Appendices

Ordinary Meeting of Council

Tuesday, 10 July 2018
6.30pm
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Location Plan

KEY
01 Existing rail network
02 Existing Pedestrian Station
03 Existing Road
04 Existing Bus Route
05 Existing Bus Stop
06 Existing School
07 Existing Park
08 Existing Subdivision
09 Existing Development
10 Existing Blackspot
11 Existing Floodplain
12 Existing Vegetation
13 Existing Wetland
14 Existing Waterbody
15 Existing Conservation Area
16 Existing Reserve
17 Existing Service Area
18 Existing Natural Feature
19 Existing Cultural Feature
20 Existing Agricultural Feature
21 Existing Indigenous Feature
22 Existing Historic Feature
23 Existing Economic Feature
24 Existing Social Feature
25 Existing Environment Feature
26 Existing Artistic Feature
27 Existing Architectural Feature
28 Existing Technological Feature
29 Existing Educational Feature
30 Existing Medical Feature
31 Existing Religious Feature
32 Existing Commercial Feature
33 Existing Educational Feature
34 Existing Medical Feature
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166 Existing Medical Feature
167 Existing Religious Feature
168 Existing Commercial Feature
169 Existing Educational Feature
170 Existing Medical Feature
171 Existing Religious Feature
172 Existing Commercial Feature
173 Existing Educational Feature
174 Existing Medical Feature
175 Existing Religious Feature
Site Surroundings

1. West of subject site
   Single storey residential

2. North of subject site
   Single storey retail

3. Northeast of subject site
   Mooree Ponds Creek & Trail

4. Southeast of subject site
   Mooree Ponds Creek & Eildonmont Reserve

5. South of subject site
   Tulipani Freeway
Nearby Developments

376 Pascoe Vale Road, Strathmore VIC 3041
1.5km from subject site

314 Pascoe Vale Road, Essendon, VIC 3040
2.0km from subject site

22-26 Cumberland Road, Pascoe Vale South 3044
2.3km from subject site

82-86 Bulla Road, Strathmore VIC 3041
2.9km from subject site

120 Buckley Street, Essendon VIC 3040
3.5km from subject site

8 Harrington Street, Glenroy VIC 3046
3.9km from subject site
CHC Reference Projects

06 Thele Street
Doncaster VIC 3108

1262-1268 Glenhuntly Road
Carnegie VIC 3163

34 Cowper Street
Flinders VIC 3011

369 Stewart Street
Brunswick East VIC 3057

1050 Mount Alexander Road
Essendon VIC 3040

55-63 Nicholson Street
Brunswick East VIC 3057
## Development Schedule

**450-494 Sussex Vale Road, Strathmore**

### General

- **Description:**
  - Proposed 450-494 Sussex Vale Road, Strathmore

### Council Meeting

**TUESDAY, 10 JULY 2018**

**APPENDICES – ORDINARY COUNCIL MEETING**

**ITEM 9.2 - APPENDIX A**

### Table: Development Schedule

<table>
<thead>
<tr>
<th>Lot</th>
<th>Description</th>
<th>Area</th>
<th>Zoning</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Note

- The data is presented in a table format, detailing various aspects of the development schedule.

---

**Legend**

- **A:** Residential
- **T:** Townhouse
- **B:** Commercial
- **L:** Light Industrial

**Columns**

- **No.**
- **Description**
- **Area**
- **Zoning**
- **Remarks**
## External Finishes Schedule

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Render Finish A - Grey</td>
</tr>
<tr>
<td>2</td>
<td>Render Finish B - Charcoal</td>
</tr>
<tr>
<td>3</td>
<td>Metal Fins</td>
</tr>
<tr>
<td>4</td>
<td>Textured Lime Paint</td>
</tr>
<tr>
<td>5</td>
<td>Vertical Timber Look Cladding</td>
</tr>
<tr>
<td>6</td>
<td>Face Brick</td>
</tr>
<tr>
<td>7</td>
<td>Prestressed Concrete Balustrade</td>
</tr>
<tr>
<td>8</td>
<td>Timber Look Pattern Screen</td>
</tr>
<tr>
<td>9</td>
<td>Folded Metal Balustrade Screen</td>
</tr>
<tr>
<td>10</td>
<td>Glazed Balustrade</td>
</tr>
<tr>
<td>11</td>
<td>Aluminium window frames / Balustrade Capping</td>
</tr>
<tr>
<td></td>
<td>Powdercoated finish, charcoal</td>
</tr>
</tbody>
</table>
View along Pascoe Vale Road
View along Pascoe Vale Road
View along Moonee Ponds Creek Trail
View along Moonee Ponds Creek Trail
View along Moonee Ponds Creek Trail
View along Moonee Ponds Creek Trail
STATUTORY PLANNING PROTOCOLS

ADOPTED
MARCH 2011
(AMENDED
JULY 2018)
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   1.2 Role of Officers
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      1.3.2 Council

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APPENDIX 2: OFFICER DEVELOPMENT ASSESSMENT PANEL (DAP): PROTOCOLS AND PROCEDURES

APPENDIX 3: FORM FOR ASSEMBLY OF COUNCILLORS

MVCC Statutory Planning Protocols, July 2016
INTRODUCTION

Protocols for the use of Statutory Planning delegated powers have been in operation at Moonee Valley City Council since January 1997. This document updates previous protocol documents and decisions of Council relating to Statutory Planning.

The document is broken up into three main parts.

The first part (sections 1-4) deals with processes and consultation protocols. This encompasses:

- Role of Councillors and Officers
- Consultation Meetings
- Notification
- Amended Plans and Permits.

The second part (sections 5-6) deals with delegation protocols and the Development Assessment Panel (DAP).

The third part (Appendix 1, 2 and 3) relates to meeting protocols for DAP and Consultation Meetings.
PROCESSES AND CONSULTATION PROTOCOLS FOR
STATUTORY PLANNING

1. GENERAL

Moonee Valley City Council (Council) is committed to:

- Ensuring its planning processes are well-managed, and that
- The community is informed and consulted on land use changes and developments in their area.

1.1 Role of Councillors and Officers

Councillors and Officers work in partnership as different arms in the same organisation. The common goals are:

- Informing the community
- Resolving differences between objectors/submitters and applicants, where appropriate
- Achieving quality outcomes in planning decisions
- Ensuring transparency in the planning process
- Ensuring consistency in decision-making.

1.2 Role of Officers

Officers provide professional and technical advice to applicants, residents and Council on a range of issues. In respect to planning applications, the advice specifically relates to:

- Planning Scheme requirements
- State and Council policies
- Details of the application
- ResCode (where appropriate) and other Victorian Planning Provisions
- Details of the consultation
- Details of objections
- Details of any referrals
- A recommendation based on professional assessment.
The role of Officers is split into two distinct areas:

The first is prior to a Council decision. This area requires Officers to provide applicants with a clear picture of what the planning scheme requirements are and what Council policies exist. It also requires that the application process is explained properly to residents. Officers are obliged to ensure that the application and plans are in the best form to ensure the full concept is easily understood and available for consideration.

Residents often ask, “Why is the applicant doing this?” This naturally involves an explanation of the applicant’s rights in applying for a permit.

The other side of this equation is the applicants asking, “What are the objections and what is their basis?”

Council is obliged by law to consider all applications. Council cannot refuse to consider an application; even a prohibited use must be formally considered and refused. This allows appeal rights, which is an underlying principle in the Victorian planning system.

The second area is after Council makes a decision. This area involves more of an advocacy role in defence of the Council decision. Officers will rigorously represent and defend the decisions of Council.

1.3 Role of Councillors

The role of Councillors includes two areas, Ward Councillors and Council.

1.3.1 Ward Councillors

The role of the Ward Councillors (outside of Council meetings) has a very important liaison function with residents. Liaison with the Ward Councillors is important as they have a good understanding of the local issues and the community, and represent the interest of the local community.

1.3.2 Council

Council’s role in the planning process is to consider all factors relating to a planning permit application including the Officer recommendations and then to make a decision. The broad range of issues considered by Council includes:

- The purpose of the zone and/or overlay;
- Decision guidelines set out in the Planning Scheme;
- Objections lodged;
- The likely impacts on neighbouring land and the neighbourhood; and
- Any relevant State and/or local policies included in the Planning Scheme.

Where possible, Councillors and Officers will seek consensus between objectors/submitters and applicants to avoid unnecessary appeals to VCAT.
2. **Consultation Meetings**

2.1 As part of the Council’s meeting cycle, Consultation Meetings (formally known as ‘Deputation meetings’) are also arranged to allow objectors/submitters and applicants an opportunity to put their case to Councillors and Officers in person. Such a process is not a mandatory requirement under the Planning and Environment Act 1987 (the Act). However, Consultation Meetings give Councillors an opportunity to get a better feel of objections and a better explanation of the application rather than relying on the written summary presented as part of a Council report.

2.2 Consultation Meeting protocols and procedures are outlined in Appendix 1.

3. **Notification**

3.1 Notification

Council undertakes comprehensive advertising for applications in accordance with its obligations under the Planning and Environment Act 1987. The aim is to ensure openness and accountability throughout the planning application assessment process, and includes notice given to:

- Owners and occupiers of adjoining land;
- Any persons to whom the planning scheme requires notice to be given (Referral Authorities etc.); and
- Any other person to whom Council considers the grant of the permit may cause material detriment.

3.2 Early Notification

Councillors will be informed of any major applications at the earliest opportunity through the Councillor Weekly Status Report (refer clause 5.4.1). This notification will be prior to the application being advertised.

Early notification to Councillors (including of pre-application consultations where possible) seeks to allow issues to be clarified early in the process. Councillors being kept informed early also avoids confusion and allows the Councillors to deal with resident concerns in the first instance with some background knowledge.

4. **Amended Plans and Permits**

There are some key mechanisms available for the amendment of a planning permit including endorsed plans and endorsed documentation. The following sections are the mechanisms under the Planning and Environment Act 1987, and include:

- Section 72
- Section 73
- Section 87
- Informal Secondary Consent Provision (governed by the wording of a permit condition).
Officers will consider any amended plans or amended permit request against the relevant sections of the Planning and Environment Act 1987 and case law principles.

Officer consideration of such requests will be subject to a delegate report reviewed in accordance with the relevant Instrument of Delegation prior to a decision being made on the request. In regards to Secondary Consent Amendment applications, the key principle governing the consideration of such requests is that a planning proposal cannot be transformed through a request for an amended plan.

5. **DELEGATION PROTOCOLS**

5.1 General

Protocols for the use of delegated authority is available to Officers of Council’s Statutory Planning Department under the Planning and Environment Act 1987 and the Local Government Act 1989.

The following protocols have been developed to ensure that Officers utilise authority available through the "Instrument of Delegation" in a manner that is consistent with Council’s delegation of such powers.

The protocols set down must be followed at all times unless authority to act to the contrary is given by the Chief Executive Officer in consultation with the Mayor.

Delegations to certain classes of Officers apply to all Officers more senior to that position.

Officers will generally have freedom to carry out duties and functions required to administer the Acts and Regulations listed within the Instrument of Delegation. The advertising of applications, issuing of documents and maintaining appropriate records are examples of duties and functions required to be undertaken.

Protocols for the use of delegated authority will be reviewed and presented to Council for consideration every five years unless Council decides otherwise, or as required by legislation.

5.2 Officer Delegation Levels

5.2.1 Manager Statutory Planning Coordinator, Team Leaders and Principal Planners

The Manager Statutory Planning, Coordinator, Team Leaders and Principal Planners have delegated powers to facilitate the carrying out of administrative tasks and to determine applications for permits in accordance with these protocols.

In considering applications for town planning permits, the Manager Statutory Planning, Coordinator, Team Leaders, and Principal Planners may approve applications and other requests in accordance with the "Instrument of Delegation" (e.g. extensions of time, minor amendments, approval of amended plans required by conditions, consent requests, amended permits and plans, etc.) provided that:

- They are generally consistent with the relevant planning scheme provisions;
- They are generally consistent with any relevant Council policy;
They are consistent with the delegation protocols, including DAP considerations where applicable, as outlined in this document; and

The Consultation Meetings protocol (Appendix 1) is complied with, where applicable.

The Manager Statutory Planning Coordinator and Team Leaders:

- May approve planning applications which have received less than 10 objections (as per section 5.3.1), provided that the determination has been considered and formally minuted at a Development Assessment Panel (DAP) meeting (see section 6 below)
- Must refuse an application if a Statutory Authority does not give consent (only in accordance with the Authority’s grounds).
- May refuse planning applications: where they are not considered major developments (as described in clause 5.3.2 below); or despite a Consultation Meeting having been held; or when the applicant has lodged an appeal against failure to determine the application, regardless of whether a proposal is a major development. (Application refusals must be considered and formally minuted at a DAP meeting.)
- Having regard to 5.3.1 and 5.3.2, may decide on the Council’s position regarding amended plans tabled at VCAT.
- Having regard to 5.3.1 and 5.3.2, may determine the parameters within which Council’s representatives can negotiate at VCAT mediations.

5.2.2 Senior Town Planners/Subdivision Planner

Senior Town Planners and Subdivision Planner may determine planning and subdivision applications where there are no objections and they relate to:

- New single dwellings and/or alterations and extensions to single dwellings;
- Advertising signs;
- Endorsed Condition 1 plans;
- Endorsed Landscape plans;
- Signing Planning Permits where a Notice of Decision to grant a permit has already been issued;
- or other similar applications and tasks; and
- Other delegation functions as determined by the Manager Statutory Planning.

5.2.3 Statutory Planning Officers

Statutory Planning Officers may use delegated powers to carry out the following:

- Requesting further information pursuant to Section 54 of the Act;
- Public notification (advertising) of applications;
• Referring applications to Statutory Referral Authorities as specified in the Act or the Planning Scheme;
• Signing Planning Permits where a Notice of Decision to grant a permit has already been issued; and
• Other delegation functions as determined by the Manager Statutory Planning.

5.2.4 Probity Checks
All Planning Permits issued under delegated authority require a recommendation by an Officer to a more senior Officer for a decision. This process includes consideration and a formally minuted determination at Development Assessment Panel (DAP) meetings.

5.3 Other Delegation Parameters

5.3.1 Number of Objections
Planning applications which receive equal to or more than 10 objections will not be considered under delegation and must be referred to Council for determination, (subject to 5.3.2) subject to the following clarifications in calculating the number of objections to determine whether an application is considered under delegation:

• More than one objection received from the same property will be identified as a single objection;
• Exclusion of objections (as identified by the Manager Statutory Planning) that only relate to an as-of-right component or are clearly not based on planning grounds (like precedent, devaluation of property, construction noise etc.); and
• Exclusion of objections received from properties outside a radius of 500 metres from the centre of the application site, if the application is for residential purposes only.

All objections will still receive written notification of Council’s decision as required under the Planning and Environment Act 1997.

5.3.2 Major Projects
Matters of a substantial nature (major developments, etc.) will not be approved under delegation.
Applications will be categorised as “major” if one or more of the following applies:

a) Value exceeding $10M;
b) Number of dwellings is 20 or more; or
c) Number of storeys is four or more above ground level.

Note: Applications that fit into the above “Major Projects” definition may be considered and refused under delegation, after consideration by DAP.

Note: Planning Applications and/or determination of Council’s position for VCAT matters may be approved/receive direction under delegation when they have
received 10 or more “eligible” objections as per 5.3.1 or fit into the above ‘Major Projects’ definition but are not deemed to be controversial (as per section 5.3.3 below) and have a high degree of compliance. These applications may, however, only be assessed at Council’s Development Assessment Panel (DAP) and then considered under delegation by agreement of a majority of Ward Councillors.

5.3.3 Unclear Policy Framework and/or Politically Sensitive Applications

There is no delegation to Officers where:

- Council policies, strategies, or planning scheme provisions do not provide clear parameters under which to operate (as identified by the Manager Statutory Planning); or
- An application is of major public interest, is potentially controversial or politically sensitive (as identified by the Manager Statutory Planning or Chief Executive Officer).

5.3.4 Councillor “Call-in” of Applications

A Ward Councillor may request the consideration of any planning application in their Ward be referred to Council. This request can be made at any time prior to the decision being made. The Councillor making the request must lodge a prescribed “call-in” form (with the Manager Statutory Planning), and include details of the request. All “call-in” forms completed by Councillors will be recorded on a Register of Councillor “Call-ins”.

5.3.5 Car Parking Waivers

Officers may waive car parking in accordance with 52.06 of the Planning Scheme.

5.3.6 Refusal of Planning Permit Applications

Officers may refuse planning permit applications in accordance with the Instrument of Delegations, provided the recommendation is considered and endorsed at the Development Assessment Panel.

5.3.7 Lack of a Quorum at an Ordinary Council Meeting

If a quorum at an Ordinary Council Meeting is known to be unachievable beforehand, a request be referred to all Councillors for majority support requesting the CEO to finalise relevant planning applications under the Instrument of Delegations.

5.4 Councillors’ Status Report and Registers

5.4.1 Councillors’ Weekly Status Report

Councillors shall be provided with a Weekly Status Report which will provide the following information:

- List of all permit applications received (by Ward) lodged in the past seven days;
- VCAT appeals to be heard in the next seven days;
- VCAT appeal decisions made in the past seven days;
List of planning decisions made under delegation in the past seven days (including decisions considered at DAP); and

List of town planning reports proposed to be presented to Council without a prior Councillor briefing.

Ward Councillors can request that any town planning report receive a Councillor briefing prior to being presented to Council. Councillors must make this request within 3 working days of receiving the Weekly Status Report.

Council will be advised of any applications which have been “called-in” by a Ward Councillor for consideration by Council. This reporting will be on an as required basis given the infrequency with which “call-ins” occur.

5.4.2 Registers

- A register is to be kept of all delegated decisions determined at DAP.
- A register is to be kept of all Councillors’ “call-in” of applications (as per clause 5.3.4).

6. **Development Assessment Panel (DAP)**

The DAP is a key procedure in the Officers’ delegated decision making process. The DAP process ensures:

- Accountability (all meeting agendas and minutes are formally recorded on Council’s corporate filing system and a summary of decisions provided to Councillors on a weekly basis);
- Consistency (all considerations at this panel are in accordance with prescribed meeting procedures and in line with formal delegation protocols); and
- Quality assurance (via an on-going peer review).

DAP meeting protocols and procedures are outlined in Appendix 2.
APPENDIX 1: STATUTORY PLANNING CONSULTATION MEETINGS - PROTOCOLS AND PROCEDURES

i. CONSULTATION PRINCIPLES
In line with section 1 of this document ("General Principles"), the following principles inform Council’s planning consultation framework:

- The community will be advised and consulted on land use and development changes that may impact upon it;
- Parties to the application will be provided with an opportunity to discuss and resolve matters in dispute;
- Council will listen to the various parties involved in the application in order to seek a satisfactory solution for both applicant and objectors;
- All consultation forums will be conducted in a respectful and impartial manner; and
- Where a matter cannot be resolved to all parties’ satisfaction, Council, as the Responsible Planning Authority, will seek to find the best ‘planning’ outcome.

ii. OBJECTIVE

Overall Objectives
In light of the above principles, Consultation Meeting objectives are to:

- Provide information about the subject planning permit application and relevant planning scheme provisions and policy;
- Invite relevant stakeholders to meet and discuss the proposal;
- Provide an opportunity to see if compromises can be achieved between both applicant and objector/submitters, such as amendments to proposals or agreed permit conditions; and
- Educate and foster increased community understanding in regards to planning generally.

Meeting Focus
Prior to holding the Consultation Meeting, Council Officers will undertake an assessment to inform Consultation Meeting preparations. This assessment will identify whether there are:

- Minor Issues
  - The objections are minor and outstanding issues are clear and resolvable.
  - A meeting between the parties is likely to solve the differences of opinion.
Regardless of the meeting’s ability to problem solve, the information provided at the meeting will assist parties to more clearly understand the application and relevant planning scheme provisions and policy; or

- **Major Issues**
  - The objections are **major**.
  - Whilst a dispute exists it is likely that, with dialogue between parties, some compromises may be reached or the issues clarified for decision making purposes.
  - Regardless of the meeting’s ability to problem solve, the information provided at the meeting will assist parties to more clearly understand the application and relevant planning scheme provisions and policy; or

- **Polarised and Entrenched**
  - The relevant stakeholder positions are so **polarised** that a meeting may inflame or entrench people’s views.
  - Furthermore, information provided at the meeting is unlikely to assist parties to more clearly understand the application and relevant planning scheme provisions and policy.

A Consultation Meeting agenda template has been prepared (see below).

### iii. MEETING ATTENDEES

Consultation Meetings do not have a formal membership. Typically a Consultation Meeting will be attended by:

- The Planning Officer assessing the application (must be present);
- All relevant Ward Councillors to be invited to attend;
- The applicant;
- Any objectors/submitters or key stakeholders; and
- Any other Councillors.

### iv. ROLES

**Role of Planning Officer**

The role of the Planning Officer is to:

- Provide administrative support for the meeting (e.g. meeting invitations etc.).
- Undertake a pre Consultation Meeting assessment and identify whether the areas of concern are minor, major or polarised.
- Prepare the meeting agenda in line with the ‘Consultation Meeting’ agenda template below and distribute to all participants before the meeting.
• Provide the Ward Councillor who will chair the meeting with a verbal briefing.
• Assist the Councillor as needed in servicing the meeting (i.e. logistics).
• Display the development plans on a screen and provide information on the subject application during the meeting, and be the ‘technical resource’ for the meeting. (The Officer will not outline the proposal or plans but ensure the applicant does this).
• Provide a brief outline and advice on the relevant planning scheme controls and the statutory planning framework as it relates to the subject planning application prior to the discussion between the parties.
• Clarify planning policies as they relate to planning applications.
• Provide access to ‘Planning: a Short Guide’ (Department of Planning and Community Development, April 2008) or similar documents, if required.
• Seek to better understand all points of view.
• Provide suggestions on how the matters could be resolved and generally seek to facilitate discussion to further the objective of the meeting in line with planning provisions. That is, ensure that any solutions put forward and agreed to, are ‘good planning outcomes’.
• At the end of the meeting provide an outline of the way forward, and clearly identify the agreed meeting outcomes.
• Follow through on any required outcomes from the meeting.
• Prepare notes of the meeting for subject application’s corporate planning file.
• Remain impartial and unbiased.

Role of Councillor/s
The role of the Councillor/s is to:
• Chair the meeting proceedings in line with the ‘Consultation Meeting’ agenda template below.
• Ward Councillors to decide who will chair the meeting.
• Clearly explain meeting purpose, structure and protocol at the outset of the meeting.
• The Chair to explain at the onset what matters can be discussed in the context of the Planning Scheme and Planning and Environment Act 1987.
• Act as a facilitator, including facilitation of possible mutually agreed solutions in line with planning provisions.
• Provide each party equal opportunity to be heard and remain impartial and unbiased.
• Seek to better understand all points of view.

