the Home Stretch national campaign led by a coalition of youth support and social service agencies to lobby the Government to extend the out-of-home care age from 18 until 21 years for young people who are unable to live with their families (often due to child abuse and neglect); and
  - (b) note that:
    - (i) national and international research, shows that high proportion of young people who are no longer entitled to out-of-home care when reaching the age of 18 end up homeless, in the criminal justice system, unemployed or a new parent within the first year; and
    - (ii) further, international research indicates that extending such out-of-home care will provide young people with the support and opportunity to make the right start in life and enjoy a better long term life outcome.