Role of Applicant
The role of the applicant is to:
• Outline the proposal and plans.
• Provide technical input as expertise allows.
• Behave in a courteous and respectful manner to all meeting attendees (not interject or interrupt the meeting etc.).
• Participate in meeting discussion.
Role of Objectors/Submitters

The role of objector/submitters is to:

- Provide an outline of concerns and further explain their submission.
- Behave in a courteous and respectful manner to all meeting attendees (not interject or interrupt the meeting etc.).
- Participate in meeting discussion.

v. OPERATIONS

- A Consultation Meeting is not a decision making forum. That is, a Notice of Decision or Refusal shall not be made at Consultation Meetings.
- Consultation Meetings will, in general, be held for applications where there are equal to or more than 10 objections (as per section 5.3.1), or at the request of a Ward Councillor. An exception to this are where the application is clearly unacceptable and is being refused. In this scenario, a Consultation Meeting will not generally be held.
- Consultation Meetings will generally be held on a fortnightly or on an as needed basis.
- The applicant and all objectors will be sent an invite and clear directions to the venue in the mail (via email if details are known) and requested to accept the meeting invite. If no objectors confirm attendance, the Manager Statutory Planning can decide to cancel the proposed Consultation Meeting.
- The duration of Consultation Meetings will be generally limited to 1 hour.
- Only one Consultation Meeting shall occur per application.
- The Planning Officer coordinating the meeting must follow the “Staff Guidelines for Assemblees of Councillors” where applicable.
- Where a consultation Meeting has been cancelled for whatever reason, all potential attendees be notified in advance of its cancellation.
- Where a consultation Meeting has been cancelled or not arranged despite the application receiving 10 or more ‘eligible’ objections, the applicant and objectors be given advice about the procedure to submit a formal question to Councillors or to present their concerns to a public forum.
vi. **MEETING AGENDA TEMPLATE**

**AGENDA-CONSULTATION MEETING**

<table>
<thead>
<tr>
<th>Planning Application Number &amp; Address:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meeting Date:</td>
</tr>
<tr>
<td>Meeting Time:</td>
</tr>
<tr>
<td>Meeting Venue:</td>
</tr>
</tbody>
</table>

**Meeting Purpose:**

- Provide information about the above planning application.
- Enable parties to discuss the proposal.
- Consider whether areas of concern can be resolved.

<table>
<thead>
<tr>
<th>Items</th>
<th>Description</th>
<th>Person</th>
</tr>
</thead>
</table>
| 1.    | Welcome and apologies  
(Chairperson to remind attendees to sign the attendance regiiser and provide an email address for further correspondence) | Chairperson |
| 2.    | Declaration of Assembly of Councillors  
(Only required if 5 or more Councillors are present at meeting) | Planner (via the Chairperson) |
| 3.    | Outline of meeting  
(including confirmation of attendees agreement with the procedure and process) | Planner (via the Chairperson) |
| 4.    | Applicant outlines proposal | Applicant |
| 5.    | Objector/s outline concerns  
(Objectors/submitters further explain their submissions) | Objector/s (via the Chairperson) |
<p>| 6.    | Meeting Summary (including, confirmation that further meetings will not be scheduled/agreed changes/permit conditions to application (if relevant) etc.) | Planner |</p>
<table>
<thead>
<tr>
<th></th>
<th>Description</th>
<th>Chairperson</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.</td>
<td>‘Process from here’ and potential date of Council meeting</td>
<td>Chairperson</td>
</tr>
<tr>
<td></td>
<td>(including an explanation that Council take the decision at an Ordinary Council meeting and that no further applicant or public input is made at the meeting but that persons could request to be heard at a public forum)</td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td>Meeting Close</td>
<td>Chairperson</td>
</tr>
</tbody>
</table>
APPENDIX 2: OFFICER DEVELOPMENT ASSESSMENT PANEL (DAP) - MEETING PROTOCOLS AND PROCEDURES

i. DAP PURPOSE

The purpose of the Development Assessment Panel (DAP) is to ensure that decisions made under delegation:

- Are well documented and have a high level of accountability;
- Are clear, rigorous and consistent;
- Involve a sufficient level of peer review; and
- Contribute towards the ongoing professional development of planning staff generally, and junior planning staff in particular, through staff discussion and analysis of planning policy and provisions in relation to proposed planning decisions/recommendations.

ii. DAP MEMBERSHIP

DAP membership includes: the Manager Statutory Planning (Chair); a minimum of senior planners (such as the Coordinator, and Principal Planner); the Strategic Planning Manager (or Coordinator, or their nominee from the Strategic Planning Department); and the Manager Technical Services (or their nominee). A quorum of 3 Officers (including the Chair) is required to make a formal decision.

Where applications before DAP relate to the following matters or objections, the Strategic Planning and Technical Services Staff need not be present, but a quorum of three must still be achieved:

- ResCode matters (solely);
- Low risk applications (building works, signage etc.);
- Objections to as-of-right components; or
- Objections with no planning grounds (e.g. devaluation of properties, construction noise, dust etc.)

The DAP is chaired by the Manager Statutory Planning.

The relevant assessing Statutory Planning Officer will attend (ex officio) while their draft report is being considered, but are not a formal DAP member.

iii. DAP PROCEDURAL GUIDELINES

The DAP has delegated authority to determine applications in line with the protocols outlined in section 6 above including: authority to determine applications with less than 10 objections; refusals; extension of time applications; car parking waivers (in accordance with section 52.06 of the Planning Scheme); and
Development Plan applications where the Development Plan Overlay has been the subject of a planning scheme amendment.

The DAP shall convene weekly, but may convene more regularly as required.

Officers preparing reports for DAP must first liaise with their Team Leader. Once the Team Leader has checked and agrees with the recommendation, the Officer may lodge the report for inclusion in the DAP agenda.

All DAP meetings are formally minuted and recorded on Council’s corporate filing system. The relevant Officer is then responsible for actioning recommendations from DAP, in accordance with the Instrument of Delegations and under the direction of their Team Leader or Manager Statutory Planning.

The DAP chair (Manager Statutory Planning) has a casting vote if required.

If there is no agreement at DAP, the application should be referred to Council for a decision.
APPENDIX 3: FORM FOR ASSEMBLY OF COUNCILLORS

RECORD OF ASSEMBLY OF COUNCILLORS

Meeting:
Date and time:
Venue:

Present:  Councillors  Officers
Andrea Surace  Bryan Lancaster CEO
Samantha Byrne  Steven Lambert DSC
John Sipek  Kendrea Pope DCP
Richard Lawrence  Natalie Reiker DPD
Rebecca Gauci Maurici  Gil Richardson ADAPSP
Narelle Sharpe  Petrus Barry MSP
Cam Nation  Allison Watt MGC
Jim Cusack
Nicole Marshall

Conflicts of interest disclosures: (Include type and nature of interest. See over for guidance)

<table>
<thead>
<tr>
<th>Matter No.</th>
<th>Councillor/Officer making disclosure</th>
<th>Time left meeting</th>
</tr>
</thead>
</table>

Matters considered:

1.
2.
3.
4.

20 MVCC Statutory Planning Protocols, July 2016
5.
6.
7.
8.
9.
10.
11. Items of a general nature raised by Councillors and Officers.

<table>
<thead>
<tr>
<th>Record completed by:</th>
<th>Name:</th>
<th>Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Received by Governance:</td>
<td>Name:</td>
<td>Date:</td>
</tr>
</tbody>
</table>
Legislative requirements and guidance

Local Government Act 1989

Section 3 – definition:

Assembly of Councillors (however titled) means a meeting of an advisory committee of the Council, if at least one Councillor is present, or a planned or scheduled meeting of at least half of the Councillors and one member of Council staff which considers matters that are intended or likely to be—

(a) the subject of a decision of the Council; or

(b) subject to the exercise of a function, duty or power of the Council that has been delegated to a person or committee—

but does not include a meeting of the Council, a special committee of the Council, an audit committee established under section 139, a club, association, peak body, political party or other organisation;

Section 86A and 80B:
Councillors and officers attending an Assembly of Councillors must disclose any Conflict of Interest.

Section 86A(3)
If a Councillor attending an Assembly of Councillors knows that a matter being considered by the Assembly is a matter that, were the matter to be considered and decided by Council, the Councillor would have to disclose a Conflict of Interest under Section 79. the Councillor must disclose either:

- Immediately before the matter in relation to the Conflict of Interest is considered or
- If the Councillor realises that he/she has a Conflict of Interest after consideration of the matter has begun, as soon as the Councillor becomes aware of the Conflict of Interest, leave the assembly whilst the matter is being considered by the Assembly.

Section 86B
A member of Council staff who has Conflict of Interest (direct or indirect) in a matter in which they have delegated power, duty of function must:

- Not exercise the power or discharge the duty or function
- Disclose the type of Interest and nature of interest in writing to the Chief Executive Officer as soon as he/she becomes aware of the Conflict of Interest. In the instance of the CEO having a Conflict of Interest, disclosure is made to the Mayor in writing as soon as he/she becomes aware of the Conflict of Interest and the Council by no later than the next ordinary meeting of the Council.

Conflicts of interest:

The Local Government Act describes seven classes of interests. This includes direct interests and the six indirect interests.
A direct interest exists if there is a reasonable likelihood that a person’s benefits, obligations, opportunities or circumstances will be directly altered if the matter is decided in a particular way.

A relevant person has an indirect interest in a matter if the relevant person has—
(a) a close association as specified in section 78; or
(b) an indirect financial interest as specified in section 78A; or
(c) a conflicting duty as specified in section 78B; or
(d) received an applicable gift as specified in section 78C; or
(e) become an interested party as specified in section 78D; or
(f) a residential amenity that may be altered as specified in section 78E.

For further information or advice contact Governance@mvcc.vic.gov.au

Source and Guidelines: Edna > Forms > Governance
Events & Festivals Review 2017/18
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Executive Summary

Moonee Valley City Council hosts a range of diverse events and festivals each year. These events and festivals enliven our spaces, connect our communities, celebrate our cultures and inspire our creativity.

Council plays a number of important roles in the delivery of events and festivals; as a producer, collaborator and supporter.

Our community events and activities rank amongst the best aspects about Moonee Valley City Council in the annual Community Satisfaction Survey (2017).

The Events and Festivals Review (Review) is closely aligned to key objectives in Council’s strategic documents including the Council Plan 2017-21 and the draft MV2040 strategy.

The Review was initiated to ensure Council is moving towards the vision of ‘20 minute neighbourhoods’ outlined in MV2040, and that we are supporting events and festivals that respond to local needs and enhance the creativity of our communities.

The objectives of the Review are to:

- gain an understanding of the breadth of community events and festivals that Council delivers;
- plan for the transition of Council events and festivals to a neighbourhood planning model;
- identify ways to build the capacity of the community to initiate and deliver community events and festivals; and
- consider business efficiencies to maximise social return on investment.

The Review was informed by a survey of all of Council’s events and festivals planned for the 2017/18 financial year and these results were mapped over the 13 neighbourhoods.

The mapping data demonstrated that some neighbourhoods in Moonee Valley are receiving fewer event activations, while other areas, such as Moonee Ponds, are heavily programmed with Council events. This highlights the need to proactively engage in new ways to ensure Council is delivering events and festivals throughout the municipality that respond to neighbourhood priorities.

This Review presents a new framework for delivering placed-based events through a series of key recommendations.

The recommendations point to ways that Council can adopt a neighbourhood approach to the planning of events, by responding to the particular and unique needs of our 13 local neighbourhoods and ensuring a better spread of events throughout the municipality.

The Review highlights the significant positive impacts of encouraging community driven events and festivals and proposes a number of ways to better support and build the capacity of our community, primarily through our community grants program, community building opportunities and through simplified permit requirements.

Supporting and collaborating with community groups, organisations and business to create local events and festivals allows Council to leverage the immense creativity, passion, and community connections in Moonee Valley. The Review recommends increasing our role as a
collaborator, by connecting with community and business to deliver events and festivals in partnership.

The recommendations also highlight ways to consider business efficiencies, by consolidating our current events programming and establishing resources to support community groups and staff to effectively deliver events in Moonee Valley.

The formal recommendations are summarised in Table 1 below.

Recommendations summary

Table 1: Summary of recommendations

<table>
<thead>
<tr>
<th>1. Adopt a neighbourhood planning approach for delivering Council events</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1. Use the Neighbourhood Planning Framework to strategically plan events across the municipality that meet the needs of all Moonee Valley neighbourhoods.</td>
</tr>
<tr>
<td>a. As a result, redesign the Moonee Valley Festival to deliver a series of place-based events throughout our neighbourhoods.</td>
</tr>
<tr>
<td>1.2. Work with neighbourhood advisory committees to plan for localised events.</td>
</tr>
<tr>
<td>1.3. Review all Civic Events and map out potential venues for events across neighbourhoods.</td>
</tr>
<tr>
<td>1.4. Revise the level of resourcing and investment to deliver events and festivals across the 13 neighbourhoods.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2. Strengthen community capacity through event partnerships and grants</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1. Enhance access to funding for community events and activations through grants program by:</td>
</tr>
<tr>
<td>a. Establishing a Festivals and Events sub-stream within Biannual Grants including in-kind support and allowing events and festivals to reapply in subsequent years, including streams for professional festivals and events and community-led events;</td>
</tr>
<tr>
<td>b. Targeting event funding for identified celebrations aligned with Council Dates of Recognition Calendar; and</td>
</tr>
<tr>
<td>c. Incorporating grants for small scale neighbourhood activations within the existing Responsive Grants program, aligned to the ‘Emerging Need’ category.</td>
</tr>
<tr>
<td>2.2. Identify and foster new and existing partnerships with key organisations, community groups and business to deliver events and festivals.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3. Implement business efficiencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1. Consider efficiencies by aligning and clustering complementary events, including:</td>
</tr>
<tr>
<td>a. Combining Spirit of Moonee Valley with Citizenship Ceremony on 26 January.</td>
</tr>
<tr>
<td>3.2. Establish an Activations Officer role to coordinate centralised resources to support Council event delivery and to support capacity building for community-led events and festivals.</td>
</tr>
<tr>
<td>3.3. Improve administration and access to Council’s Community Event Permits.</td>
</tr>
</tbody>
</table>
Objectives
The Events and Festivals Review project aims to:

- gain an understanding of the breadth of community events and festivals that Council delivers;
- plan for the transition of Council events and festivals to a neighbourhood planning model;
- identify ways to build the capacity of the community to initiate and deliver community events and festivals; and
- consider business efficiencies to maximise social return on investment.

Scope
The scope of this project relates to events and festivals that are coordinated by Council considering the key objectives of the Review (noted above).

The scope of the review excludes:

- reviewing Council services or programs that are not events or festivals (see definitions below);
- individual evaluation of the success or otherwise of each Council event; or
- mapping of current community-run events (potentially addressed as Stage 2 of the Review – see Implementation).

Definitions
For the purposes of undertaking the mapping exercise, a set of definitions were created to assist with surveying events currently delivered by Council.

Table 2: Definitions adopted to survey Council events

<table>
<thead>
<tr>
<th>Event</th>
<th>A planned occasion involving members of the community for the purpose of entertainment, recognition, celebration, social connection or other activities that are not services or programs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Festival</td>
<td>A collection of celebrations over one or more days, related to a central theme (i.e. a series of connected events).</td>
</tr>
</tbody>
</table>

Sub categories:

- **Civic Events**
  - Events organised by Council to officially recognise matters of significance relating to citizens.
  - *E.g.* Citizenship Ceremonies, ANZAC Day, Spirit of Moonee Valley

- **Municipal-wide Events**
  - Events with a broad reach and promoted to the wider municipality.
  - *E.g.* Moonee Valley Festival, Carols in Queens Park

- **Neighbourhood Events**
  - Events responding to local community needs and promoted to locals.
  - *E.g.* Valley Vibes, Young Peoples Iftar Dinner, Cultural Diversity Week

Strategic context
The Events Review is closely aligned to key objectives in Council’s strategic documents including the Council Plan 2017-21 and the Draft MV2040 Strategy.
The Review has been designed to ensure Council is moving towards the vision of 20 minute neighbourhoods outlined in MV2040 and is delivering and supporting relevant events that respond to local needs.

**Council Plan 2017-21**

**Table 3: Relevant Council Plan 2017-21 objectives**

<table>
<thead>
<tr>
<th>Theme: Vibrant and Diverse</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 4.1</strong></td>
<td>People are connected to culture and community</td>
</tr>
<tr>
<td></td>
<td>• Deliver cultural opportunities that are relevant and accessible.</td>
</tr>
<tr>
<td></td>
<td>• Undertake planning and feasibility for key catalyst projects identified through Council’s long-term community plans such as MV2040, which increase connectedness at the neighbourhood level.</td>
</tr>
<tr>
<td></td>
<td>• Continue to build pride of place and community celebrations throughout the municipality by support for and provision of community festivals, events and programs.</td>
</tr>
<tr>
<td></td>
<td>• Provide programs, events and activities that foster community connection and celebrate cultural diversity.</td>
</tr>
<tr>
<td></td>
<td>• Initiate neighbourhood events programs.</td>
</tr>
<tr>
<td><strong>Objective 4.2</strong></td>
<td>High levels of participation in accessible leisure and learning opportunities</td>
</tr>
<tr>
<td></td>
<td>• Provide a network of multi-functional places and spaces to allow for various activities across the city.</td>
</tr>
<tr>
<td></td>
<td>• Review and assess Council’s current festivals, events and programs with the view to developing a future plan that has expanded community cultural development aims, objectives and outcomes.</td>
</tr>
<tr>
<td><strong>Objective 4.3</strong></td>
<td>Our local economy is strong</td>
</tr>
<tr>
<td></td>
<td>• Support the growth of activity centres as entertainment precincts that have a high level of activity day and night to increase the vitality of precincts and the viability of businesses.</td>
</tr>
</tbody>
</table>

**Draft MV2040 Strategy**

At its Ordinary meeting on 24 April 2018, Council endorsed the MV2040 Draft Strategy for community consultation. This plan outlines a long term vision for Moonee Valley as healthy, fair, thriving, connected, green and beautiful across 13 20-minute neighbourhoods.

The concept of the 20 minute neighbourhood, aims to achieve neighbourhoods that allow all people, at all stages of life, to live locally, accessing most of their needs close to their home. Our neighbourhoods are beautiful, sustainable and have strong community connectors, which enable citizens and the environment to be healthy and resilient.

The Review addresses the adoption of a neighbourhood placed based planning approach for Council’s events and festivals to understand how they can be better targeted towards unique neighbourhood areas.
Consultation

Community feedback

During November and December 2017, feedback was sought from residents on their visions for Moonee Valley neighbourhoods to inform the draft MV2040 long term plan. This included the mail out of feedback postcards to all residents in Moonee Valley asking them to imagine the look and feel of their neighbourhood in 2040 and a ‘big idea’ for their neighbourhood. It asked the question: What events and celebrations would you like to see in your neighbourhood?

The feedback from the postcards demonstrated the diverse interest in community celebrations from Moonee Valley residents.

Key findings

The responses from the community feedback cards has been summarised and categorised by suggestions for: types of events and festival, days to recognise and general themes to celebrate.

Table 4: Summarised responses from MV2040 consultation

<table>
<thead>
<tr>
<th>Suggested events and festivals:</th>
<th>Suggested themes:</th>
<th>Suggested occasions to celebrate:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Street parties</td>
<td>Diversity</td>
<td>Christmas</td>
</tr>
<tr>
<td>Local events</td>
<td>Natural environment</td>
<td>ANZAC Day</td>
</tr>
<tr>
<td>Events in parks</td>
<td>Active (e.g. fun runs)</td>
<td>New Year’s Eve</td>
</tr>
<tr>
<td>Outdoor cinema</td>
<td>Multicultural</td>
<td>Easter</td>
</tr>
<tr>
<td>Music on the streets</td>
<td>Food</td>
<td>Lunar New Year</td>
</tr>
<tr>
<td>Sporting carnivals</td>
<td>Music</td>
<td>Australia Day</td>
</tr>
<tr>
<td>Twilight evenings</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Portfolio Advisory Committee

On 23 May 2017, an update of the Review progress and drafted recommendations were presented to the Leisure and Active Communities Portfolio Advisory Committee (PAC) for feedback. The PAC provided valuable input and feedback on the drafted recommendations and for the direction of future events in Moonee Valley neighbourhoods.

The PAC feedback included the following summarised comments about the types of events and festivals they would like to see in Moonee Valley and how we can better support the community:

- Events that are ‘low key can still have a great impact (e.g. simple music and food)
- Hold events where people already frequent, and identify opportunities to activate these spaces (e.g. the Travancore dog park is an existing local meeting point, Flemington market, community gardens, etc.)
- Also look to activate underutilised spaces (e.g. parks, parking lots)
- Some great areas in Moonee Valley to activate (e.g. Aifton Street Conservation Park, pirate ship park, etc.)
- Encourage and deliver events that inspire (e.g. stimulating art, learning new skills, new perspectives, etc.)
- Invest in spaces and venues designed for community performing and visual arts.
- Provide training opportunities for community to deliver events.

Councillors

The preliminary findings and summary of drafted recommendations were presented to Councillors for feedback and discussion at the Councillors Planning Weekend on Sunday 25 March 2018.

Following the Councillor Workshop, meetings with each group of ward Councillors were held to discuss the various potential event locations, themes and stakeholders within their communities. This feedback has been used to inform the development and planning for future events and festivals across the city, ensuring a focus on place-based planning and community capacity building.

Project Group and internal stakeholders

The cooperation from staff across the organisation has been integral to the development of this Review. This includes milestone meetings with the Project Control and Working Group throughout the Review to help inform the direction of the project and provide feedback throughout. Additionally, advice from the members of the Event Permit Reference Group contributed to the Review of community event permits requirements.

A number of stakeholders throughout the organisation were consulted and contributed information to the Review, specifically relating to events delivered across the organisation and informing transition actions following the recommencements of the Review.

Methodology

Survey

A survey was developed to capture information about the events that are being delivered by Council across the organisation. Using the events and festival definitions listed above (see Scope), relevant Council officers provided information on the events to be delivered in the 2017/18 financial year period. The survey was conducted in November 2017, and as such excludes events that were planned and delivered following this date.

Key findings

The survey was completed by eight departments and recorded 115 event activations, across 16 standalone events and 11 festivals (comprising 99 individual event activations) across the Council for 2017/18.

The table below (Table 5) lists each of the 27 events and festivals recorded in the survey as a snapshot of events delivered in 2017/18.

<table>
<thead>
<tr>
<th>Event name</th>
<th>Type</th>
<th>Category</th>
<th>Est. budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 AACT World Congress</td>
<td>Event</td>
<td>Civic</td>
<td>$80,000</td>
</tr>
<tr>
<td>2 ANZAC Day</td>
<td>Event</td>
<td>Civic</td>
<td>$4,000</td>
</tr>
<tr>
<td>3 Carols in Queen’s Park</td>
<td>Event</td>
<td>Civic</td>
<td>$80,126</td>
</tr>
<tr>
<td>4 Children’s Week</td>
<td>Event</td>
<td>Civic</td>
<td>$52,323</td>
</tr>
<tr>
<td>5 Citizenship Ceremonies</td>
<td>Event</td>
<td>Civic</td>
<td>$15,000</td>
</tr>
<tr>
<td>6 Cultural Diversity Week</td>
<td>Event</td>
<td>Civic</td>
<td>$2,500</td>
</tr>
</tbody>
</table>

Events & Festival Review 2017/18
The survey estimated the attendance and budgets of each event to build a picture of the investment and return for each event. Table 6 outlines the estimated investment per person for each of the event types and categories based on the surveyed data.

### Table 6: Findings of events and festivals surveyed (2017/18)

<table>
<thead>
<tr>
<th>Event Description</th>
<th>Civic events &amp; festivals</th>
<th>Municipal-wide events &amp; festivals</th>
<th>Neighbourhood events &amp; festivals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of events/festivals</td>
<td>8</td>
<td>4</td>
<td>15</td>
</tr>
<tr>
<td>Total attendance:</td>
<td>2,760</td>
<td>30,930</td>
<td>33,693</td>
</tr>
<tr>
<td>Est. cost:</td>
<td>$132,476</td>
<td>$306,368</td>
<td>$234,284</td>
</tr>
<tr>
<td>Est. investment per person:</td>
<td>$40 pp</td>
<td>$10 pp</td>
<td>$8 pp</td>
</tr>
</tbody>
</table>

### Map

The data collected through the survey was used to map out the range of events and festivals across the municipality, demonstrating where there may be clusters and gaps in event delivery throughout our neighbourhoods.

The mapping and survey data demonstrates that some neighbourhoods in Moonee Valley are receiving fewer event activations, while other areas are heavily programmed with Council events. For example, Moonee Ponds sees 39% of all events in the municipality, while areas such as Strathmore, Airport West and Niddrie / Essendon West receive less than 2% each.

In particular, mapping of Civic events and Municipal-wide events shows a strong prevalence for Moonee Ponds, with no Civic events held outside of Moonee Ponds for the surveyed period.

This information highlights the need to proactively engage in new ways to ensure Council is delivering events and festivals throughout the municipality, which is explored throughout the recommendations of this report.

It is important to note that this currently does not account for any community delivered events and festivals. It is recommended that this information is collected and mapped as a second
stage to this review, to identify where community events and festivals are being delivered. This will assist with better collaboration, the development of community partnerships and a stronger picture of community need.

**Figure 1. Map of Council event activations recorded by neighbourhood**

**Adopting a neighbourhood planning approach**

The Draft MV2040 strategy outlines a long term vision for Moonee Valley which is based on creating liveable 20 minute neighbourhoods in the city. Achieving this vision relies on Council adopting a place based approach to planning delivery of services, programs and events informed by the 13 distinct neighbourhood within Moonee Valley.

Outlined as a key strategy under Objective 1.2 of the Council Plan 2017-21, Council will implement a Neighbourhood Planning Framework. This framework will provide a standard model for planning and delivering services to meet the specific needs and priorities of each neighbourhood.
It is essential that Council’s delivery of events and festivals, also adopts this model to ensure that events are effectively meeting the needs of the community and contributing to the long term vision.

**Case study: Strathmore 20 minute neighbourhood pilot project**

Moonee Valley City Council were awarded a Victorian Government grant to undertake a pilot project in Strathmore to trial the 20 minute neighbourhood concept.

Through the project Council has been able to identify key areas of concern to address in the area, such as high proportion of younger residents (34%), who also experience limited services and activities that appeal to this cohort. Additionally there are high levels of risky alcohol consumption and high levels of people overweight or obese.

Along with other strategies, a key approach to the project was the delivery of activations and events in the neighbourhood to create a sense of community, culture and celebration. This has included collaborations with local community groups, delivering street parties, community art projects, and Fringe Festival performances.

An analysis of the events and festival survey data demonstrates a large proportion (38%) of Council run events and festivals are delivered in Moonee Ponds. It also highlights much lower proportion of events in the northern neighbourhood of the municipality. When examining only Civic Events and Municipal-wide events and festivals, this picture is even more skewed, with almost all events and festivals held in Moonee Ponds.

While Moonee Ponds is a key activity centre with good access to transport options and key infrastructure, and will likely always have a larger share of events and festivals, the proportion of events could be more evenly distributed throughout neighbourhoods. There are excellent opportunities to activate more spaces throughout Moonee Valley.

It is important to strategically plan events across our 13 neighbourhoods, responding to the priorities and needs of each specific area.

Council identifies the needs and priorities of neighbourhoods through a number of ways, including through neighbourhood profiles developed using demographic data and trends to build a picture of the key health indicators and environmental factors to be addressed. Additionally, through the pilot program of the 20 minute neighbourhood model. Council is planning to establish Neighbourhood Advisory Committees to continually advise on the needs and priorities of neighbourhoods.

**Moonee Valley Festival**

The Moonee Valley Festival is Council’s largest single event and has been delivered through various iterations for over 40 years. The Moonee Valley Festival represents our biggest opportunity to review the current event model and to deliver on our commitment to transition to a neighbourhood based model. Given the saturation of events in Moonee Ponds, the decentralisation of this event has the potential for the greatest impact on event delivery across all neighbourhoods.

The Festival is designed as a celebration of Moonee Valley and of our diverse populations, families, community groups and local business. Delivering this celebration in a neighbourhood based approach will enhance these objectives and ensure a true representation of the various assets of Moonee Valley neighbourhoods.
It is recommended that the Moonee Valley Festival is reviewed and considered to be delivered as a multi-day festival, activating local spaces and places throughout our neighbourhoods. The Festival would include highlights such as a signature celebration at the Maribyrnong River, an exceptional but underutilised natural asset.

The transition of this event from an extensive one day event, to a decentralised placed based series of events over a period of days or weeks will require development over the next 2 years.

In 2019, this will include 3 ‘Valley Vibes’ sized events across each of the wards, with a central event at the Maribyrnong River. The Mediterranean Fiesa will be remodelled within this neighbourhood approach and will presented as one of the three ward-based events of the redesigned 2019 Moonee Valley Festival.

By 2020, the Festival would transform into a celebration of Moonee Valley across all neighbourhoods, activating various spaces and facilities and engaging and partnering with local community groups and artists.

In light of the Festival leaving Queens Park, the Carols in Queens Park event would continue to showcase the fantastic park space. As it is extremely popular and with growing attendance, the Carols event could also accommodate some additional exposure for local community groups.

Key findings

- Council has committed to developing a Neighbourhood Planning Framework, which should be used to plan for Council’s events and festivals.
- The Moonee Valley Festival is our biggest opportunity to adopt a broad reaching neighbourhood based events model.
- Neighbourhood Advisory Committees (to be established) will provide valuable advice and insight into the specific needs and priorities of our neighbourhoods.
- Council is currently concentrating a higher proportion of events in the Moonee Ponds area, and delivers much fewer events in the northern neighbourhoods.
- Civic Events could be better spread across locations throughout the municipality.

Recommendations

1. Adopt a neighbourhood planning approach for delivering Council events

1.1 Use the Neighbourhood Planning Framework to strategically plan events across the municipality that meet the needs of all Moonee Valley neighbourhoods.
   a. As a result, redesign the Moonee Valley Festival to deliver a series of placed-based events throughout our neighbourhoods.

1.2 Work with neighbourhood advisory committees to plan for localised events.

1.3 Review all Civic Events and map out potential venues for events across neighbourhoods.

1.4 Revise the level of resourcing and investment to deliver events and festivals across the 13 neighbourhoods.
Event transition actions

Full transition details in the *Events & Festivals Review Transition & Action Plan 2018-21*

Events that will primarily adopt a neighbourhood planning approach:

- Active8
- Carols in Queens Park
- Children’s Week
- Cultural Diversity Week
- Cultural events - libraries
- Green Living Seasonal Events Program
- Little Kids Big Day Out
- Mediterranean Fiesta
- Melbourne Food and Wine Festival
- Moonee Valley Festival
- NAIDOC Week Flag-raising Event
- Valley Vibes
- Volunteer Thank You Event
- Winter Music in the Valley
- Winterfest

Community capacity building

A key commitment noted in the Council Plan 2017-21 is to develop a future plan for Council events and festivals that expands “community cultural development aims objectives and outcomes” (pg. 52).

In supporting the community to deliver events and festivals, Council has a number of roles to play to support community capacity building including through funding, in-kind support, partnerships, training, advice, resources, venues and networking opportunities.

Council has been supporting the development of community events through the established Biannual Grants program as part of the Moonee Valley grants program. During the 2017/18 Biannual Grants program, eight events and festivals were awarded funding, totalling $67,618.

These events have delivered many positive outcomes for the community, however there are a number of opportunities identified for improvements to the grants program to maximise the benefits of Council’s investment.

The following findings and recommendations are aligned and incorporated into the *Community Funding Review* to ensure that any operational changes are identified and able to be effectively implemented.

Events and Festivals sub-stream

One of the key limitations noted in the current Biannual Grants program is the inability to fund the delivery of an event more than once. Due to the current Community Funding Guidelines, applicants can only seek funding for the delivery of an event once, regardless of its success or benefit to the community.

While it is important to ensure self-sustaining events and festivals are encouraged, it is unrealistic to expect community events and festivals are able to secure stable and ongoing
revenue following the staging of one event. Most events require time to secure sponsors, build audiences and establish strong partnerships over several years.

The ability to provide funding over multiple years, provided there is evidence of growing and continuing development, will better support the success and sustainability of new events and festivals in Moonee Valley.

It is recommended that a sub-stream within the Biannual Grants program is incorporated to encourage the capacity of community groups to initiate and develop community events and celebrations. The this sub-stream would allow for recurring events and festivals, which are currently only eligible for one-off funding, to be eligible to reapply for funding in subsequent years.

This stream of funding would be allocated a notional amount of funding from the Biannual Grants pool based on the approximate amount of funding provided for events in previous rounds.

**Targeted event grants**

Consultation with staff has identified the need to better engage with community groups to deliver certain events. Some of the events that Council delivers to celebrate the key dates of recognition could be better served by empowering community groups to deliver activities and events linked back to these themes.

Council has developed a Dates of Recognition Calendar, and many Council and community service programs use this calendar to highlight, promote and celebrate a diverse range of social, cultural and environmental issues and cohorts.

This could involve re-allocating a portion of funding from existing operational budgets to the grants program to encourage certain events. For example, Community Strengthening have identified the opportunity to empower local community groups to take ownership of the International Day of People with Disability (IDPWD) celebrations rather than being solely delivered by Council. This model would resource community members to develop and deliver activities by and for people with a disability, gaining skills and experience consistent with best practice community development principles.

The City of Melbourne deliver a similar model and provide a number of grants for IDPWD each year. This model has proved successful with 4 local community groups participating in 2017 delivering a variety of events including arts projects, forums and workshops.

Targeted communications would encourage specific projects and specialised support from Council staff will be made available to support the development of applications.

This model will allow Council to identify ways that the community can be better involved in the delivery of events that meet our key strategic goals and celebrate key dates of recognition. At the same time, it builds greater capacity development for community groups and organisations and fosters a more collaborative approach.

**In-kind support**

The festivals and events sub-stream would also address the identified gap in providing in-kind support for grant projects. In-kind support includes the non-financial support that is provided by Council to assist with the delivery of successful grant projects. For example, in-kind support may include providing traffic management support, waste removal or promotion.
In-kind support is an effective way for Council to further leverage the support provided to grant applicants to ensure outcomes are maximised. It also minimises excessive administration of funding (e.g., providing funding for a service that could be provided by Council). It can also produce safer and better planned and coordinated events.

Currently, in-kind support is either not provided or is facilitated in an ad-hoc manner across Council departments. Calculating the value of in-kind support provided will help to quantify the full value of the support provided to the community.

In order to further support the delivery of successful programs and to encourage community-led events, it is recommended that Council moves towards a more formalised provision of in-kind support for funded grant projects.

A selection of costing in-kind items will be identified in consultation with relevant areas of Council. The identified items can be incorporated into the Biannual Grants application form, to be tallied in the value of total support requested.

The implementation of formalised in-kind support would be trialled, starting with a defined selection of in-kind items available in order to test and evaluate its effectiveness. Requesting applicants to articulate the amount of in-kind Council support may place additional demands on Council resources and will require further investigation prior to roll-out in 2019/20. The trial period will assist to anticipate the in-kind resources required, particularly as Council moves towards a more community partnership model in the delivery of local festivals and events.

Neighbourhood activation grants

In line with adopting a neighbourhood placed-based approach, an opportunity exists to encourage small neighbourhood activations and increase the uptake of applications to Responsive Grants for emerging needs.

Presently, Category 1: Emerging Needs of the Responsive Grants program provides funding of up to $1,000 for arising unexpected community need that is urgent and cannot fit into the Biannual Grants time frames.

This category is currently underutilised, with only 19 successful applications over the 2.5 year span of the program, totalling $14,185 in funding, compared to Category 2: Individual Participation, which has seen 85 successful applications totalling $57,211.

To take advantage of this established program structure and existing budget, it is recommended that the Responsive Grants category eligibility is expanded to support small scale local community events and activities, or ‘activations’ within neighbourhoods.

The purpose of these grants would be to proactively support neighbourhood based and community-led events, activities and pop-ups, and to activate local community spaces.

This could encompass a variety of small scale activities taking place across Moonee Valley’s 13 neighbourhoods that aim to bring local communities together to celebrate or connect with each other.

These grants would be designed to inspire grassroots style activations in community spaces, such as small scale street parties, community barbecues, picnic days, outdoor performances, pop-up cinemas, live music, community active days, etc. They would not include the establishment of permanent infrastructure.
Smaller neighbourhood activations are an effective way to support communities to connect locally and build a sense of identity, increase a sense of community safety as well as encouraging community-led initiatives.

**Case study: Moreland Arts Activation Grants**

The City of Moreland have recently relaunched their arts grants to include a focus on promoting a range of small to large arts activations across the city. The purpose of these grants is to:

- Build connection and pride in place through community led arts and cultural activities;
- Support and encourage more people to engage with arts and culture in Moreland; and
- Build and support local capacity to develop and deliver quality arts and culture activities.

Within this program, the City of Moreland offers small grants of up to $1,000 to support small community activations. Applications are accepted all year round and are assessed within 4 weeks of submission.

This is complemented by a larger annual events program offering one-off events funding and funding for up to three consecutive years for festivals and annual events.

*Source: City of Moreland, Arts Activation Guidelines 2018*

Moonee Valley Neighbourhood Activation grants would be incorporated into the current Responsive Grants program, providing a quick turnaround (within 6 weeks from the close of round) to maintain community momentum and enthusiasm.

Neighbourhood Activation Grants would be an effective way to activate key open space in Moonee Valley utilising an accessible, collaborative and capacity building approach with the community.

**Key findings**

- Council has committed to expanding cultural community development and to strengthen the capacity for community group and business to lead, initiate and deliver events in Moonee Valley.
- Council has a number of roles to play to support community capacity building including through funding, in-kind support, partnerships, training, advice, resources, venues, and networking opportunities.
- The Moonee Valley Grants Program is limited in its ability to support sustainable events and opportunities exist to improve community access to Council’s event and festival funding.
- There are opportunities to further empower the community through targeted grants to deliver events that Council would normally lead and implement.
- Smaller activation programs can help empower emerging groups and harness the energy of motivated community members to activate and enliven our neighbourhoods.
Recommendation

2. Strengthen community capacity through event partnerships and grants

2.1 Enhance access to funding for community events and activations through grants program by:
   a) establishing a Festivals and Events sub-stream within Biannual Grants including in-kind support and allowing events and festivals to reapply in subsequent years, including streams for professional festivals and events and community-led events;
   b) targeting event funding for identified celebrations aligned with Council Dates of Recognition Calendar; and
   c) incorporating grants for small scale neighbourhood activations within the existing Responsive Grants program, aligned to the ‘Emerging Need’ category.

2.2 Identify and foster new and existing partnerships with key organisations, community groups and business to deliver events and festivals.

Event transition actions


Events that will primarily adopt a community capacity building approach:

- IDAHOBIT (International Day Against Homophobia, Transphobia and Biphobia)
- International Women’s Day
- International Women’s Day Annual Celebration
- International Day of People with Disability
- Moonee Valley Grants Partnership Forum
- Moonee Valley Seniors Festival
- Young People’s Iftar Dinner
- Women in Business Luncheon

Business efficiencies

The Review and survey have highlighted that Council invests a significant amount of funds and staff resourcing to deliver over 115 event activations each year. Given this level of investment, it is important that events are delivered in an efficient way to achieve the best community outcomes for this investment.

Combining complementary events

Council has traditionally delivered a range of events throughout the year and the Review has provided the opportunity to gain an overview of these events and their key objectives. This has highlighted any prospects for clustering or combining events where the event aims are aligned and complementary.

The Review has identified the opportunity to consider the consolidation of the Spirit of Moonee Valley Community Awards event with the Citizenship Ceremony held on 26 January each year. Both of these events celebrate the contribution of our citizens in the community and both involve a somewhat substantial level of planning and logistical support to deliver.
It is recommended that the amalgamation of these events would result in a revised structure to accommodate the various elements of the events, and could be followed by a casual outdoor barbeque event or afternoon tea. The 26 January events would be complimented by a healing ceremony event held in collaboration with the Wurundjeri Council at 5 Mile Creek.

As part of the transition, the 2018 ceremony will be delivered as planned for Saturday 13 October in the Clocktower Centre Theatre followed by a cocktail function. The 2018 ceremony award categories will be replaced with 13 Mentorious, 2 Outstanding and 1 Citizen of the Year awards. The 2018 Citizen of the Year recipient will serve a 12 month term from October 2018 to October 2019, in parallel to the 2019 recipient who will serve from January 2019 to January 2020.

This process of clustering and connecting events will continue to evolve through the adoption of the neighbourhood planning model. Through this framework, a whole of council approach is fostered and events will be designed with a focus on the specific neighbourhood in mind, rather than the subject area as the primary influence. This planning process will involve greater collaboration across Council to deliver events together and to plan events strategically throughout the year and throughout the neighbourhoods.

Centraly Coordinated Events and Activations Support

Building the resilience and capacity of the community to deliver events, presents a key opportunity for Council to gain a much higher return on investment. Often community groups have much more extensive networks and partnerships in the community and operate with the support of committed volunteers which results in a higher impact in the community for a much lower cost that Council could achieve. The investment in the strength of these community groups more generally will ultimately provide compounding benefits for the community.

In order to effectively empower the community, it is critical to acknowledge the role that Council must play to support the development of these groups. Council has committed to a community capacity building approach throughout the municipality, and this work has demonstrated the importance of providing quality support and training opportunities to groups to develop their skills.

There are opportunities for Council to provide this level of support for the community, while also improving the internal functions for delivery Council events to transition to a neighbourhood based events approach.

Acknowledging the transition towards a neighbourhood based model and the commitment to improving community capacity, it is important to adequately resource a support function at Council to deliver these outcomes. Additionally, there are many opportunities to streamline and centrally coordinate internal event delivery processes to ensure greater efficiency and better outcomes.

It is recommended that Council adopt an Activations Officer role to provide capacity building support both externally and internally. This role would strategically coordinate an overview of the events delivered across Council and throughout the community to build a rich picture of the events and festivals in every neighbourhood. This information would be a vital resource for event planning and the enhanced interaction between the community and Council staff delivering events will ultimately improve our ability to collaborate and build efficiencies.

The Activations Officer role would include:

- Development of key templates, resources and training to support event delivery, internally and externally.
• Community Event Permit support and processing.
• Direct support to community members to build capacity to deliver events (including support with event templates, permits, grant applications and linking to training opportunities).
• Internally coordinating a strategic approach to the development of a neighbourhood based annual event calendar.
• Assist with coordination of central communication and marketing opportunities for events and festivals, including community events.

This position would take responsibility for the central coordination of event processes, which would include a review of the currently outdated Sponsorship Policy, development of a standardised tiered sponsorship package system and maintenance of a central register of sponsorship agreements.

**Event Permit processes**

Council supports the community to deliver events within the municipality by regulating the delivery of events in accordance with local laws and considering the appropriate and safe use of Council managed land.

A review of event permits was undertaken as a part of the Review of Management of Events in May 2015 initiated by the Audit Committee. As a result of this report, a number of recommendations have been adopted and changes to the permit process have improved internal processes and for the community.

There has been a significant improvement in the management of permits for community events on Council managed land following implementation of the audit committee review recommendations. The formation of the Events Permit Reference Group and establishment of clear expectations and process across Council has enabled efficient processing of permits with the input of expert advice from various departments.

There are however a number of opportunities for further improvements to achieve additional internal process efficiencies as well as opportunities to streamline the application requirements for applicants.

In order to best support the community to independently plan and deliver events, it is recommended that Council provide a simple and accessible process for permitting events on council managed land.

Overly complicated and bureaucratic Council processes can be major barriers to the establishment and growth of community-led local festivals, events and activations. Creating an enabling environment for community projects and events to flourish will enable events to thrive within the municipality.

Currently, community members organising events may need to liaise with a number of various departments in order to secure relevant approvals for their event. A number of different forms exist, and presently none of these forms are available to be completed online (i.e. the forms need to be downloaded and completed by hand).

Through discussions with Local Laws, the Review has enabled Temporary Road Occupancy Permits for community events to be subsumed within the one Event Permit application, reducing the number of forms and permit approvals required.

The introduction of an online application process will enhance the user experience and provider greater business efficiencies for the processing of permit. Through the Review, the SmartyGrants applications system has been identified as an ideal system to process
community events permits due to the similarity in processes structure. This system provides functions from the application form, through the assessment process and to the issuing of the permit. Further, this system is already in use and would be adopted with no additional cost.

This will also provide further alignment with the community building approach as this is the same system used for the community grants process.

Preliminary testing of this system has proved successful with the transition of the Private Events and Wedding Permits to the system. Following a testing period, the Community Events Permit will be rolled over to this system.

Key findings

- Council has opportunities to improve the way we work to deliver better social return for our investment.
- The Spirit of Moonee Valley Award and the Citizenship Ceremony on 26 January could be amalgamated to create a streamlined and aligned event.
- There is a significant need to adequately resource a position to support the development of the community to deliver events and to coordinate a transition to a neighbourhood based events model.
- Council’s Event Permits can be streamlined to be more accessible and offer greater support, via an online application process and the reduction of additional forms required.

Recommendations

3. Implement business efficiencies

3.1 Consider efficiencies by aligning and clustering complementary events, including:
   - Combining Spirit of Moonee Valley with Citizenship Ceremony on 26 January.

3.2 Establish an Activations Officer role to coordinate centralised resources to support Council event delivery and to support capacity building for community-led events and festivals.

3.3 Improve administration and access to Council’s Community Event Permits.

Event transition actions


Events that will primarily adopt a business efficiency approach:

- ANZAC Day
- Citizenship Ceremonies
- Remembrance Day Commemoration Ceremony
- Spirit of Moonee Valley Awards
Implementation

The implementation of the Review Recommendations will take place for the remainder of the Council term from 2018-21. Please refer to the Events Review Transition and Action Plan 2018-21 for details of the transition actions for each of the events surveyed and the actions against each recommendation.

Following this period, there will be a review of the actions and the development of an action plan for the following Council term period.

It is recommended that the Review is complemented by a follow up ‘Stage 2’, mapping out a range of community events taking place in our municipality and identify venues for community events, festivals, activations and performances (visual and performing arts).

This will provide a significant amount of useful information about the spread and any gaps in our community events and enable greater networking and formation of partnerships.
Appendix B: *Events & Festivals Review Transition & Action Plan 2018-21*

1. Adopt a neighbourhood planning approach for delivering Council events

<table>
<thead>
<tr>
<th>Action</th>
<th>Timing</th>
<th>Responsibility</th>
<th>Stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1. Use the Neighbourhood Planning Framework to strategically plan events across the municipality that meet the needs of all Moonee Valley neighbourhoods.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. As a result, redesign the Moonee Valley Festival to deliver a series of placed-based events throughout our neighbourhoods</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Establish Neighbourhood Planning Framework.</td>
<td>2018-19</td>
<td>Community Planning</td>
<td>Community, all departments</td>
</tr>
<tr>
<td>Support a coordinated approach to planning neighbourhood events across all Council departments. Prior to the delivery of the Neighbourhood Planning Framework, ensure planned events are based on available neighbourhood profile information and community consultation.</td>
<td>2019-21</td>
<td>Events &amp; Festivals, Leisure</td>
<td>All departments</td>
</tr>
<tr>
<td>Establish Activations Working Group or similar to meet regularly to centrally coordinate events and ensure accountability for the delivery of Transition and Action Plan.</td>
<td>2019-21</td>
<td>Events &amp; Festivals, Leisure</td>
<td>All departments</td>
</tr>
<tr>
<td>Redesign the Moonee Valley Festival to deliver a series of placed-based events throughout our neighbourhoods over a number of days. <em>(See event transition table below)</em></td>
<td>2019-21</td>
<td>Events &amp; Festivals, Leisure</td>
<td>Community groups, businesses, all departments</td>
</tr>
<tr>
<td>Collectively promote and market Council and community events to all neighbourhoods.</td>
<td>2018-21</td>
<td>Communications, Events &amp; Festivals, Leisure</td>
<td>Community groups, businesses, all departments</td>
</tr>
<tr>
<td>Undertake stage two of this Review: map out community events taking place in Moonee Valley and identify venues for community events, festivals, activations and performances (visual and performing arts).</td>
<td>2018-19</td>
<td>Leisure</td>
<td>Community groups, Community Infrastructure</td>
</tr>
</tbody>
</table>

1.2. Work with neighbourhood advisory committees to plan for localised events.

| Establish Neighbourhood Advisory Committees or undertake other preferred neighbourhood based consultation. | 2018-19 | Community Planning      | Community, all departments                        |
**Action**
Ensure neighbourhood based consultation (including Neighbourhood advisory committees) includes feedback to be used for planning events and festivals.

**Timing** 2018-21
**Responsibility** Events & Festivals, Leisure
**Stakeholders** Community, Community Planning

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**1.3. Review all Civic Events and map out potential venues for events across neighbourhoods.**

Identify alternative venues to stage Civic Events throughout various neighbourhoods.

**Timing** 2018-21
**Responsibility** Events & Festivals, Leisure
**Stakeholders** Community Infrastructure, Community Planning

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**1.4. Revise the level of resourcing and investment to deliver events and festivals across the 13 neighbourhoods.**

Review the costs required to adequately deliver neighbourhood based events and festivals.

**Timing** 2018-19
**Responsibility** Leisure
**Stakeholders** All departments

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### Event Transitions: Adopting a neighbourhood planning approach

<table>
<thead>
<tr>
<th>Event / Festival</th>
<th>Responsible</th>
<th>Recommended Transition 2018-21</th>
<th>Expected outcomes</th>
<th>Key stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Active8</em></td>
<td>Sport &amp; Recreation, Community Infrastructure</td>
<td>Undertake a complete refresh of Council’s Active Participation program with a view to deliver an annual active program rather than a series of events in a set period of time. The annual program would have a neighbourhood approach, and aimed at showcasing, facilitating and prompting links to physical activity opportunities in the Moonee Valley neighbourhoods.</td>
<td>Increased meaningful participation in physical activity and recreation pursuits across the whole year. Activation of various Council facilities and open spaces.</td>
<td>Community, local businesses, community groups, Council departments</td>
</tr>
<tr>
<td><em>Carols in Queens Park</em></td>
<td>Events &amp; Festivals, Leisure</td>
<td>Continue to utilise Queens Park to deliver this popular event. Following the transition of the Moonee Valley Festival, increase community involvement and exposure through the Carols event.</td>
<td>Increased community participation and attendance. Improved capacity to facilitate growing popularity.</td>
<td>Parks and Gardens, Leisure, Communications, Communications, Community Planning</td>
</tr>
</tbody>
</table>

Appendix B: Events & Festivals Review Action Plan 2018-21
### Event Transitions: Adopting a neighbourhood planning approach

<table>
<thead>
<tr>
<th>Event / Festival</th>
<th>Responsible</th>
<th>Recommended Transition 2018-21</th>
<th>Expected outcomes</th>
<th>Key stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Children’s Week</strong></td>
<td>Family &amp; Children’s Services</td>
<td>Continue to deliver localised neighbourhood events throughout the municipality to celebrate Children’s Week. Increase engagement and participation of schools and early learning services in the delivery of events, and potentially utilise the target funding process (see recommendation 2.1 b).</td>
<td>Strengthens neighbourhood approach to delivery of events and improve event participation from schools and early years’ service providers.</td>
<td>Councillors, Community</td>
</tr>
<tr>
<td><strong>Cultural Diversity Week</strong></td>
<td>Community Development, Community Planning</td>
<td>Continue to deliver a range of events across neighbourhoods to celebrate Cultural Diversity Week and increase collaboration with various Council departments. Potential to strengthen community involvement through a targeted grant process (see recommendation 2.1 b)</td>
<td>Greater collaboration across Council and more direct delivery of events by community groups.</td>
<td>Community Planning, Community groups/Residents, Council departments</td>
</tr>
<tr>
<td><strong>Cultural events - libraries</strong></td>
<td>Library Services, Leisure</td>
<td>Libraries will be using the Dates of Recognition calendar to plan for major cultural events ongoing, including NAIDOC Week and International Women’s Day. Libraries will increase collaboration with other departments in the delivery of events Focus will be on outreach to 8 neighbourhoods without Libraries at present – through projects such as Little Libraries, Pop Up Libraries and participating in other Council cultural events. Libraries will open spaces for activation by local and international artists by participating in Fringe Festival from 2018.</td>
<td>Activation of spaces (library and other) in unexpected ways to engage community. Increased community awareness of Library and Leisure spaces, services and facilities. Equity of access across the municipality to Library resource, literacy and lifelong learning Increased collaboration across Leisure and other Council departments</td>
<td>Communications, Councillors, MV Community, Council departments</td>
</tr>
</tbody>
</table>

Apéndix B: Events & Festivals Review Action Plan 2018-21
## Event Transitions: Adopting a neighbourhood planning approach

<table>
<thead>
<tr>
<th>Event / Festival</th>
<th>Responsible</th>
<th>Recommended Transition 2018-21</th>
<th>Expected outcomes</th>
<th>Key stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Green Living Seasonal Events</strong></td>
<td><strong>Program</strong></td>
<td>Environment, Infrastructure Services</td>
<td>Greater collaboration across Council and more direct delivery of events by community groups.</td>
<td>Community Planning, Community groups/residents, Council departments</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Continue to deliver a program of events across neighbourhoods to promote sustainability and connection to our local environment. Opportunities to increase collaboration with various Council departments. Potential to strengthen community involvement in delivery of events through a targeted grant process (see recommendation 2.1 b)</td>
<td></td>
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</tr>
<tr>
<td><strong>Little Kiës Big Day Out</strong></td>
<td><strong>Out</strong></td>
<td>Sport &amp; Recreation, Community Infrastructure</td>
<td>Increased meaningful participation in physical activity and recreation pursuits across the whole year. Activation of various Council facilities and open spaces.</td>
<td>Community, local businesses, community groups, Council departments</td>
</tr>
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<td></td>
<td></td>
<td>Undertake a complete refresh of Council’s Active Participation program with a view to deliver an annual active program rather than a series of events in a set period of time. The annual program would have a neighbourhood approach, and aimed at showcasing, facilitating and promoting links to physical activity opportunities in the Moonee Valley neighbourhoods.</td>
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</tr>
<tr>
<td><strong>Mediterranean Fiesta</strong></td>
<td><strong>Festa</strong></td>
<td>Events &amp; Festivals, Leisure</td>
<td>Broader appeal and revived activation and engagement of neighbourhoods.</td>
<td>Community Groups, Rose Hill Ward, Councillors, Cultural performance groups, traders, Communications</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The Mediterranean Fiesta will be reviewed and remodelled within the neighbourhood approach.</td>
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<tr>
<td></td>
<td></td>
<td>It will presented as one of the three word-based events of the redesigned 2015-16 Moonee Valley Festival.</td>
<td></td>
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</tr>
<tr>
<td><strong>Melbourne Food and Wine Festival</strong></td>
<td><strong>Festival</strong></td>
<td>Economic Development, Strategic Planning</td>
<td>More targeted community participation in MFWF programs. Continued popularity of event with community.</td>
<td>Community venues, local business venues, community audiences, MFWF audiences</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Continue to support partnership with MFWF to deliver events with hosting businesses participating in the Festival. Will investigate different community venues to deliver events e.g. Library or Community spaces like Crown Stables.</td>
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<tr>
<td>Event Transitions: Adopting a neighbourhood planning approach</td>
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<tr>
<td><strong>Event / Festival</strong></td>
<td><strong>Responsible</strong></td>
<td><strong>Recommended Transition 2018-21</strong></td>
<td><strong>Expected outcomes</strong></td>
<td><strong>Key stakeholders</strong></td>
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</tr>
<tr>
<td>Moonee Valley Festival</td>
<td>Events &amp; Festivals, Leisure</td>
<td>Redesign the Moonee Valley Festival to deliver a series of placed-based events throughout our neighbourhoods over a number of days in 2020. In 2019 this will include 3 ‘Valley Vibes’ sized events across each of the wards, with a central event at the Maribyrnong River.</td>
<td>Broader appeal and revived activation and engagement of neighbourhoods and the community.</td>
<td>Parks and Gardens, Leisure, Communications, Councillors, MV Community, Local businesses</td>
</tr>
<tr>
<td>NAIDOC Week Flag-raising event</td>
<td>Social Planning &amp; Wellbeing, Community Planning</td>
<td>Deliver NAIDOC event in different community settings each year to build local cultural awareness and understanding.</td>
<td>Increased engagement across neighbourhoods and utilising various cultural spaces throughout Moonee Valley.</td>
<td>Community Planning, Environment, Libraries, Wurundjeri</td>
</tr>
<tr>
<td>Valley Vibes</td>
<td>Events &amp; Festivals, Leisure (Transferred from Sport &amp; Recreation)</td>
<td>During 2018, realign Valley Vibes delivery to the Events and Festivals team with required resourcing and staffing for program delivery in 2019. Continue to build on neighbourhood-based programming of events throughout Moonee Valley.</td>
<td>Delivery of various low-key family friendly pop-up events in parks throughout Moonee Valley neighbourhoods.</td>
<td>Community, local businesses, community groups, Council departments</td>
</tr>
<tr>
<td>Volunteer Thank You Event</td>
<td>Community Development, Community Planning</td>
<td>Establishment of a working group to review and develop how Council recognises volunteer contributions throughout the year, with the Thank You event to be just one aspect. Recognition will include an ongoing storytelling project co-designed by volunteers and delivered throughout neighbourhoods.</td>
<td>Acknowledging that volunteers wish to be recognised in different ways and including volunteers in the design of these projects. Increased awareness of the diversity of volunteer roles and individual stories or our volunteers.</td>
<td>Various Council departments, Volunteers</td>
</tr>
<tr>
<td>Winter Music in the Valley</td>
<td>Events &amp; Festivals, Leisure</td>
<td>Open up the 2018/19 program to new genres, beyond classical music to appeal to a broader audience across diverse neighbourhoods. Utilise diverse locations and unique venues.</td>
<td>Deliver musical performances throughout local MV neighbourhoods and inspire new audiences through diverse genres and locations.</td>
<td>Community venues, local business venues, musicians, audiences</td>
</tr>
</tbody>
</table>

Appendix B: Events & Festivals Review Action Plan 2018-21
Event Transitions: Adopting a neighbourhood planning approach

<table>
<thead>
<tr>
<th>Event / Festival</th>
<th>Responsible</th>
<th>Recommended Transition 2018-21</th>
<th>Expected outcomes</th>
<th>Key stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Winterfest</td>
<td>Economic Development, Strategic Planning</td>
<td>Event will grow and develop over coming years to respond to alternative neighbourhoods. To be delivered in a new neighbourhood in 2019.</td>
<td>Utilising more spaces in MV, engage new musicians and further develop community partnerships.</td>
<td>Building profile of various neighbourhoods in Moonee Valley and activating underused spaces to benefit local businesses and community.</td>
</tr>
</tbody>
</table>

2. Strengthen community capacity through event partnerships and grants

<table>
<thead>
<tr>
<th>Action</th>
<th>Timing</th>
<th>Responsibility</th>
<th>Stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1. Enhance access to funding for community events and activations through grants program by:</td>
<td></td>
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<tr>
<td>a) establishing a Festivals and Events sub-stream within Biannual Grants including in-kind support and allowing events and festivals to reapply in subsequent years, including streams for professional festivals and events and community-led events;</td>
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<tr>
<td>b) targeting event funding for identified celebrations aligned with Council Dates of Recognition Calendar; and</td>
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<tr>
<td>c) incorporating grants for small scale neighbourhood activations within the existing Responsive Grants program, aligned to the ‘Emerging Need’ category.</td>
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</tr>
<tr>
<td>Pending the endorsement of the Community Funding Review, establish the Festivals and Events grants sub-stream, targeted event funding rounds and neighbourhood activation grants.</td>
<td>2018-19</td>
<td>Social Planning &amp; Wellbeing, Community Planning</td>
<td>Arts &amp; Culture, Leisure.</td>
</tr>
<tr>
<td>Engage with Council departments to establish defined and valued in-kind support available to grant recipients. Ensure strong buy-in and understanding across Council.</td>
<td>2018-19</td>
<td>Community Planning</td>
<td>Council departments</td>
</tr>
</tbody>
</table>

Appendix B: Events & Festivals Review Action Plan 2018-21
### 2.2. Identify and foster new and existing partnerships with key organisations, community groups and business to deliver events and festivals.

<table>
<thead>
<tr>
<th>Action</th>
<th>Timing</th>
<th>Responsibility</th>
<th>Stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actively promote new funding streams to community, through both broad reaching and targeted approaches to key contacts and networks.</td>
<td>2 months prior to launch of funding rounds in 2019</td>
<td>Leisure / Community Planning</td>
<td>Communications, Community groups, organisations, businesses.</td>
</tr>
<tr>
<td>All departments to engage in development of partnerships through the delivery of events and festivals across Council.</td>
<td>2019-2021</td>
<td>All departments delivering events</td>
<td>Community groups, organisations, businesses.</td>
</tr>
<tr>
<td>Foster partnerships with emerging local and region-based community groups and festivals, such as a Western Region Learning Festival and the Flem-Ken Arts Festival.</td>
<td>2019-2021</td>
<td>Leisure / Community Planning</td>
<td>Community groups, organisations, Western region networks.</td>
</tr>
<tr>
<td>Engage and encourage prominent metropolitan-wide festivals to deliver events in Moonee Valley, such as the Melbourne International Comedy Festival, Fringe Festival, Midsumma Festival, etc.</td>
<td>2018-2021</td>
<td>Leisure / Community Planning</td>
<td></td>
</tr>
</tbody>
</table>

### Event Transitions: Strengthening community capacity through event partnerships and grants

<table>
<thead>
<tr>
<th>Event / Festival</th>
<th>Responsible</th>
<th>Recommended Transition 2019-21</th>
<th>Expected outcomes</th>
<th>Key stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>IDAHOBIT</td>
<td>Social Planning &amp; Wellbeing, Community Planning</td>
<td>LGBTQ Working Group to take greater responsibility for the development and delivery of IDAHOBIT events to be delivered across different community settings.</td>
<td>Increase capacity for working group members to initiate and lead event delivery. Utilise and activate various community settings in Moonee Valley.</td>
<td>LGBTQ Working Group, Community Strengthening</td>
</tr>
</tbody>
</table>

Apexdix B: Events & Festivals Review Action Plan 2018-21
## Event Transitions: Strengthening community capacity through event partnerships and grants

<table>
<thead>
<tr>
<th>Event / Festival</th>
<th>Responsible</th>
<th>Recommended Transition 2018-21</th>
<th>Expected outcomes</th>
<th>Key stakeholders</th>
</tr>
</thead>
</table>
| International Women’s Day             | Social Planning & Wellbeing, Community Planning | Increase collaboration across Council departments and partnerships with local groups and networks, including the Moonee Valley Family Violence Network. | Improved collaboration across Council departments to increase the impact of messaging.  
Greater opportunities for community involvement and partnerships in delivery of events.                                                                 | Libraries, Family and Children’s Services, MV Family Violence Network     |
| International Women’s Day Annual     | Councillor Support                    | Integrate the event within broader International Women’s Day celebrations to increase impact and consistency of messaging. | Improved collaboration across Council departments to increase the impact of messaging.  
Greater opportunities for community involvement and partnerships in delivery of events.                                                                 | Community Planning, Libraries, Family and Children’s Services, MV Family Violence Network     |
| Celebration                           | Community Strengthening               | Utilise targeted event grants stream to encourage community based events celebrating IDPD, in particular by people with disability. | Build skills and capacity of local people with a disability to plan and deliver events recognising IDPD                                                                 | Community Planning, Community     |
| International Day of People with     | Community Planning                    | Deliver Grants Partnership Forum to build capacity of community groups, through development and networking opportunities for grant applicants.  
Involvement from previous grant recipients in the delivery of the event.                                                                 | Enhanced capacity of the community to build local networks and increase skills in project delivery.                                                                 | Grant recipients and applicants, various Council departments     |
| Disability                             |                                       |                                                                                               |                                                                                                                                                                                                            |                                                                                  |
| Moonee Valley Grants Partnership      | Social Planning & Wellbeing, Community Planning |                                                                                               |                                                                                                                                                                                                            |                                                                                  |
| Forum                                 | Community Planning                    |                                                                                               |                                                                                                                                                                                                            |                                                                                  |
| Moonee Valley Seniors Festival        | Community Strengthening               | Utilise targeted event grants stream to encourage community based events celebrating healthy ageing during the Seniors Festival. | Build skills and capacity of local people and community groups to plan and deliver events celebrating healthy ageing                                                                                       | Community Planning, Community     |
| Young People’s Iftar Dinner           | Community Planning                    | The Family and Young Peoples Iftar dinner will be held as an annual events, organised and delivered in partnership with local young residents. This event | Build skills and capabilities of young people to participate in event planning and delivery.                                                                                                                  | Youth Development, Family & |

Appendix B: Events & Festivals Review Action Plan 2018-21
Event Transitions: Strengthening community capacity through event partnerships and grants

<table>
<thead>
<tr>
<th>Event / Festival</th>
<th>Responsible</th>
<th>Recommended Transition 2018-21</th>
<th>Expected outcomes</th>
<th>Key stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women in Business</td>
<td>Economic Development, Strategic Planning</td>
<td>Investigate increased community participation and capacity building with this event in 2019.</td>
<td>Broader appeal and continued engagement with community groups.</td>
<td>Local business venues, musicians, business communities</td>
</tr>
<tr>
<td>Lunchon</td>
<td></td>
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</tr>
</tbody>
</table>

3. Implement business efficiencies

<table>
<thead>
<tr>
<th>Action</th>
<th>Timing</th>
<th>Responsibility</th>
<th>Stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1. Consider efficiencies by aligning and clustering complementary events, including:</td>
<td></td>
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<tr>
<td>• Combining Spirit of Moonee Valley with Citizenship Ceremony on 26 January</td>
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</tr>
<tr>
<td>Transition to a combined Spirit of Moonee Valley Awards with the 26 January (Australia Day) Citizenship Ceremony for 2019. (See event transition table below)</td>
<td>2019</td>
<td>Events &amp; Festivals, Leisure</td>
<td>Community members</td>
</tr>
<tr>
<td>Awards (including 13 outstanding neighbourhood citizen awards, plus one Citizen of the Year) would be announced as part of the ceremony followed by an outdoor BBQ (weather permitting) or afternoon tea.</td>
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</tbody>
</table>

3.1. Establish an Activations Officer role to coordinate centralised resources to support Council event delivery and to support capacity building for community-led events and festivals.

Establish Activations Officer role, including establishing resources, building internal and external relationships and forming clear responsibilities for central coordination of planning and delivery of events throughout Moonee Valley neighbourhoods, including administration of Community Event Permits.

Appendix B: Events & Festivals Review Action Plan 2018-21
### 3.3. Improve administration and access to Council’s Community Event Permits.

<table>
<thead>
<tr>
<th>Action</th>
<th>Timing</th>
<th>Responsibility</th>
<th>Stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transition Event Permit application and assessment process to online program (SmartyGrants)</td>
<td>2018</td>
<td>Community Infrastructure/Leisure</td>
<td>Community Planning, Local Laws, Events Permit Reference Group</td>
</tr>
<tr>
<td>Combine and streamline related permits (i.e. temporary road closures for street parties).</td>
<td>2018</td>
<td>Community Infrastructure/Leisure</td>
<td>Community Planning, Local Laws, Events Permit Reference Group</td>
</tr>
</tbody>
</table>

### Event Transitions: Implementing business efficiencies

<table>
<thead>
<tr>
<th>Event / Festival</th>
<th>Responsible</th>
<th>Recommended Transition 2018-21</th>
<th>Expected outcomes</th>
<th>Key stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANZAC Day</td>
<td>Events &amp; Festivals, Leisure</td>
<td>Centralise communications plan for this event to include ceremonies held across the city by Community Groups and RSL and improve support provided to these groups.</td>
<td>Increased community awareness of events and strengthened capacity of the community to deliver successful and well attended events.</td>
<td>Communications, RSLs and 56/32 Battalion</td>
</tr>
<tr>
<td>Citizenship Ceremonies</td>
<td>Events &amp; Festivals, Leisure</td>
<td>Investigate viable neighbourhood venues with the view to schedule ceremonies in different community venues throughout 2019 (see recommendation 1.3). The 26 January Ceremoy will continue to be held at the Clocktower Centre, and from 2018 will be combined with the Spirit of Moonee Valley Event (see recommendation 3.1).</td>
<td>Citizenship Ceremonies become accessible on a neighbourhood level and the largest event, held on 26 January is amalgamated with the Spirit of Moonee Valley Event to streamline delivery.</td>
<td>Department of Hons Affairs, Communications, Councillors, Eligible candidates</td>
</tr>
<tr>
<td>Event / Festival</td>
<td>Responsible</td>
<td>Recommended Transition 2018-21</td>
<td>Expected outcomes</td>
<td>Key stakeholders</td>
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</tr>
<tr>
<td>Remembrance Day Commenoration Ceremony</td>
<td>Events &amp; Festivals, Leisure</td>
<td>Centralise communications plan for this event to include ceremonies held across the city by Community Groups and RSL and improve support provided to these groups.</td>
<td>Increased community awareness of events and strengthened capacity of the community to deliver successful and well attended events.</td>
<td>Communications, RSLs and 58/32 Battalion</td>
</tr>
<tr>
<td>Spirit of Moonee Valley Awards</td>
<td>Events &amp; Festivals, Leisure</td>
<td>See recommendation 3.1. As part of the transition of Spirit of Moonee Valley, deliver the 2018 ceremony planned for Saturday 13 October in the Clocktower Centre Theatre followed by a cocktail function. The 2018 ceremony award categories will include 13 Meritorious, 2 Outstanding and 1 Citizen of the Year awards. The 2018 Citizen of the Year recipient will serve a 12 month term from October 2018 to October 2019, in parallel to the 2019 recipient, who will serve from January 2019 to January 2020.</td>
<td>Business and resource efficiencies in delivering the combined civic event.</td>
<td>Governance, Leisure, Communications, Councillors, MV Community, Local businesses</td>
</tr>
</tbody>
</table>

Appendix B: Events & Festivals Review Action Plan 2018-21
MOONEE VALLEY COMMUNITY FUNDING PROGRAM REVIEW

REVIEW REPORT
May 2018
Appendix C: Personnel Consulted
Appendix D: Basis and Use of Report
Executive Summary

Purpose
The aim of the Moonee Valley Community Funding Program Review (Review) is to:
- assess the Community Funding Program (Program) for the period of 2015/16, 2016/17 and to April of 2017/18 (Review period);
- analyse issues arising throughout the operation of the Program during this period; and
- identify recommendations for policy and program improvement that may be implemented for the 2018/19 financial year and beyond.

Continuous improvement sits at the heart of running a successful community funding program. This requires on-going fine-tuning and adjustment to ensure programs continue to be relevant and effective. To this end, Council has applied significant effort to accommodate Councillor and community feedback, as well as information gathered through a number of key evaluation /continuous improvement initiatives summarized in Figure 1 and including:
- Community Funding Program issues log;
- HLB Mann Judd Auditor’s Review Report (September, 2016); and

This work has also informed the evaluation questions and associated research which inform this Review (see Evaluation Methodology section).

Council Plan 2017-2021

This Review is delivering on Strategic Objective 1.4: Our community is empowered to thrive of the Council Plan 2017-2021, including to:
- Provide a range of community funding streams;
- Deliver Council’s Community Funding Program;
- Measure, monitor and evaluate financial support provided (key priority); and
- Transition Council’s community funding to align with a neighbourhood place based approach and target areas where it is most needed and to address health inequalities.

Figure 1: Community Funding Review
**Context**

Moonee Valley City Council provides support for local projects and activities through the Community Funding Program to achieve the long term vision of a safe, friendly, sustainable and vibrant community. During the 2017-2021 Council term, it is estimated Council will fund over $2 million in community projects and initiatives.

At its 26 April 2016 Ordinary meeting, Council adopted a Community Financial Support Policy (Policy). Following adoption of the Policy, a new Community Funding Program commenced in July 2016 and included the following grants streams: Biannual grants, Responsive grants, Voucher, Donation, Sponsorship and Service Subsidy.

**Scope**

The Community Funding Program streams and policy included in this Review are summarised in Table I below:

<table>
<thead>
<tr>
<th>Type</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy</td>
<td>Community Financial Support Policy (CFSP)</td>
</tr>
<tr>
<td></td>
<td>Diversity, Access and Equity Policy</td>
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<td>Procurement Policy</td>
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<td></td>
<td>Draft MV2040 Strategy</td>
</tr>
<tr>
<td>Operational</td>
<td>Community Grants Guidelines</td>
</tr>
<tr>
<td></td>
<td>Service Planning</td>
</tr>
<tr>
<td>Funding stream</td>
<td>Biannual Grants (Including Social Support)</td>
</tr>
<tr>
<td></td>
<td>Responsive Grants</td>
</tr>
<tr>
<td></td>
<td>Voucher</td>
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<td></td>
<td>Donation</td>
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<td></td>
<td>Sponsorship</td>
</tr>
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<td></td>
<td>Service Subsidy</td>
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</table>

**Table 1 - Community Funding Program Review - related policy, operations and streams**

The following issues are outside the scope of this Review:

- hire and subsidised use of community facilities;
- Wingate Avenue Community Centre and Fareham Street Neighbourhood Learning Centre funding (subject to a separate resolution of Council, 2007)

**Key findings and issues**

This has enabled the Review to identify:

- The adoption of a community empowerment model of decision making for Biannual Grants through the establishment of a Special Committee of Council for grants assessment has provided a tangible and constructive approach to decision making for Biannual Grants. This is important given the majority of funds are allocated through this program. It also responds to the level of Councillor interest and scrutiny
with fourteen Council reports presented to Ordinary Meetings during the Review period.

- Considerable change management has occurred across the organisation and community with consolidation from a decentralised to integrated funding approach following adoption of the Policy in April 2016. This has included introduction of a Responsive Grants, Service Subsidy Grants and a Biannual Grants Social Support sub stream.
- Maintaining high levels of service through the provision of two biannual funding rounds each year.
- Need to update the guidelines and Policy to reflect opportunities and issues arising from program implementation, as well as broader strategy development (such as the draft MV2040 Strategy) during the Review period. This includes:
  - Importance of the Community Funding Program in supporting Council’s approach to neighbourhood planning, service delivery and community empowerment;
  - The emergence of particular needs, issues and challenges for application types; and responses which propose the establishment of additional Biannual Grants program sub streams for Business as well as Festivals and Events Grants; and changes to the Responsive grants stream.
  - The need to refine:
    - Service Subsidy Grants to improve their clarity, intent, functionality, outcomes and alignment with Council’s strategic priorities.
    - Council’s approach to funding requests for capital works, including applications relating to both Council and non-Council owned assets.
  - Greater use of social procurement measures rather than grant funding by Council. This includes Council using local groups and organisations when procuring goods and services to contribute to local groups’ sustainability whilst assisting Council with service delivery.
  - On-going opportunities to address:
    - Eligibility criteria for Council staff, Councillors and other groups such as political parties and religious organisations.
    - Public liability insurance requirements which balance relevant risk with common sense approaches which are designed to encourage rather than dissuade the community to apply.
Summary of recommendations
The Review process has identified twenty-one key recommendations outlined in Table II below.

<table>
<thead>
<tr>
<th>RECOMMENDATIONS – SUMMARY TABLE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TRANSITION TO A NEIGHBOURHOOD APPROACH</strong></td>
</tr>
<tr>
<td><strong>Issue</strong></td>
</tr>
<tr>
<td>Alignment to neighbourhood priorities in draft MV2040 and Council Plan 2017-21</td>
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</tbody>
</table>
### RECOMMENDATIONS – SUMMARY TABLE

- Emerging issues and opportunities identified by the community through the grants process
- Identified municipal wide issues relating to the draft NV1040 themes of Fair, Thriving, Beautiful, Connected and Green.

## COMMUNITY GRANTS (BIANNUAL)

<table>
<thead>
<tr>
<th>Issue</th>
<th>Recommendation</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants delivery (Biannual vs Annual)</td>
<td>Finding: a) The current approach of two funding rounds per annum provides a high level of service and is community focused (i.e. more convenient for community groups and responsive to their planning timelines and approaches). Recommendation 2: Continue to deliver the Grants Program biannually and review the impact of the Grants Assessment Special Committee's administration requirements following Round 2 2017/18 Grants round.</td>
<td>Implement for Round 1 2018/19</td>
</tr>
<tr>
<td>Social support for community groups</td>
<td>Finding: a) The community response to the re-establishment of the social support stream in 2018 has been positive with large numbers of community groups (33) applying for the new Social Support Grants sub-stream in Round 2 2017/18, the majority of whom were aged, disability or early years focused groups. Recommendation 3: Continue to deliver the Social Support sub-stream within Community Grants (Biannual) operational program, as endorsed by Council in December 2017.</td>
<td>Implement for Round 1 2018/19</td>
</tr>
<tr>
<td>Business stream funding</td>
<td>Findings: a) There has been a relatively low level of participation from businesses in the grants program during the 2015/16 and 2016/17 period.</td>
<td>Implement for Round 2 2018/19</td>
</tr>
</tbody>
</table>
### RECOMMENDATIONS – SUMMARY TABLE

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>b)</td>
<td>Funding local business or sole traders to undertake capital works can be problematic as many local business lease their space and the investment can be relatively short term (as leases expire etc).</td>
</tr>
<tr>
<td>c)</td>
<td>Service and hospitality business is a key part of Moonee Valley’s local economy but funding business whose main focus is the sale of alcohol (local bars, boutique brewing etc), can be at odds with Council’s health promotion messages and objectives.</td>
</tr>
<tr>
<td>d)</td>
<td>Businesses are potentially at a disadvantage when being compared to not-for-profit organisations, given the commercial nature of their business. Grants assessors have provided feedback that it is difficult to compare business to non-business applications.</td>
</tr>
<tr>
<td>e)</td>
<td>Grants assessment processes have identified a more logical nexus for funding local business is when the application relates to a “public good or collective impact” initiative.</td>
</tr>
<tr>
<td>f)</td>
<td>Competitive neutrality is an issue when Council directly funds one business or sole trader to expand or grow their business. Whilst any eligible local business or sole trader is able to apply, there is potential for Council to appear favouring certain businesses over others.</td>
</tr>
</tbody>
</table>

**Recommendation 4:**

a) Establish a ‘Business Grants’ sub-stream within the Community Grants (Biannual) program, which has specific funding priority areas identified by Economic Development priorities.

b) The Business sub-stream budget allocation would follow the same process as the social support stream category.

c) $30,000 will be allocated to the Business sub-stream in each Community Grants (Biannual) funding round.

d) Prioritise business grants funding for applications which improve the public realm, or for local place-based festivals and events which encourage people to
## RECOMMENDATIONS – SUMMARY TABLE

<table>
<thead>
<tr>
<th>Capital works coordination and contributions</th>
<th>Findings:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>a) Many Victorian Councils with comparable programs require community groups to match capital works grants dollar for dollar, with the major benefit of this being shared costs and a commitment to self-help by groups rather than reliance.</td>
</tr>
<tr>
<td></td>
<td>b) Requiring all community groups and schools to match Council capital works funding dollar for dollar may be beyond the financial capacity of some applicants. Establishing a financial hardship criteria for these groups can alleviate this challenge.</td>
</tr>
<tr>
<td></td>
<td>c) Council frequently receives requests for capital works improvements on Council owned assets used by community groups such as cricket nets etc. Where the asset falls within Council’s renewal or upgrade program, it would be useful to have a mechanism whereby the application can be referred to our capital works program for the current or following year.</td>
</tr>
</tbody>
</table>

### Recommendation 5:

a) Amend the Community Funding Guidelines to require capital work funding applications to be matched dollar for dollar by the applicant. This would not apply if applicants can demonstrate financial hardship.

b) Explore opportunities to align with Council’s capital works planning cycle for applications relating to Council owned and managed, as well as leased assets.

Implement for Round 2 2018/19
### RECOMMENDATIONS – SUMMARY TABLE

<table>
<thead>
<tr>
<th>Findings:</th>
<th>Implement for Round 2 2018/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Throughout the 2017/18 Biannual Grants program, 8 events and festivals were awarded funding, totalling $67,618.</td>
<td></td>
</tr>
<tr>
<td>b) The current requirement to fund “one-off” projects through the Biannual Grants program limits the ability for newly established events and festivals to gain momentum over a number of years or to allow time to build relationships with sponsors and supporters in order to become sustainable.</td>
<td></td>
</tr>
<tr>
<td>c) There are further opportunities to improve the process to better facilitate applications for community events and festivals as identified in Council concurrent Events Review.</td>
<td></td>
</tr>
<tr>
<td>d) There are further opportunities to align both the festivals and events program and the community grants program with Council’s Dates of Recognition Calendar. It may be useful to establish a trial period to anticipate the in-kind resources required, particularly if Council moves towards a more community partnership model in the delivery of local festivals and events.</td>
<td></td>
</tr>
</tbody>
</table>

**Recommendation 6:**

Incorporate changes within the Community Grants (Biannual) program to facilitate applications for events and festivals including:

a) Create sub-stream within the Community Grants (Biannual) program for Events and Festivals to encourage community led grants and allow events and festivals to reapply in subsequent years including streams for both:
   - professional festivals and events such as Fringe Festival, Comedy Festival etc as well as
   - community-led events

b) Establish targeted funding for identified celebrations aligned with Council Dates of Recognition Calendar.
**RECOMMENDATIONS – SUMMARY TABLE**

<table>
<thead>
<tr>
<th>Item</th>
<th>Recommendation</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.5</td>
<td>c) Develop communications plans for promoting Council funded events and projects to increase participation, further leverage investment and promote awareness of Council funded projects.</td>
<td>Implement for 2019/20</td>
</tr>
</tbody>
</table>

*Related recommendations: 4) `Business Grants` sub-stream 7) In-kind support and 9) Neighbourhood activation grants.

<table>
<thead>
<tr>
<th>In-kind support</th>
<th>Findings:</th>
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<tbody>
<tr>
<td></td>
<td>a) In-kind support is an effective way for Council to further leverage the support provided to grant applicants to ensure outcomes are maximised without excessive funding administration. It can also produce safer and better planned and coordinated events.</td>
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<tr>
<td></td>
<td>b) Requesting applicants to articulate the amount of in-kind Council support may place additional demands on Council resources and will require further investigation prior to roll-out in 2019/20.</td>
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</tbody>
</table>

**Recommenation 7:**
Include a selection of defined in-kind support available from Council within Community Grants (Biannual) applications for a trial period to better understand the cost impact of this approach. The total support from Council will include both in-kind and direct financial amount.

**RESPONSIVE GRANTS**

<table>
<thead>
<tr>
<th>Issue</th>
<th>Recommendation</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial hardship criteria</td>
<td>Findings:</td>
<td>Implement from July 2018</td>
</tr>
<tr>
<td></td>
<td>a) The stated purpose of the Individual Participation category is to reduce financial barriers for local residents who are excelling in their endeavours or who would</td>
<td></td>
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</tbody>
</table>
**Recommendations - Summary Table**

<table>
<thead>
<tr>
<th>Neighbourhood activation grants</th>
<th>Findings:</th>
<th>Implement from</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>a) Council can play a critical role in supporting communities to find and deliver solutions and responses to local challenges and opportunities at the grassroots level through activations in community spaces such as small scale street parties, community barbecues, picnic days, outdoor performances, pop-up cinemas, live music, community active days, etc.</td>
<td>January 2019</td>
</tr>
<tr>
<td></td>
<td>b) In line with adopting a neighbourhood place-based approach, an opportunity exists to encourage small neighbourhood activations throughout the municipality with small quick response grants.</td>
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<tr>
<td></td>
<td><strong>Recommendation 9:</strong> Incorporate grants for small scale neighbourhood activations within existing Responsive Grants program, aligned to the 'Emerging Need' category.</td>
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</table>

b) The reduced financial burden provided by a Responsive Grant will have the greatest impact for residents who are facing financial hardship.

c) Establishing a criteria relating to financial hardship which applies to applicants participating in both elite activities as well as local activities would have the greatest impact to reduce financial burdens for those who need to access responsive grants the most.

**Recommendation 8:**

Financial hardship criteria is applied to applicants for both categories of Individual Participation grants (selection for elite activities and participation in local activities), rather than only those participating in local activities.

Recommendation 8: Financial hardship criteria is applied to applicants for both categories of Individual Participation grants (selection for elite activities and participation in local activities), rather than only those participating in local activities.
## RECOMMENDATIONS – SUMMARY TABLE

### DONATIONS AND VOUCHERS

<table>
<thead>
<tr>
<th>Issue</th>
<th>Recommendation</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donations and Vouchers stream including assessment</td>
<td><strong>Findings:</strong>&lt;br&gt;a) The Donations and Vouchers streams are Council’s only mechanisms to support local groups with fundraising.&lt;br&gt;b) Combining the application timelines and assessment process for Donations and Vouchers with the Responsive Grant process would result in administration efficiencies, increased transparency of decision making, and greater consistency in assessments.&lt;br&gt;&lt;br&gt;<strong>Recommendation 10:</strong>&lt;br&gt;Continue the ‘Donations’ stream with a maximum of $1,000 available to support fundraising activities that will contribute to a local community cause, charity or not-for-profit organisation within Moonee Valley.&lt;br&gt;&lt;br&gt;<strong>Recommendation 11:</strong>&lt;br&gt;Amend assessment process for Donation applications to be aligned to the Responsive Grants process and are assessed by the Responsive Grants Committee of Council, following a similar decision making framework.</td>
<td>Implement for July 2018</td>
</tr>
</tbody>
</table>

### SPONSORSHIP

<table>
<thead>
<tr>
<th>Issue</th>
<th>Recommendation</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sponsorship stream</td>
<td><strong>Findings:</strong>&lt;br&gt;a) The Sponsorship stream is not well subscribed and there were no applications received for 2017 and only one application in 2018 which was deemed ineligible for funding.&lt;br&gt;b) The similarity of Sponsorships and Biannual Grants presents an opportunity for these two streams to be combined to improve the in-kind capacity within Biannual Grants and simplify and streamline funding streams.</td>
<td>Implement in 2018/19</td>
</tr>
</tbody>
</table>
### RECOMMENDATIONS - SUMMARY TABLE

**Recommendation 12:**
Subsume the Sponsorship stream within the Community Grants (Biannual) program and improve in-kind support within the Program (in line with Recommendation #7).

### SERVICE SUBSIDY

<table>
<thead>
<tr>
<th>Issue</th>
<th>Recommendation</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Subsidy stream</td>
<td>Findings:</td>
<td>Implement for funding in 2019/20 financial year</td>
</tr>
<tr>
<td></td>
<td>a) A lack of clarity around terminology, as well as a number of historical agreements and existing commitments, has created an inconsistent approach to funding ‘Service planning’ and ‘Service Subsidy’ initiatives.</td>
<td></td>
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<tr>
<td></td>
<td>b) Council’s ability to ‘purchase’ goods or services from local community groups and organisations is a powerful means of supporting their self-sustainability. To this end, and for clarity moving forward, any arrangements to procure goods or services as part of Council’s service delivery should be understood as procurement and comply with Council’s Procurement Policy (rather than community funding as either a ‘Service planning’ and ‘Service Subsidy’ initiative).</td>
<td></td>
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<tr>
<td></td>
<td>c) The Community Financial Support Policy should be revised to clearly distinguish between:</td>
<td></td>
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<tr>
<td></td>
<td>o The procurement of goods and services required to deliver Council services (currently described as ‘Service planning’ but this term will be retired when used to describe funding moving forward. See also HLB Mann Judd report findings under ‘Auditors Recommendations’ section below). A clearer term for this sort of funding would be ‘Partnership Grants’.</td>
<td></td>
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<tr>
<td></td>
<td>o The provision of funding to external parties to meet identified need or strategic objectives and address service gaps (currently described as ‘Service Subsidies’).</td>
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</table>
### Recommendations - Summary Table

<p>| | |</p>
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<tbody>
<tr>
<td>d)</td>
<td>Further work should occur within the annual budget process for the establishment of a separate budget allocation for the proposed Partnership Grants for 2019/20 and beyond. Currently, Service Subsidy budgets are established following receipt of applications as part of the annual budget process (i.e. the budget is allocated after applications have been received). It has been difficult to promote and engage with potential Service Subsidy partners when there is no clear budget commitment at the time of advertising.</td>
</tr>
<tr>
<td>e)</td>
<td>The annual budget allocation for Health Plan Partnerships was $100,000 throughout Municipal Public Health Plan period of 2013/17. In recent years, the Service subsidy allocations have been $32,000 for 2017/18 and $25,500 proposed for 2018/19.</td>
</tr>
<tr>
<td>f)</td>
<td>Based on this, a provisional amount for Partnership Grants of $60,000 would be a medium point between Service Subsidies to date and the Health Plan Grants.</td>
</tr>
</tbody>
</table>

**Recommendation 13:**
Incorporate changes to the Service Subsidy program to increase the clarity of their purpose; improve the assessment process, meet gaps in local service provision and assist Council achieve strategic objectives. Proposed changes include:

- a) Rename the Service Subsidy and stream as ‘Partnership Grants’ stream
- b) Make ‘Partnership Grants’ available for either 2 years or 4 years in line with term timelines
- c) Update the Grants Assessment Special Committee charter as required to include assessment of partnership grants
- d) Encourage and expand Council’s use of social procurement measures rather than grants funding to support local groups’ sustainability whilst assisting Council with service delivery.

**Recommendation 14:**
**RECOMMENDATIONS – SUMMARY TABLE**

<table>
<thead>
<tr>
<th>Item</th>
<th>Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>9.5 - APPENDIX A</strong></td>
<td>Consider a budget of $60,000 for the Partnership Grants stream for 2019/20 as part of the annual budget process.</td>
</tr>
</tbody>
</table>

**Timor-Leste Liquiçá Friendship program**

**Findings:**

- a) A draft Moonee Valley / Timor –Leste Liquiçá Friendship City Relationship review report was presented to Council on 24 April 2018 for endorsement for consultation in May 2018. The report identified a number of options for the program moving forward.
- b) Future program direction could include allocating part of its existing grants programs to augment staff and community fundraising for projects on the ground in Timor Leste. This could be through a partnership approach with reputable project partners. Other Victorian local governments have adopted this approach such as the Shire of Mansfield.

**Recommendation 15:**

Augment staff and community fundraising efforts for Timor Leste partnership projects through a contribution from Council’s Partnership Grants program. These would be modest in scale and up to $2,000 per annum towards each partnership project. The draft Moonee Valley / East Timor Project Assessment Framework would guide decision making and investment in Timor Leste partnership projects.

**Note:** Recommendation 15 is subject to endorsement by Council of the final Moonee Valley / Timor-Leste Liquiçá Friendship City Relationship Program Review recommendations to be presented to Council at its Ordinary Meeting on 10 July, 2018.

<table>
<thead>
<tr>
<th>Issue</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assessment processes</strong></td>
<td>Findings:</td>
</tr>
</tbody>
</table>

- Implemented Round 2 2017/18.
<table>
<thead>
<tr>
<th>Recommendations - Summary Table</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) The anticipated benefits of the newly established Grants Assessment Special Committee include:</td>
</tr>
<tr>
<td>• Reduced delays for funding recommendation endorsement</td>
</tr>
<tr>
<td>• Greater collaborative decision making with representation from Councillors and community with recommendations endorsed as part of grants assessment committee meetings and then reported to Council for noting</td>
</tr>
<tr>
<td>• Established process enunciated in Local Government Act 1989</td>
</tr>
<tr>
<td><strong>Recommendation 16:</strong></td>
</tr>
<tr>
<td>a) As par Council resolution March 2017 and pursuant to Section 96 of the Local Government Act 1989, continue to implement a Grants Assessment Special Committee of Council to make funding decisions on Community Grants (Biannual).</td>
</tr>
<tr>
<td>b) Note Recommendation #13c above, to update the Grants Assessment Committee charter to include assessment of Partnership Grants, as well as minor changes to meeting quorum provisions.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Eligibility: Staff and Councillor applications</th>
<th>Findings:</th>
</tr>
</thead>
<tbody>
<tr>
<td>+ Political and religious groups</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>a)</strong> Allowing a staff member or Councillor to apply for a community grant on behalf of a community organisation in which they have an interest, falls into the indirect interest – conflicting duty section (79) of the Local Government Act.</td>
<td></td>
</tr>
<tr>
<td><strong>b)</strong> Guidelines from Local Government Victoria relating to conflict of interest for Councillors and Council staff are followed but there is scope to be more specific in terms of Councillor and staff eligibility.</td>
<td></td>
</tr>
<tr>
<td><strong>c)</strong> Whilst there have been negligible applications from political parties, religious groups have made applications which have provided community benefit to the wider community (such as opening up church facilities to the wider public etc).</td>
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<tr>
<td><strong>Recommendation 17:</strong></td>
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<table>
<thead>
<tr>
<th>Undertake evaluation reporting following 2018/19 Round 2</th>
</tr>
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<tbody>
<tr>
<td>Implement for Round 1 2018/19</td>
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</tbody>
</table>

Page 18
**RECOMMENDATIONS – SUMMARY TABLE**

<table>
<thead>
<tr>
<th>Implement the following guidelines to manage the issue of eligibility of community groups and organisations which have Council staff or Councillors as members:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Councillors and Council staff are not permitted to directly apply for funding on behalf of an organisation in which they are a member or director (including having a formal position on the management team of the organisation or group).</td>
</tr>
<tr>
<td>• If another individual applies for the funding on behalf of the organisation, in which either a Councillor or staff member are a director/member, they will need to declare a conflict of interest which means they cannot take part in the decision making process to award community funds for that particular application.</td>
</tr>
<tr>
<td>• Councillors and Council staff cannot provide letters of support for any applications as the assessment process allows for subject matter experts to comment on applications and provide expert advice to the Committee. In addition officers cannot provide officer assessment advice if they are either a director or member of the application organisation/group.</td>
</tr>
<tr>
<td>• Campaigning or soliciting Councillors, Assessment Panel Members or Council staff in relation to any application is prohibited and will render the application ineligible.</td>
</tr>
</tbody>
</table>

**Recommendation 18:**
Maintain the current approach in Council’s Community Funding guidelines in which religious and political groups are:
- eligible to apply for initiatives which meet the funding objectives.
- ineligible to apply for initiatives which promote religious or party political views for the purpose of membership.

<table>
<thead>
<tr>
<th>PLI requirement for community groups</th>
<th>Findings:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>a) An analysis of community funding programs across other Melbourne based councils highlights a majority of Councils require guarantees to hold PLI, with only one out of the ten surveyed councils (Hume) not requiring PLI.</td>
</tr>
</tbody>
</table>

Implemented 2018
**RECOMMENDATIONS – SUMMARY TABLE**

<table>
<thead>
<tr>
<th>Item</th>
<th>Findings</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.5</td>
<td>b) Maintaining the current position to require PLI will encourage groups to have adequate insurance for their grant activity; but also provides support as Council’s guidelines allow applicants to include the cost of purchasing PLI as part of their grant application.</td>
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<tr>
<td></td>
<td><strong>Recommendation 19:</strong> Maintain the current position in relation to PLI requirements to encourage groups to have adequate insurance for their ongoing operations in their best interest, but to allow for individual assessments of activities to determine requirements for PLI. If PLI is required, encourage applicants to include the cost of PLI in their applications.</td>
<td></td>
</tr>
</tbody>
</table>
| **Incorporation for applicants** | Findings:  
| a) An analysis of community funding programs across other Melbourne based councils highlighted that it is standard practice in local government to require grantees to be incorporated. | Implemented 2018  
| b) Council’s Risk Management team recommend requiring applicants to be incorporated. |  
| c) Council officers can assist grant applicants to find relevant auspice options in the local community. |  
| d) Currently unincorporated groups can apply for a one-off Responsive Grant under the current Moonee Valley Grants program to assist with the costs of incorporation or seek an auspice. |  |
| **Community Funding Budget** | Findings:  
| g) Community funding rounds are highly competitive and programs often oversubscribed. |Implement for funding in 2019/20 financial year |
RECOMMENDATIONS – SUMMARY TABLE

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>New</th>
<th>Existing</th>
<th>s86 Charter/Instrument¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Transition to neighbourhood approach</td>
<td>Policy &amp; Guidelines</td>
<td></td>
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</tr>
<tr>
<td>2. Continue to deliver Community Grants bi-annually</td>
<td>Policy &amp; Guidelines</td>
<td>Guidelines (no change)</td>
<td></td>
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<tr>
<td>3. Continue Social Support sub-stream within Community Grants</td>
<td>Policy</td>
<td>Guidelines (no change)</td>
<td></td>
</tr>
<tr>
<td>4. Establish Business sub-stream within Community Grants</td>
<td>Policy &amp; Guidelines</td>
<td></td>
<td></td>
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<tr>
<td>5. Encourage capital works co-contributions</td>
<td>Policy &amp; Guidelines</td>
<td></td>
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<tr>
<td>6. Establish Events &amp; Festivals sub-stream within Community Grants</td>
<td>Policy &amp; Guidelines</td>
<td></td>
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<tr>
<td>7. Include provision for defined in-kind support in 2019/20</td>
<td>Policy &amp; Guidelines</td>
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<tr>
<td>8. Include financial hardship criteria for all Individual Responsive grant applicants</td>
<td>Policy &amp; Guidelines</td>
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<tr>
<td>9. Incorporate Neighbourhood Activation grants within Responsive Grants</td>
<td>Policy &amp; Guidelines</td>
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</tr>
</tbody>
</table>

1 MVCC Grants Assessment Special Committee, established under section 86 (s86) of the Local Government Act, 1989

Summary of proposed changes

Table iii below provides a summary of Community Funding Program policy, guideline and Special Grants Committee changes required under each of this Report's recommendations.

Table ii: Key recommendations

TUESDAY, 10 JULY 2018
APPENDICES – ORDINARY COUNCIL MEETING
ITEM 9.5 - APPENDIX A
<table>
<thead>
<tr>
<th>Recommendation summary</th>
<th>New</th>
<th>Existing</th>
<th>s86 Charter/Instrument¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>10. Continue with Donations (max. $1,000)</td>
<td></td>
<td>Policy &amp; Guidelines (minor change)</td>
<td></td>
</tr>
<tr>
<td>11. Donations and Vouchers aligned with Responsive Grants assessment process</td>
<td></td>
<td>Policy &amp; Guidelines (minor change)</td>
<td></td>
</tr>
<tr>
<td>12. Sponsorship stream subsumed into Community Grants</td>
<td>Policy &amp; Guidelines</td>
<td></td>
<td></td>
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<tr>
<td>13. Community Service Subsidy transitioned to Partnership Grants</td>
<td>Policy &amp; Guidelines</td>
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</tr>
<tr>
<td>14. Confirm budget of $60,000 for the Partnership Grants stream for 2019/20</td>
<td>Policy &amp; Guidelines</td>
<td>Charter</td>
<td></td>
</tr>
<tr>
<td>15. Timor Leste partnership projects up to $2000 per annum Grants Partnership Budget</td>
<td>Policy &amp; Guidelines</td>
<td></td>
<td></td>
</tr>
<tr>
<td>16. Continue to implement the Grants Assessment Special Committee (s. 86) – assess Partnership Grants and address quorum issues</td>
<td>Guidelines</td>
<td>Charter + Instrument</td>
<td></td>
</tr>
<tr>
<td>18. Clarify guidelines for religious and political groups</td>
<td>Guidelines (no change)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>19. Clarify guidelines for Public Liability Insurance requirements</td>
<td>Guidelines (no change)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>20. Clarify guidelines for Incorporation requirements</td>
<td>Guidelines (no change)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>21. Undertake further work to determine the Community Funding budget allocation in future annual budget processes</td>
<td>tbc</td>
<td>tbc</td>
<td>tbc</td>
</tr>
</tbody>
</table>

Table iii: Summary of Community Funding Program policy, guidelines and Special Grants Committee changes
1. Background

Strategic Context

At its Ordinary Meeting of 25 March 2014, Council resolved for the Chief Executive to review the operation of Council’s grant programs and provide advice on consolidation of these programs for 2014/15.

The subsequent 2014/15 review included:

- An analysis of distribution of grants and other forms of financial support,
- Review of the grant categories offered and
- Alignment of Moonee Valley’s grants administrative processes with best practice.

The 2014/15 review found that during the 2014/15 financial year Council provided over a million dollars of support to the community through multiple arrangements and funding mechanisms. These multiple arrangements were not governed by any overarching policy position or consistent guidelines and processes. A summary of key issues identified as part of the 2014/15 review are provided in Appendix A. The 2014/15 review recommended the consolidation of Council’s previous Grants categories into a more accessible and user friendly structure for 2015/16 including a simplified process of two categories; monthly Responsive Grants and Biannual Grants.

At Council’s Ordinary Meeting of 27 October 2015, Council resolved (Notice of Motion 2015/22) to develop a framework for future decision making for the provision of financial resources (broader than Grants alone), supported by standardised eligibility and assessment criteria and agreements.

The Notice of Motion identified that the framework should cover resource allocation through the Sponsorship and Donation, Operational Partnership funding as well as the provision of fee waivers for the utilisation of community facilities. This work resulted in the development of the Community Financial Support Policy (Policy) which was adopted by Council on 26 April 2016 – Appendix B – Community Financial Support Policy.

Parallel with the development of the Community Financial Support Policy, Council has also developed a Community Facility Management Policy (adopted August 2017). This has been developed to guide the management of, and access to community facilities owned by Council. The policy outlines that no fee waivers are to be provided for venue hire. Community Facility Management Policy issues fall outside the scope of this Review. Note: Biannual grant applicants can include the cost of facility hire as part of their project costs and be funded for this by Council. This is discussed as part of the “in-kind support” section of this report.

Policy Context

Council Plan 2017-2021

Implementation of the Community Funding Program (including this Review), supports the Council Plan strategic objective (and priorities) outlined in Table 1 below.
<table>
<thead>
<tr>
<th>No</th>
<th>Council Plan Objective/Priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.4:</td>
<td>Our community is empowered to thrive</td>
</tr>
<tr>
<td>1.4.1.3</td>
<td>Provide a range of community funding streams</td>
</tr>
<tr>
<td>1.4.1.1.2</td>
<td>Provide direct and in-kind support to individuals, groups, businesses and communities to develop innovative initiatives that best respond to local challenges and opportunities</td>
</tr>
<tr>
<td>1.4.1.1.3</td>
<td>Develop and implement services and programs that meet the needs of disadvantaged groups within priority neighbourhoods</td>
</tr>
<tr>
<td>1.4.1.1.4</td>
<td>Transition Council’s community funding to align with a neighbourhood place based approach and target areas where it is most needed and to address health inequalities</td>
</tr>
<tr>
<td>1.4.1.1.5</td>
<td>Deliver Council’s Community Funding program. Measure, monitor and evaluate financial support provided</td>
</tr>
</tbody>
</table>

Table 1: Council Plan strategic objective and priorities

**Diversity, Access and Equity Policy**

The Community Financial Support Policy has embedded Council’s Diversity, Access and Equity Policy goal (page 6) to:

- Support an inclusive city that respects the human rights of all its citizens,
- Celebrate their diversity and
- Promote their participation in all aspects of community life.

The Policy established a new whole-of-council approach to the provision of community funding. The aim of the Policy was to establish a more consistent, transparent and coordinated approach across Council when providing support to the community.

**Procurement Policy**

Council adopted a new Procurement Policy in August 2017 which included ‘Social Sustainability’ object and a focus on

“... the social aspects of sustainability and in particular social equity. Social equity addresses disadvantage and is underpinned by principles of diversity, acceptance, fairness, compassion, inclusiveness and access for people of all abilities. A focus is also placed on people who are under-represented and people with less opportunity. Socially sustainable procurement generates positive outcomes for, and contributes to building stronger communities...” (page 3)

**Community Funding Program**

Following adoption of the Policy, a new Community Funding Program (Program) commenced in July 2016. Whilst the Moonee Valley Grants program (comprising Biannual and Responsive grants) is a key component of Council’s Program, four new additional funding streams (Voucher, Donation, Sponsorship, Service Subsidy) were introduced in 2016/17 in line with
the adopted Policy.

The application and assessment process for all available funding streams of the Program is outlined in Table 2 below:

<table>
<thead>
<tr>
<th>Funding stream</th>
<th>Funding amount</th>
<th>Frequency</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bimannual Grants (including Social Support)</td>
<td>up to $20,000 (or up to $1,500 Social Support)</td>
<td>Two funding rounds per year Round 1 (open July) Round 2 (open January)</td>
<td>Funding projects and activities that increase community participation and strengthen wellbeing and economic growth across the city.</td>
</tr>
<tr>
<td>Responsive Grants</td>
<td>up to $1,000</td>
<td>Monthly Applications close on the first day of each month.</td>
<td>Projects in two categories: 1) Emerging and unforeseen urgent needs; or 2) Individual participation in elite sports/arts/educational activities.</td>
</tr>
<tr>
<td>Voucher</td>
<td>1 voucher per 12 months</td>
<td>Ongoing Assessment is conducted within 2 – 4 weeks of submission</td>
<td>Vouchers for Council revenue are available to support fundraising efforts of local community groups.</td>
</tr>
<tr>
<td>Donation</td>
<td>Negotiable (small amounts)</td>
<td>Monthly Applications close on the first day of each month.</td>
<td>Donations may be provided to local community organisations and groups to support fundraising events or activities.</td>
</tr>
<tr>
<td>Sponsorship</td>
<td>Negotiable</td>
<td>Annually (Applications September-November)</td>
<td>Establishing partnerships that are mutually beneficial to both Council and community organisations.</td>
</tr>
<tr>
<td>Service Subsidy</td>
<td>Negotiable</td>
<td>Annually (Applications September-November)</td>
<td>Funding for local community organisations to provide identified services in the Moonee Valley area.</td>
</tr>
</tbody>
</table>

Table 2. Community Funding Program Streams

Other Council mechanisms providing financial support to community

The other mechanisms for Council to provide financial support to community groups and organisations outside of the Community Funding Program include:

i. Service Planning,

ii. Council resolutions (specifying financial support for specific groups);

iii. Submissions to Council’s annual budget process pursuant to section 223 of the Local Government Act; and

iv. Fundraising for charity on behalf of Council.

This Review has considered ‘service planning’ (item i above) and its’ relation to the Service Subsidy stream. Items ii to iv on the list above are not within the scope of this Review. The
range of mechanisms through which Council provides community financial support is detailed in Figure 1 below for context.

![Figure 1: Council community financial support mechanisms](image)

**Summary of Community Funding provided 2016-2018**

A summary of funding provided across the Community Funding streams is outlined below:

<table>
<thead>
<tr>
<th>Funding Stream</th>
<th>Annual allocation</th>
<th>Amount distributed 2015/16</th>
<th>Amount distributed 2016/17</th>
<th>Amount distributed 2017/18 (to 1 April)</th>
<th>Total amount distributed in Review Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsive Grants</td>
<td>Funding $40,000 per annum</td>
<td>$36,550</td>
<td>$27,626</td>
<td>$25,555</td>
<td>$89,731</td>
</tr>
<tr>
<td>Community Grants</td>
<td>Funding $388,335 per annum</td>
<td>$388,335</td>
<td>$350,450</td>
<td>$205,145 (to 1 April)</td>
<td>$944,930</td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>Voucher</th>
<th>n/a</th>
<th>10 vouchers</th>
<th>6 vouchers</th>
<th>16 vouchers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donation</td>
<td>n/a</td>
<td>$1,870</td>
<td>$850</td>
<td>$2,720</td>
</tr>
<tr>
<td>Sponsorship</td>
<td>n/a</td>
<td>Nil</td>
<td>Nil</td>
<td>Nil</td>
</tr>
<tr>
<td>Service Subsidy</td>
<td>n/a</td>
<td>n/a</td>
<td>$39,500</td>
<td>$39,500</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$424,885</strong></td>
<td><strong>$379,946</strong></td>
<td><strong>$272,050</strong></td>
<td><strong>$1,076,881</strong></td>
</tr>
</tbody>
</table>

Note: Service subsidy allocation for the draft 2018/19 budget is $26,500.

2. Evaluation Methodology

**Key inputs**
Council has undertaken considerable work to improve and better integrate community funding process and programs over the Review period. This has enabled the Review to identify key findings and areas for improvement from ongoing feedback from Councillors, staff and the community.

In addition, it brings together information gathered through a number of key initiatives including the:
- Community Funding Program Issues log;
- HLB Mann Judd Auditor’s Review Report (September, 2016); and

Refer **Figure 2 below**
The boxes below highlight the inputs that inform the scope of this Review.

Figure 2. Information informing the Review

**Auditor’s Report recommendations**

In response to Councillor feedback and following the first twelve months of implementation, auditors HLB Mann Judd were engaged to conduct an independent review (Auditor’s Report) of the Program in July 2017. The Auditor’s Report found that Council has made considerable progress implementing the Policy.

The Auditor’s Report identifies the following key improvement opportunities:

- The processes surrounding the Service Subsidy
- Consider aligning the provision of funding for community services identified through Service Planning with procurement policies and where applicable, encourage officers to obtain the service of community groups to promote sustainability of the community groups and build their capacity
- Consider reviewing and amending approval process of fundraising activities and associated donations

The Auditor’s Report outlines other issues captured to date requiring further deliberation including:

- social support for community groups
- contributions by community groups/schools for capital works
- capital works contributions to businesses
- assessment process
- staff and Councillor applications
- potential for centralised budget
- Councillor briefing during annual budget process for service subsidies
- alignment to neighbourhood priorities in MV2040 and Council Plan 2017-21
- festivals and community events funding
- in-kind support
- Business stream funding (consider opportunities to optimise economic development within the city).
These issues form the basis for this Review. In addition, the recent Grants Evaluation includes other issues requiring further consideration.

**Grants Evaluation recommendations**  
A separate Grants Program Evaluation was undertaken in late 2017 which considered the impact of the Biannual Grants and Responsive Grants streams throughout 2015-16 and 2016-17. The Evaluation was presented to Council at the Ordinary Council Meeting on 12 December 2017, with the following recommendations adopted for process improvement:

**Table 3. Grants Program Evaluation Recommendations**

<table>
<thead>
<tr>
<th>Issue</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual vs Biannual Grants (i.e. should Council offer 1 round of grants per year instead of two rounds)</td>
<td>No change. Continue to deliver Biannual Program and consider any change to annual as part of Community Funding Review in early 2018 for 2018-19 Program.</td>
</tr>
<tr>
<td>Social Support for community groups (i.e. Council receives applications for social support which are typically not eligible under the current guidelines. Many social support applications come from senior, CALD groups).</td>
<td>Change proposed. Include sub-stream within Biannual Grants for social support for community groups.</td>
</tr>
<tr>
<td>In-kind contributions (i.e. Consider updating Grants Program for in-kind contributions to be considered for the 2018-19 Program).</td>
<td>No change but further consideration required. Consider updating Grants Program for in-kind contributions as part of wider program review. This could include various project elements including logistical support for festivals and events (street closures etc.), promotion etc.</td>
</tr>
<tr>
<td>Panel decisions to be based on community need (i.e. Aligning key data and evidence with funding priorities)</td>
<td>No change but further consideration required. Neighbourhood Profiles and Municipal Profile to be used by Panel members as reference documents to inform grants funding recommendations. This is a priority with the Council Plan 2017-21 (Priority 1.4.1.1.4 Transition Council’s community funding to align with a neighbourhood place based approach and target areas where it is most needed and to address health inequalities)</td>
</tr>
<tr>
<td>Measuring community benefit (i.e. developing better systems to measure the impact and effectiveness of the funding program)</td>
<td>No change but further consideration required. A measurement tool to enhance Council’s ability to measure social and community impacts of the Grants Program be developed. This is a priority with the</td>
</tr>
</tbody>
</table>
**Evaluation Questions**

Over the last two years of implementation of the Community Funding Program, an issues log (informed by ongoing consultation with Councillors and community members) has been kept which has resulted in changes being made as required for the continuous improvement of the program. This work has also informed the evaluation questions outlined in the Table 4 below to guide the scope of the review and evaluation methodology.

**Table 4. Evaluation questions**

<table>
<thead>
<tr>
<th>Issue to address</th>
<th>Question/s to guide evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transition to a neighbourhood approach</td>
<td></td>
</tr>
<tr>
<td>Alignment to neighbourhood priorities in MV2040 and Council Plan 2017-21</td>
<td>How can Council effectively prioritise grants that address local neighbourhood needs?</td>
</tr>
<tr>
<td>Biannual Grants</td>
<td></td>
</tr>
<tr>
<td>Grants delivery (Biannual vs Annual)</td>
<td>Should Council offer 1 round of grants per year instead of two rounds?</td>
</tr>
<tr>
<td>Social support for community groups</td>
<td>Should Council provide social support funding for Community Groups?</td>
</tr>
<tr>
<td>Business stream funding</td>
<td>How can we optimise economic development and local businesses participating in the grants program?</td>
</tr>
<tr>
<td>Responsive grants priority areas</td>
<td>Should the Responsive Grants stream should focus on targeting groups of individuals in need rather than individual performance?</td>
</tr>
<tr>
<td>Capital works contributions to community groups</td>
<td>Should capital works for community groups only be eligible where funds are matched dollar for dollar?</td>
</tr>
<tr>
<td>Festivals and community events funding</td>
<td>Can the grants program better facilitate community-led events and festivals?</td>
</tr>
<tr>
<td>In-kind support</td>
<td>How can Council facilitate in-kind support to successful grant applicants to leverage funding provided?</td>
</tr>
</tbody>
</table>
TUESDAY, 10 JULY 2018
APPENDICES – ORDINARY COUNCIL MEETING
ITEM 9.5 - APPENDIX A

<table>
<thead>
<tr>
<th>Responsive Grants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial hardship criteria</td>
</tr>
<tr>
<td>Neighbourhood activation grants</td>
</tr>
<tr>
<td>Donations &amp; Vouchers</td>
</tr>
<tr>
<td>Sponsorship</td>
</tr>
<tr>
<td>Service Subsidy</td>
</tr>
<tr>
<td>Review of administrative processes</td>
</tr>
</tbody>
</table>

3. A neighbourhood approach to community funding

_Evaluation Question: How can Council effectively prioritise grants that address local neighbourhood needs?_

Council has undertaken considerable work over the past 18 months to align its service delivery and planning towards a neighbourhood model to improve the quality of life and liveability of neighbourhoods. Neighbourhood-based planning is about making neighbourhoods inclusive, vibrant and connected based on their unique character,
community and environment. This approach has been encapsulated in the draft MV2040 Strategy.

A neighbourhood planning approach supports communities to find and deliver the solutions and responses to local challenges and opportunities as lived and experienced at the grassroots. Council’s community funding program can play a critical role in the draft MV2040 Strategy’s community empowerment approach through:

- Building a cumulative/joined up picture of emerging issues and needs at the municipal and neighbourhood level (i.e., identifying and prioritising known and emerging needs for each neighbourhood for the Community Funding Program)
- Using a placed-based approach to encourage community-led responses to local neighbourhood needs by building community capacity
- Fostering a shared community connection to, and responsibility for place
- Encouraging Council to look at the strengths of each community and work with our community to build on these strengths
- Ensuring the individual and distinct needs of each of the 13 neighbourhood is addressed and prioritised for Council funding.

The Council Plan 2017-21 highlights the following Key Priority for the Community Funding Program, under Objective 1.4:

*Transition Council’s community funding to align with a neighbourhood place-based approach and target areas where it is most needed and where it will address health inequalities.*

Priorities can be identified through:

- Current research and demographic trends for each neighbourhood
- Targeted consultation with community members (e.g. Portfolio Advisory Committees, Neighbourhood Advisory Boards, etc.)
- Community group responses to local needs
- Acknowledging emerging neighbourhood needs expressed in funding applications. (The Community Funding Program has been an important mechanism for Council to respond to new and emerging needs identified by the community)

Assessment criteria are developed to guide applicants, administrators and decision makers.

Assessment guidelines and criteria that promote an understanding of neighbourhood needs is required in order to ensure an equitable process for local community groups that may not have the capacity to understand and communicate the identified needs their group and project is addressing. In addition, the Program is also able to receive requests for funding based on needs that have arisen and but may not have been previously identified.
Assessment panels will be briefed on the identified priorities of each neighbourhood to promote an understanding of individual neighbourhood needs and profiles.

**Recommendation 1:**

a) Align assessment criteria and processes with a neighbourhood planning approach.
b) Continue to update neighbourhood profiles for Moonee Valley’s 13 neighbourhoods - identifying needs and emerging issues for each neighbourhood.
c) Promote the following elements as funding priorities:
   - Neighbourhood needs identified in neighbourhood profiles;
   - Emerging issues and opportunities identified by the community through the grants process;
   - Identified municipal wide issues relating to the draft MV2040 themes of Fair, Thriving, Beautiful, Connected and Green.

---

**4. Review of current funding streams**

**Community Grants (Biannual)**

Grants delivery (Biannual vs Annual)

*Evaluation Question: Should Council offer one round of grants per year instead of two?*

The initial review into Council’s Grants program undertaken in 2014/15 (prior to integration) was guided by a principle of responsiveness and recommended the new program be responsive to emerging community need. Implementing a Biannual (rather than Annual) Grants category was designed to provide a greater opportunity to support initiatives arising throughout the year.

Across the 2015-2017 period, the Community Grants (Biannual) category has featured an average six month timeframe between grant rounds opening to the receipt of funding, which is consistent with best practice of other Melbourne Councils. A Biannual grants program, however, does require additional time and costs for assessment and endorsement, when compared to annual grants program.

The Grants Evaluation considered this issue and recommended that no change be made and to consider any future change as part of Community Funding Review. An analysis of the benefits and challenges of biannual and annual grants delivery is outlined in Table 5 below:

**Table 5: Annual vs Biannual Grant timings benefits and challenges**

<table>
<thead>
<tr>
<th>Annual Timing</th>
<th>Biannual Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefits</td>
<td>Challenges</td>
</tr>
<tr>
<td></td>
<td>Reduced operational cost</td>
</tr>
</tbody>
</table>

Page 33
in terms of staff
time.
- Reduced
administration
and panel
assessment.

only one
opportunity to
apply for grants.
- Reduced
responsiveness to
emerging needs.

two opportunities
to apply for
grants.
- Community
expectation of
two rounds
- Responsiveness
to emerging
needs.

and panel
assessment.
- Additional
operational cost
in terms of staff
time.

Benchmerking of 15 Melbourne based Councils indicates 60% deliver annual grants rounds and 40% deliver biannual grants rounds, as outlined in Table 6 below:

**Table 6: Melbourne based Council’s community grants round timing**

<table>
<thead>
<tr>
<th>Annual</th>
<th>Biannual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maribyrnong</td>
<td>Dandenong</td>
</tr>
<tr>
<td>Casey</td>
<td>Wyndham</td>
</tr>
<tr>
<td>Brimbank</td>
<td>Manningham</td>
</tr>
<tr>
<td>Melbourne</td>
<td>Melton</td>
</tr>
<tr>
<td>Hume</td>
<td>Whittlesea</td>
</tr>
<tr>
<td>Bayside</td>
<td>Moonee Valley</td>
</tr>
<tr>
<td>Roroondara</td>
<td></td>
</tr>
<tr>
<td>Casey</td>
<td></td>
</tr>
<tr>
<td>Darebin</td>
<td></td>
</tr>
</tbody>
</table>

Upon review and consideration it is recommended that Council should continue to proceed with a biannual grants program. Providing a higher level of service to the community with two opportunities to apply for grants per year and the capacity to be responsive to emerging needs is seen as of more overall community benefit than a reduction in assessment time and operational costs. This is in line with the guiding principal of delivering a Grants Program that is responsive to community need.

To address the issue of administration and panel assessment time, the establishment of a Grants Assessment Special Committee of Council pursuant to section (86) of the Local Government Act was recommended within the Grants Evaluation Report. At the 12 December 2017 Ordinary meeting Council resolved to establish the committee. At the 27 March 2018 Ordinary meeting Council appointed members of the Grants Assessment Special Committee for a 12 month term.

It is envisaged that this will deliver a more efficient assessment process with reduced delays for funding recommendation endorsement. In addition it is also consistent with IAP2 community empowerment model of decision making.

In summary, the current approach of two funding rounds per annum means provides a high level of service and is community focused (i.e. more convenient for community groups and responsive to their planning timelines and approaches).
Recommendation 2:
Continue to deliver the Grants Program biannually and review the impact of the Grants Assessment Special Committee’s administration requirements following Round 2 2017/18 Grants round.

Social support for community groups
Evaluation Question: Should Council provide social support funding for Community Groups?

Prior to 2015, Council allocated $40,000 from its annual operational budget to Social Support grants as part of a decentralised grants approach.

Council has continued to receive many applications for social support, which are typically not eligible under the current Program guidelines. Many social support applications come from senior and culturally and linguistically diverse (CALD) groups.

Community feedback highlights:
- Some user group priorities don’t align with funding priorities available in the current Biannual Grants program
- Language barriers have limited access to the current program
- Confusion with funding opportunities available.

This issue was investigated as part of the Grants Evaluation Report in late 2017. The Evaluation recommended the establishment of a ‘Social Support’ sub-stream. At the Ordinary meeting of Council held on Tuesday 12 December 2017, Council resolved to re-establish ‘Social Support’ as a sub-stream within the Community Grants (Biannual) program operational program commencing Round 2, 2017-18.

The Community Funding Program guidelines have been updated to incorporate Social Support Grants as a sub-category within the Community Grants (Biannual) program in January 2018 with a notional total budget allocation of $30,000 from the existing Biannual Grants budget. The Social Support stream can provide funding of up to $1,500 to local community groups for social support for residents.

These grants are for small social support groups run by volunteers with limited fundraising means, where residents meet regularly to share information and each other’s company. Applicants are eligible to receive one Social Support grant per year.

Funding can be used for general operational costs including:
- consumables and supplies (e.g. tea & coffee, food, equipment)
- educational or wellbeing resources (e.g. guest speakers, classes, workshops)
- special events (e.g. social lunches, end of year celebrations)
- social outings
- small repairs and maintenance costs to equipment and facilities
- other approved general operating costs

Funding may not be used for:
- the hire of Council venues
• purchasing alcohol
• outings to gambling venues

The assessment criteria for social support applications is:

• Need for the funds
  o Is there an identified need for the group in the local community?
  o Is there a limited capacity for the group to raise funds independently?
• Benefit to the community
  o To what extent does the group benefit the local community?
  o Will the project promote opportunities for people to participate who face physical, social, economic and other barriers?

Since its re-introduction, there have been 33 applications for Social Support Grant funding in Round 2 of the 2017/18 Community Grants (Biannual) program. Across the applications a total of $47,035 has been requested. At the time of writing the Review, the Social Support applications are under assessment and funding will be distributed in June 2018.

In summary, the community response to the re-establishment of the social support stream in 2018 has been positive with large numbers of community groups (33) applying for the new Social Support Grants sub-stream, the majority of whom were aged, disability or early years focused groups.

**Recommendation 3:**
Continue to deliver the Social Support sub-stream within Community Grants (Biannual) operational program, as endorsed by Council in December 2017.

**Business stream**

*Evaluation Question/s: What issues have emerged for Business Grants during the Review period? What are the opportunities to optimise economic development and local businesses participating in the grants program going forward?*

Currently, businesses or sole traders (located, operating or intending to start in the City of Moonee Valley) with an Australian Business Number (ABN) are eligible to apply for Community Grants (Biannual) program

Prior to integration of the Grants Program (from 2015/16 onwards) Business Grants were funded and managed independently by the Economic Development and City Sustainability Department.

An example of an eligible business, under the Community Grants (Biannual) program, is a local business who has an idea for expansion or marketing that would result in benefits to the local economy and new opportunities for employment.

A number of issues and learnings relating to Business Grants have emerged over the Review period, and include:

• Competitive neutrality is an issue when Council directly funds one business or sole trader to expand or grow their business. Whilst any eligible local business or sole trader is able to apply, there is potential for Council to appear favouring certain businesses over others.
• Funding local business or sole traders to undertake capital works can be problematic as many local business lease their space and the investment can be relatively short term (as leases expire etc.).

• Service and hospitality business is a key part of Moonee Valley’s local economy but funding business whose main focus is the sale of alcohol (local bars, boutique brewing etc.), can be at odds with Council’s health promotion messages and objectives.

• Businesses are potentially at a disadvantage when being compared to not-for-profit organisations, given the commercial nature of their business. Grants assessors have provided feedback that it is difficult to compare business to non-business applications.

• Grants assessment processes have identified a more logical nexus for funding local business is when the application relates to a “public good or collective impact” initiative. These may include applications which improve the public realm (such as the Niddrie Traders Association who were awarded a grant in 2017/18 to create the largest outdoor mural in Moonee Valley and engaged leading Australian artists Rowena Martinich and Geoffrey Carran), or for local place based festivals and events which encourage people to support business in a local area (such as the Leake Street Christmas Festival, funded in 2017 and organised by local business to celebrate the Christmas season and support local shopping).

• Ensure the Business grants stream aligns with the priorities identified in the draft MV2040, particularly Objective 4.3 Our local economy is strong, which notes key strategies relating to supporting the growth of activity centres, employment and training opportunities that address disadvantage, improving and increasing spending in local shopping precincts and supporting start-up businesses.

• Over the 2015/16 and 2016/17 Community Grants (Biannual) rounds there has been a relatively low level of participation from businesses in the grants program as outlined in the Table 7 below:

<table>
<thead>
<tr>
<th></th>
<th>Applications received 2015 – 2017</th>
<th>Applications funded 2015-2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>All applications</td>
<td>309</td>
<td>105</td>
</tr>
<tr>
<td>Businesses</td>
<td>28</td>
<td>6</td>
</tr>
</tbody>
</table>

Establishment of a ‘Business Grants’ sub-stream within the Community Grants (Biannual) program

Feedback from the Economic Development team suggests the establishment of a ‘Business Grants’ sub-stream within the Community Grants (Biannual) program may help to optimise economic development and local businesses participating in the grants program.

The benefits of a Business Grants sub-stream would be:

• separation of potential disadvantage when comparing business to not for profit applications
• provides the opportunity to develop assessment criteria tailored to economic development strategies
• responsive to emerging needs identified by the Economic Development team
• positive marketing opportunity to promote new Business Grants and drive increased participation
• similar to social support, this will involve separate indicative budget allocation within the Community Grants (Biannual) stream.

Based on the issues and learnings identified through the Review period, it is recommended the Business Grants prioritise public realm improvements, beautification and placed based activations, which benefit the wider community and support increased patronage of local business precincts. Business Grants could also address other neighbourhood based priorities, such as perceived public safety and wellbeing.

As the Review has identified that capital works initiatives for businesses can be problematic, applications for capital works would not be eligible for funding within the Business Grants sub stream.

This recommendation identifies a more logical nexus for funding local business where the project relates to a public good or collective impact initiative.

The following initiatives are also recommended to encourage more businesses to participate in the Community Grants (Biannual) program:
• Produce case studies of recent successful business applicants (and how the grant benefited their business) and promote to potential applicants
• Run an individual grants information session for local businesses to help promote upcoming grants rounds.

It is recommended to establish a separate budget allocation for the sub stream, with a nominal allocation of $30,000, with applications to be assessed by the Grants Assessment Special Committee (as per Social Support stream process). There are two other proposed new grants streams which could potentially support the activation of local business precincts. They include the Festivals and Events, and Responsive Grants (neighbourhood activations grants category). Community Funding Guidelines will be revised to ensure that clarity between these grants categories.

To ensure clarity between the proposed Business Grants stream, and the proposed new within existing program, aligned to the ‘Emerging Need’ category

It is also recommended, as part of the funding criteria, to prohibit applications from businesses with Gaming Machines. Council has made commitments to reduce the harm caused by Electronic Gaming Machines (EGMs) in our municipality. The Council Plan advocates to reduce inequitable distribution and access to electronic gaming as a way of reducing the risks of problem gambling. Council continues to work to reduce harm from gambling in our community.

It is also recommended, as part of the funding criteria, to prohibit applications from businesses, whose primary purpose is the sale of alcohol. Partnering with an organisation whose primary purpose is the sale of alcohol goes against Councils commitment and efforts to reduce the harm caused by alcohol in our municipality.
Recommendation 4:

- a) Establish a ‘Business Grants’ sub-stream within the Community Grants (Biannual) program, which has specific funding priority areas identified by Economic Development priorities.
- b) The Business sub-stream budget allocation would follow the same process as the social support stream category.
- c) $30,000 will be allocated to the Business sub-stream in each Community Grants (Biannual) funding round.
- d) Prioritise business grants funding for applications which improve the public realm, or for local place based festivals and events which encourage people to support business in a local area (and undertake further work to ensure this is aligned with Recommendations 6 and 9).
- e) Remove capital works funding for individual businesses
- f) Prohibit applications from businesses with Gaming Machines
- g) Businesses whose primary purpose is the sale of alcohol will be assessed on a case by case basis.

Capital works coordination and contributions

*Evaluation Question: Should capital works for community groups only be eligible where funds are matched dollar for dollar?*

Co contributions

Benchmarking of Victorian Councils indicates 75% of Councils surveyed with comparable programs require community groups to match capital works grants dollar for dollar, as outlined in *Table 8* below:

**Table 8: Victorian based Council’s capital works funding guidelines**

<table>
<thead>
<tr>
<th>Council</th>
<th>Dollar for dollar capital works funding?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cardinia</td>
<td>Yes</td>
</tr>
<tr>
<td>Kingston</td>
<td>Yes</td>
</tr>
<tr>
<td>Moreland</td>
<td>No (require 25% contribution)</td>
</tr>
<tr>
<td>Melbourne</td>
<td>No</td>
</tr>
<tr>
<td>Manningham</td>
<td>No</td>
</tr>
<tr>
<td>Baw Baw</td>
<td>Yes</td>
</tr>
<tr>
<td>Knox</td>
<td>Yes</td>
</tr>
<tr>
<td>Mansfield</td>
<td>Yes</td>
</tr>
<tr>
<td>Hepburn</td>
<td>Yes</td>
</tr>
<tr>
<td>Ballarat</td>
<td>Yes</td>
</tr>
<tr>
<td>Strathbogie</td>
<td>Yes</td>
</tr>
<tr>
<td>Shepparton</td>
<td>Yes</td>
</tr>
</tbody>
</table>
Requiring community groups to match Council capital works funding dollar for dollar has the major benefit of asking the groups to demonstrate their financial (and overall) commitment to the project by sharing in its costs. Many Victorian Councils with comparable programs (as outlined in Table 8) require community groups to match capital works grants dollar for dollar (with no sliding scale).

Matching funds with Council highlights that the community group is demonstrating a commitment to self-help, rather than simply relying on total Council funding for their project.

With Council working alongside the community group in funding the capital works project, this demonstrates a genuine partnership relationship in delivering the project and its flow on community benefits.

The requirement of matched funding, will also leverage Council’s own contribution and (where necessary) allow for an increased scope for the project. By reducing Council’s requirement to provide total funding, this will also free up additional funds for other applicants.

Groups currently request capital works funding for Council owned assets as well as non-Council owned assets. Typically community groups and business apply but there are no explicit guidelines or policy which prohibits individuals from applying. It might be prudent to address this moving forward and update the Policy to exclude individuals being eligible to apply in future funding rounds.

Requiring community groups and schools to match Council capital works funding dollar for dollar may, however, be beyond the financial capacity of some groups and schools and it is recommended that a financial hardship criteria be established.

Groups and schools that can’t meet the requirement will be asked to demonstrate why and this will be assessed as part of eligibility checks. The assessment of financial hardship will include an analysis of the organisation’s financial reports.

In relation to ownership of assets that are co-contributions the advice from the Council’s Property team is that all Council leases moving forward will provide that any buildings, structures, additions and improvements that were constructed by the tenant or if the tenant contributed funds towards the improvements, will revert to Council upon the expiry or termination of the lease or licence. This is unless Council gives the tenant a written notice specifying otherwise. In terms of existing leases, the leases vary however, generally provide that all improvements will revert to Council unless Council provides a notice specifying otherwise.

In relation to capital works contributions for businesses, as businesses in Moonee Valley are eligible to apply for Community Grants (Biannual), then they should be eligible to apply for Capital works funding. Given their commercial nature, businesses would not be eligible for assessment under the financial hardship criteria.

Council Officers have recommended amending the funding guidelines to requiring community groups to match Council capital works funding dollar for dollar, to align our program to...
industry best practice principles for capital works funding. It is proposed that as per the CFMF, provision could be made for groups demonstrating financial hardship.

**Coordination**

Council frequently receives requests for capital works improvements on Council owned assets used by community groups such as cricket nets etc. Where the asset falls within Council’s renewal or upgrade program, it would be useful to have a mechanism whereby the application can be referred to our capital works program for the following year. This issue requires further work between across the organisation and may be the subject of a subsequent Council report (subject to further investigation).

**Recommendation 5:**

a) Amend the Community Funding Guidelines to require capital work funding applications to be matched dollar for dollar by the applicant. This would not apply if applicants can demonstrate financial hardship.

b) Explore opportunities to align with Council’s capital works planning cycle for applications relating to Council owned and managed, as well as leased assets.

**Festivals and community events funding**

**Evaluation Question: Can the grants program better facilitate community-led events and festivals?**

Community celebrations are an essential part of a well-connected and vibrant community life. Community events and activities rank amongst the best aspects about Moonee Valley City Council in the 2017 Community Satisfaction Survey.

Throughout 2017/18, Council is undertaking an Events and Festivals Review, which will comprehensively address Council’s role in providing and supporting community events. Through the Review, it has been identified that Moonee Valley could further support community-led events and festivals through its grant funding programs. The Grants program is a significant tool in supporting the development of events and festivals initiated and delivered by the community.

Council currently supports the operation of one-off events within the Community Grants (Biannual) program. During the 2017/18 Community Grants (Biannual) program, eight events and festivals were awarded funding, totalling $67,618.

However, there are further opportunities to improve the process to better facilitate applications for community events and festivals.

Funding through the Community Grants (Biannual) program is limited to “one-off” projects and must fit within the standard project funding guidelines. This means that an annual events or festivals may only be funded once and are not eligible to apply for funding for that same event or festival again.
This requirement limits the ability for newly established events and festivals to gain momentum over a number of years or to allow time to build relationships with sponsors and supporters in order to become sustainable.

Festivals and Events sub-stream

It is recommended that a sub-stream within the Community Grants (Biannual) program be incorporated to encourage the capacity of community groups initiate and develop community events and celebrations.

It is recommended that this sub-stream would allow for recurring events and festivals, which are currently only eligible for one-off funding, to be eligible to reapply for funding in subsequent years.

It can be difficult for community events and festivals to become successfully self-sustaining after just one year, and the ability to provide funding over multiple years upon evidence of growing and continuing development will better support the success of new events and festivals in Moonee Valley.

The festivals and events sub-stream would also address the identified gap in providing in-kind support for grant projects. For example, providing traffic management support, rubbish pick up or assistance with promotion. Please refer to Recommendation 7 for information on in-kind support.

This stream of funding would be allocated a notional amount of funding from the Community Grants (Biannual) program pool based on the approximate amount of funding provided for events in previous rounds.

Targeted event grants

The Events and Festivals Review has identified the potential to encourage community-led events by allocating funding to the grants program for targeted celebrations. Council has developed a Dates of Recognition Calendar (refer Appendix C), and many Council and community service programs use this calendar to highlight, promote and celebrate a diverse range of social, cultural and environmental issues and cohorts.

This could also involve reallocating a portion of funding from existing operational budgets to the grants program to encourage certain events. For example, Community Strengthening have identified they could encourage the celebrating of International Day of People with a Disability (IDPwD). This would involve a reallocation of funding normally used to deliver Council events celebrating IDPwD.

Targeted communications would encourage specific projects and specialised support from Council staff will be made available to support the development of applications.

This model will allow Council departments to identify ways that the community can be better involved in the delivery of events that meet our key strategic goals and objectives. At the same time, it builds greater capacity development for community groups and organisations and fosters a more collaborative approach.
Improved communications
In order to support the success of community led events and festivals that receive funding, it is recommended that Council improves communications and marketing of funded events.

As noted in the recommendations of the Events and Festivals Review, funded events and festivals will be featured through Council communication channels, including social media.

It is important for Council to profile these events to further leverage the investment into these events and festivals by generating greater exposure and increasing participation.

There are further opportunities to promote the achievements and outcomes of grant projects through Council’s Communications, to highlight the positive work Council is funding within that community and offer exposure to our local community groups.

Neighbourhood activations
In line with adopting a neighbourhood placed-based approach, an opportunity exists to encourage small neighbourhood activations throughout the municipality with small quick response grants.

These grants would be designed to inspire grassroots style activations in community spaces, such as small scale street parties, community barbecues, picnic days, outdoor performances, pop-up cinemas, live music, community active days, etc.

This recommendation is addressed in detail under the Responsive Grants: Neighbourhood activation grants section of this report.

Recommendation 6:
Incorporate changes within the Community Grants (Biannual) to facilitate applications for events and festivals, including.

a) Create sub-stream within the Community Grants (Biannual) program for Events and Festivals to encourage community led grants and allow events and festivals to reapply in subsequent years including streams for both:
   - professional festivals and events such as Fringe Festival, Comedy Festival etc., as well as
   - community-led events

b) Establish targeted funding for identified celebrations aligned with Council Dates of Recognition Calendar.

c) Develop communications plans for promoting Council funded events and projects to increase participation, further leverage investment and promote awareness of Council funded projects.

In-kind support

Evaluation Question: How can Council facilitate in-kind support to successful grant applicants to leverage funding provided?

In-kind support includes the non-financial support that is provided by Council to assist with the delivery of successful grant projects. For example, in-kind support may include providing traffic management support, waste removal or promotion.

In-kind support is an effective way for Council to further leverage the support provided to grant applicants to ensure outcomes are maximised. It also minimises excessive administration of funding (e.g. providing funding for a service that could be provided by Council). It can also produce safer and better planned and coordinated events.

Currently, in-kind support is either not provided or is facilitated in an ad-hoc manner across Council departments. Calculating the value of in-kind support provided will help to quantify the full value of the support provided to the community.

In order to further support the delivery of successful programs and to encourage community-led events, it is recommended that Council moves towards a more formalised provision of in-kind support for funded grant projects.

A selection of costed in-kind items will be identified in consultation with relevant areas of Council. The identified items can be incorporated into the Community Grants (Biannual) program application form, to be tallied in the value of total support requested.

In consultation with relevant areas of Council, a selection of key in-kind items can be identified with the value to be included in grant applications and considered for support through the assessment process. The additional value of this in-kind support can be recognised as part of the value of the support provided by Council.

The implementation of formalised in-kind support would be trialled, starting with a defined selection of in-kind items available in order to trial and evaluate its effectiveness.

Requesting applicants to articulate the amount of in-kind Council support may place additional demands on Council resources and will require further investigation prior to rollout in 2019/20. It may be useful to establish a trial period to anticipate the in-kind resources required, particularly if Council moves towards a more community partnership model in the delivery of local festivals and events.

In unison with the Community Financial Support Policy Council has also developed a Community Facility Management Policy, which has been developed as an operational document to guide the management of, and access to community facilities owned by Council. The policy outlines that no fee waivers or in-kind support is to be provided for regular venue hire of Council facilities. However, applicants may include the cost of hiring a Council venue as part of a short term project (one-off events etc) in their budget (to be paid as part of funds and not in-kind) in biannual grant applications.
Recommendation 7:
Include a selection of defined in-kind support available from Council within Community Grants (Biannual) applications for a trial period to better understand the cost impact of this approach. The total support from Council will include both in-kind and direct financial amount.

Responsive Grants

Financial hardship criteria

Evaluation Question: Should the responsive grants stream should focus on targeting groups of individuals in need rather than individual performance?

The Responsive Grants stream currently funds individuals through Category 2 - Individual Participation. As outlined in the Community Funding Guidelines, this category focuses on supporting participation and promoting achievements by Moonee Valley residents. Currently applicants may be supported to participate in sports, recreational, cultural, artistic and learning pursuits and endeavours, either because they:

- have been selected to participate at an elite level, or
- wish to participate locally and are experiencing financial hardship.

In the current program, applicants who have been selected to participate at an elite level, must demonstrate evidence of competitive selection to an elite activity and provide evidence of residency in Moonee Valley. However they are not required to provide any evidence or address any criteria relating to financial hardship.

At present, applicants who wish to participate in local activities, must provide evidence of participation, evidence of local residency and also address criteria relating to their financial hardship.

The purpose of the Individual Participation category is to reduce financial barriers for local residents who are excelling in their endeavours or who would like to participate in local recreational activities who might otherwise be unable to participate.

The reduced financial burden provided by a Responsive Grant will have the greatest impact for residents who are facing financial hardship.

It is therefore recommended that criteria relating to financial hardship be applied to both applicants selected for elite activities and those participating in local activities.

As a result of this change, all individual applications to the Responsive Grants program will be required to demonstrate their financial hardship within their application. This will ensure that funds provided by Council through the Responsive Grants program are awarded to applicants who face greater financial barriers to participation, in alignment with Council’s adopted Diversity Access and Equity Policy.

Supporting applicants who face greater financial barriers to participation, is also consistent with Council’s Community Facility Management Policy.
Recommendation 8:
Financial hardship criteria is applied to applicants for both categories of Individual Participation grants (selection for elite activities and participation in local activities), rather than only those participating in local activities.

Neighbourhood activation grants
Evaluation Question: Would encouraging small neighbourhood activations increase the uptake of applications to Responsive Grants for emerging needs?

In line with adopting a neighbourhood place-based approach, an opportunity exists to encourage small neighbourhood activations and increase the uptake of applications to Responsive Grants for emerging needs.

Presently, Category 1: Emerging Needs of the Responsive Grants program provides funding of up to $1,000 for arising unexpected community need that is urgent and cannot fit into the Community Grants (Biannual) program time frames.

This category is currently underutilised, with only 19 successful applications over the 2.5 year span of the program, totalling $14,185 in funding, compared to Category 2: Individual Participation, which has seen 85 successful applications totalling $67,211.

To take advantage of this established program structure and existing budget, it is recommended that the Responsive Grants category eligibility is expanded to support small scale local community events and activities, or ‘activations’ within neighbourhoods.

The purpose of these grants would be to proactively support neighbourhood based and community-led events, activities and pop-ups, and to activate local community spaces.

This could encompass a variety of small scale activities taking place across Moonee Valley’s 13 neighbourhoods that aim to bring local communities together to celebrate or connect with each other.

These grants would be designed to inspire grassroots style activations in community spaces, such as small scale street parties, community barbeques, picnic days, outdoor performances, pop-up cinemas, live music, community active days, etc. They would not include the establishment of permanent infrastructure.

Smaller neighbourhood activations are an effective way to support communities to connect locally and build a sense of identity, increase a sense of community safety as well as encouraging community-led initiatives.
Case study: Moreland Arts Activation Grants

The City of Moreland have recently relaunched their arts grants to include a focus on promoting a range of small to large arts activations across the city. The purpose of these grants is to:

- Build connection and pride in place through community led arts and cultural activities
- Support and encourage more people to engage with arts and culture in Moreland
- Build and support local capacity to develop and deliver quality arts and culture activities

Source: City of Moreland, Arts Activation Guidelines 2018

Within this program, the City of Moreland offers small grants of up to $1,000 to support small community activations. Applications are accepted all year round and are assessed within 4 weeks of submission.

This is complemented by a larger annual events program offering one-off events funding and funding for up to three consecutive years for festivals and annual events.

Moonee Valley activation grants would be incorporated into the current Responsive Grants program, providing a quick turnaround (within 5 weeks from the close of round) to maintain community momentum and enthusiasm.

Neighbourhood activations grants would be an effective way to activate key open space in Moonee Valley utilising a collaborative and capacity building approach with the community.

**Recommendation 9:**
Incorporate grants for small scale neighbourhood activations within existing Responsive Grants program, aligned to the ‘Emerging Need’ category.


**Donations and Vouchers**

Evaluation Question: Should assessment of Vouchers and Donation applications be aligned to the Responsive Grants process?

The Donations and Vouchers streams of funding were implemented to provide one-off donations or vouchers for selected Council services to local community organisations and groups to support fundraising activities.

These requests for support must contribute towards locally driven activities that strengthen community involvement and participation through socially inclusive projects.

Both streams are specifically designed to target fundraising activities which are otherwise ineligible for funding via Council’s other forms of funding (such as the Community Grants (Biannual) program).

Vouchers are available for either Clocktower Centre Theatre tickets or for private hire of the Essendon Traffic School and can be used for raffles and prizes at fundraising events and activities.
Donations and vouchers to support fundraising can leverage financial return for fundraising events and activities, by providing a small financial contribution which may yield a greater return for the targeted cause.

Donations provided 2016-2018

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Donations</th>
<th>2017/18 Donations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greek senior citizens club of airport west &amp; districts</td>
<td>$600</td>
<td>$0</td>
</tr>
<tr>
<td>The class of 1946 (auspiced by Moonee Ponds Inc)</td>
<td>$279</td>
<td>$0</td>
</tr>
<tr>
<td>Essendon Historical Society</td>
<td>$1000</td>
<td>$0</td>
</tr>
<tr>
<td>Ascot Vale Progress Kindergarten</td>
<td>$500</td>
<td>$0</td>
</tr>
<tr>
<td>Essendon Toastmasters</td>
<td>$0</td>
<td>$350</td>
</tr>
</tbody>
</table>

Vouchers provided 2016 – 2018

<table>
<thead>
<tr>
<th></th>
<th>2016/17 Vouchers awarded</th>
<th>2017/18 Vouchers awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>Essendon Traffic School Voucher</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Clocktower Centre Theatre Voucher</td>
<td>6</td>
<td>3</td>
</tr>
<tr>
<td>Total vouchers awarded</td>
<td>10</td>
<td>6</td>
</tr>
</tbody>
</table>

Through the independent audit conducted by HLB Mann Judd in July 2017, the audit recommendations suggested combining the application timelines and assessment process for Donations and Vouchers with the Responsive Grant process, which would result in the following benefits:

- Reduced administration of separate assessment processes.
- Increased transparency of decision making, with the Donation and Voucher applications assessed by the delegated Committee of Council rather than Council Officers.
- Similar responsive timeframes for Donations assessment (applications can be assessed within 6 weeks from the round closing). However, Voucher applications can currently be assessed within 1-2 weeks, so this change will extend this period.
- Improved consistency of applying assessment criteria through standardised processed.

**Recommendation 10:**
Continue the ‘Donations’ stream with a maximum of $1,000 available to support fundraising activities that will contribute to a local community cause, charity or not-for-profit organisation within Moonee Valley.

**Recommendation 11:**
Amend assessment process for Donation applications to be aligned to the Responsive Grants process and are assessed by the Responsive Grants Committee of Council, following a similar decision making framework.
Sponsorship

Evaluation Question: Should the sponsorship stream be subsumed within the Community Grants (Biannual) program?

The sponsorship program provides financial or in-kind contributions for events, activities or programs, provided by community organisations or groups in return for agreed benefits to Council, such as promotion.

There were no applications received for Sponsorship in 2017 and only one application in 2018, which was deemed ineligible for funding. The similarity of Sponsorships and Community Grants (Biannual) presents an opportunity for these two streams to be combined. This could improve the in-kind capacity within Community Grants (Biannual) and simplify and streamline funding streams. This would mean including the option for applications to request in-kind support along with financial support in their applications.

Please refer to recommendations outlined under the in-kind support section of this report (p. 44).

As noted in the Auditor’s Report, providing improved capacity to offer in-kind support would provide additional benefits of encouraging local events/festivals and clearly defining and tracking the value of in-kind support Council can provide.

**Recommendation 12:**
Subsume the Sponsorship stream within the Community Grants (Biannual) program and improve in-kind support within the Program (in line with Recommendation #7).
Service Subsidy and Service Planning

Evaluation Question: Can processes surrounding funding under the Service Subsidy stream and Service Planning be clarified, simplified and aligned?

Service Subsidy

Community ‘Service Subsidy’ funding is to assist local community organisations to provide services identified as needed in the municipality. New requests are assessed annually for a defined allocation of funding, which is provided on a sliding scale over a nominated period of time. All assessments are subject to consideration of available funding.

The Service Subsidy provides an opportunity for community service organisations to identify a service gap and need in the community and apply to Council for funding to deliver services to respond.

Service Planning

The Community Financial Support Review (2016) transition implementation process undertook a mapping exercise to document and understand these arrangements across all Council departments. As a result, and with the introduction of the Community Financial Support Policy, Council transitioned out of arrangements not aligned to the delivery of Council’s services or strategy.

‘Service planning’ (perhaps better described as ‘service delivery’) items was identified to describe in-kind or direct funding to external community and service organisations to assist with delivery of Council services and/or strategies. ‘Service planning’ funding and support relates to the operations of Council and therefore:

- Forms part of departments’ annual operational budgets.
- Sits outside the Financial Support Policy (i.e. is not included in the funding streams outlined in Table 2).

There is ongoing confusion and uncertainty regarding items funded by Council as ‘service planning’ initiatives and those funded through the ‘Service Subsidy’ stream. Table 9 below highlights the subtle differences between these two items, with ‘Service Subsidy’ supporting services not run by Council whereas ‘Service planning’ items being goods or services procured in the delivery of a Council service or strategic objective.

In addition, over the past 12 months Council has updated its’ Procurement Policy which recognises the importance of supporting local suppliers to build the capacity of the local economy and community.

Table 9. ‘Service planning’ vs ‘Service Subsidy’ definition

<table>
<thead>
<tr>
<th>Item</th>
<th>Current Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>‘Service Subsidy’</td>
<td>“...responds to local and emerging needs that will promote wellbeing through the provision of accessible and socially inclusive services that are aligned to Council’s strategic priorities....”</td>
</tr>
</tbody>
</table>

Page 50
...New requests are assessed annually for a defined allocation of funding, which is provided on a sliding scale over a nominated period of time.

...Applicants will be required to demonstrate how the funding request will lead to the organisation, its operations, services or activities becoming self-sustaining.

(section 7.6.2)

<table>
<thead>
<tr>
<th>'Service planning' (operational guidelines)</th>
<th>Includes in-kind or direct funding to external community and service organisations to assist with delivery of Council services and/or strategies.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Procurement Policy</strong></td>
<td>States, Council should “…facilitate preferential treatment to procurements which provide environmentally sustainable benefits and social benefits and to local suppliers” (</td>
</tr>
<tr>
<td></td>
<td>The Policy also establishes ‘value for money’ and sustainability (social, environmental and economic) as important principles to guide procurement practice.</td>
</tr>
<tr>
<td></td>
<td>(page 1)</td>
</tr>
</tbody>
</table>

This Review has identified:

- A lack of clarity around terminology, as well as a number of historical agreements and existing commitments, has created an inconsistent approach to funding ‘Service planning’ and ‘Service Subsidy’ initiatives.

- Council has no set budget when advertising the Service Subsidy streams and advises applicants that funding is subject to assessment and Council’s forthcoming annual budget deliberation process. This creates some uncertainty in the application process (applicants are uncertain as to the size and scope of the grants pool available), and also means applicants are applying for funds for initiatives which may take place in 12-18 months from time of application. A confirmed budget at time of advertising means Council will be better placed to coordinate and promote the Partnership Grants program with greater certainty.

- Council’s ability to ‘purchase’ goods or services from local community groups and organisations is a powerful means of supporting their self-sustainability. To this end, and for clarity moving forward, any arrangements to procure goods or services as part of Council’s service delivery should be understood as procurement and comply with Council’s Procurement Policy (rather than community funding as either a ‘Service planning’ and ‘Service Subsidy’ initiative).

- The Community Financial Support Policy should be revised to clearly distinguish between:
  - The procurement of goods and services required to deliver Council services (currently described as ‘Service planning’ but this term will be retired when used to describe funding moving forward. See also H.B Mann Judd report findings under ‘Auditors Recommendations’ section below).
The provision of funding to external parties to meet identified need or strategic objectives and address service gaps (currently described as ‘Service Subsidies’).

Auditors Recommendations

In July 2017, Council engaged independent auditors, HLB Mann Judd to conduct a review assessing compliance with the Community Funding Policy and progress of the first twelve months of Program implementation (see appendix D - Auditors Report).

One of the key improvement opportunities identified was in relation to the processes surrounding Service Subsidy. The recommendations made by the auditors were:

1. Consider consolidating the Service Subsidy amount for greater clarity;
2. Ensure that allocation of multi-year funding (service subsidy/service planning funding) is aligned to Council plan terms (i.e. 2 or 4 years);
3. As an option, consider setting up an internal panel made up of selected managers, to ensure that the recommendations presented to the Council are properly evaluated, given that higher amounts of financial support is provided to the community groups via the Service Subsidy/Service Planning funding, followed by a separate briefing to Council on the assessment and recommendations prior to the annual budget process; and
4. Council should investigate funding for community groups to meet identified community needs being funded from a single ‘Partnership’ stream (rather than in Service Subsidy and Service Planning streams).

The recommendations provided by the auditors have been considered and it is the reviews recommendation to endorse them.

Recommendation 3 was implemented from December 2017 as a Managers Panel assessed Service Subsidy applications and presented recommendations that were endorsed by Council at the Ordinary meeting on 13 March, 2018.

Development of a single ‘Partnership’ funding stream

The recommendation of independent auditors, HLB Mann Judd is to join and rename the Service Subsidy and Service Planning streams into a single Partnership Grants stream which is aligned to Council Plan Terms and funded through the Community Funding program.

Case study: Moonee Valley Health Plan 2013-2017 Partnership grants

A previous example of partnership grants were the Moonee Valley Health Plan 2013-2017 Partnership Grants. Council awarded four three year grants as a component of Council’s 2014 Community Grants program. The partnerships were with local organisations, businesses and community groups, and designed to develop address inequalities or enhance social inclusion and access for all community members. An evaluation of Partnership Grants in the Health Plan outlined the need to:

- Establish an acquttal process that seeks information on health and social outcomes for community funding and builds the capacity of community organisations to measure health and social impacts.
- Ensure the process is equitable for organisations with limited resources by setting achievable reporting requirements.
The annual budget allocation for Health Plan Partnerships was $100,000 annually throughout Municipal Public Health Plan period of 2013/17. In recent years, the Service Subsidy allocations have been $39,500 for 2017/18 and $26,500 proposed for 2018/19.

Based on this, it would be reasonable to include a confirmed budget for Partnership Grants of $60,000 annually as a medium point between Service Subsidies to date and the Health Plan Partnerships for 2019/20 and beyond.

Given current commitments made under the existing Service Subsidy and Service Planning streams, a transitional period is required before a Partnership stream can be implemented.

Applications for 2018/19 Service Subsidy have been assessed and were presented to the Council and were endorsed at the Ordinary Meeting on 13 March, 2018. Council resolved to fund three (3) Service Subsidy applications for 2018/19 to the value of $26,500. These allocations will be confirmed when the annual budget is adopted at the Ordinary Council Meeting on June 26, 2018.

All funding was recommended for a single financial year rather than multiple years, so that transition to a new partnership funding stream can occur from 2019/20 onwards.

Council will undertake internal consultation to develop a transition plan for the implementation of a single ‘Partnership’ funding stream to be implemented from the 2019/20 financial year onwards if Partnership Grants are endorsed.

The development of a new Partnership Grants stream which is aligned to Council Plan terms and funded through the Community Funding program may be implemented from the 2019/20 financial year.

Partnership agreements may be advertised every second year with partnership grant agreement period being for either two to four years. Ideally they would be aligned to Council Plan terms commencing from 2021. There would need to be a two year transitional period for the inaugural partnership agreements from 2019-2021, until they can be aligned to Council terms and a new Program including both two and four year partnership opportunities for the new Council term 2021-25.

**Figure 3** below outlines the transition during 2019/20.

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<tbody>
<tr>
<td>Partnership Grant applications open</td>
<td>Applications assessed</td>
<td>Recommended applications awarded funding</td>
<td>Implementation of funded projects</td>
</tr>
</tbody>
</table>

- Partnership grants of up to 2 years advertised (4 year grants would not be advertised until the next round in 2021)
- Applications for Partnership Grants would be assessed by the Grants Assessment Special Committee
- Recommended applications would be awarded funding from the 2019/20 budget
- Funding would be provided for a period of 2 years
Historical concerns have influenced the recommendation to implement a sliding funding scale to assist in exiting funding arrangements and promote groups financial sustainability. However the establishment of standardised time based service agreements with clear funding objectives allows Council a formal trigger to assess, evaluate and exit funding arrangements with local groups.

**Recommendation 13:**
Incorporate changes to the Service Subsidy program to increase the clarity of their purpose, improve the assessment process, meet gaps in local service provision and assist Council achieve strategic objectives. Proposed changes include:

- a) Rename the Service Subsidy and stream as ‘Partnership Grants’ stream
- b) Make ‘Partnership Grants’ available for either 2 years or 4 years in line with term timelines
- c) Update the Grants Assessment Special Committee charter as required to include assessment of partnership grants
- d) Encourage and expand Council’s use of social procurement measures rather than grants funding to support local groups’ sustainability whilst assisting Council with service delivery.

**Recommendation 14:**
Consider a budget of $60,000 for the Partnership Grants stream for 2019/20 as part of the annual budget process.

**Timor-Leste Liquíçá Friendship program**

**Evaluation Question:** Should the Community Grants (Biannual) program include modest funding to support projects in Timor Leste similar to the Mansfield Shire Council’s ‘small town grant scheme’?

Over the past 18 months, Council has conducted a review of its Moonee Valley / Timor–Leste Liquíçá Friendship City Relationship2 to inform future program direction. A draft Moonee Valley / Timor–Leste Liquíçá Friendship City Relationship review report was presented to Council on 24 April 2018 for endorsement for consultation in May 2018. The report identified a number of options for the program moving forward.

The Timor Leste review relates to this report in that benchmarking with other Council activities identified a range of funding options including the Mansfield Shire Council who provide a ‘small town grant’ (up to $2000 pa), to their friendship group to fund activities in Timor Leste. This is the same as the grants provided to small towns in the municipality for local projects; and is administered through the existing council grants program. Council could potentially look at allocating part of its existing grants programs to augment staff and community fundraising for projects on the ground in Timor Leste.

One option for Council’s Timor Leste program moving forward is to adopt a partnership approach with reputable project partners who have a long and respected history of working on the ground in Timor Leste. A Moonee Valley / East Timor Project Assessment Framework has been developed to guide decision making and investment in Timor Leste partnership

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2 Moonee Valley / Timor-Leste Liquíçá Friendship City Relationship Program Review, January 2018
projects. If this occurs then funding for Timor Leste projects would be through a newly established partnership grants program.

If endorsed, this recommendation would be subject to endorsement by Council of the final Moonee Valley / Timor-Leste Liquiça Friendship City Relationship Program Review findings and consultation process (underway at time of writing).

**Recommendation 15:**
Augment staff and community fundraising efforts for Timor Leste partnership projects through a contribution from Council’s Partnership Grants program. These would be modest in scale and up to $2000 per annum towards each partnership project. The draft Moonee Valley / East Timor Project Assessment Framework would guide decision making and investment in Timor Leste partnership projects.

Note: **Recommendation 15** is subject to endorsement by Council of the final Moonee Valley / Timor-Leste Liquiça Friendship City Relationship Program Review recommendations to be presented to Council at its Ordinary Meeting on 10 July, 2018.

5. Review of administrative processes

**Assessment process**

**Evaluation Question:** What is the optimal process for decision making?

This issue was investigated as part of the Grants Evaluation Report presented at the Ordinary meeting of Council held on 12 December 2017. Council endorsed, pursuant to Section 86 of the Local Government Act 1989, to establish a Grants Assessment Special Committee of Council to make funding decisions on Community Grants (Biannual) program.

The endorsed resolution has involved a section (86) **Local Government Act** Special Committee being established with all Councillors able to be represented but with a minimum of four Councillors (provided all wards are represented). In addition, the Special Committee also has five community representatives, with a minimum of three community members; and two staff members who would be ex-officio, not hold voting rights, being Directors or their nominees.

The Committee can assess Community Grants (Biannual) program applications but Responsive Grants which will continue to be assessed as per current arrangements. The anticipated benefits of moving to the new process include:

- Reduced delays for funding recommendation endorsement
- Additional Councillor representation; recommendations may be endorsed as part of grants assessment committee meetings and then reported to Council for noting
- Established process enunciated in **Local Government Act 1989**

An expression of interest process was undertaken in January 2018 to identify Councillors and community members who will be on the Grants Assessment Special Committee. A report will be presented at the March 6 Council strategic briefing with the recommended panel member names for endorsement.
The first meeting of the Grants Assessment Special Committee was held on 7 May 2018. Following this meeting, minor amendments to the Terms of Reference may be required to ensure a meeting quorum can be reliably achieved in any meeting cycle.

**Recommendation 16:**

a) As per Council resolution March 2017 and pursuant to Section 86 of the Local Government Act 1989, continue to implement a Grants Assessment Special Committee of Council to make funding decisions on Community Grants (Biannual).

b) Note Recommendation #13c above, to update the Grants Assessment Committee charter to include assessment of Partnership Grants, as well as minor changes to meeting quorum provisions.

**Eligibility**

**Evaluation Question:** Can there be provisions in place for staff and Councillors who are also members of community groups to apply for grants?

**Staff and Councillor Applications**

**Current position**

The perceived conflict of interest and advantage Council staff may have if applying for Council grants has been raised as a concern throughout the program. Councillors have previously agreed that staff applications should be considered ineligible and the Community Funding Guidelines were amended from Round 1, 2016/17 to reflect this.

The rationale for this decision was that grants funded where staff hold formal office bearing positions in community groups or organisations may be reasonably perceived as an unfair advantage and to constitute a conflict between public and private interest.

Since this was enacted from Round 1, 2016/17 a number of staff have applied for grants or enquired about applying on behalf of their community groups. Whilst there is potential to have an advantage as a staff member, this places groups who have Council staff involved at a disadvantage and those staff in a difficult position and feeling a sense of responsibility for group’s ineligibility.

**Council benchmarking**

As part of the Grants evaluation (December 2017) Council contacted members of the Melbourne Western Region Grants Network (comprising grants officers from Hobsons Bay, Brimbank, Maribyrnong, Melbourne, Melton and Wyndham) for advice on how they approach the issue of employees applying for grants. None of them prevent staff from applying.

The Councils advised that any risk or potential issues are managed through their respective conflict of interest policies and that allowing staff to apply for grants was seen as a legitimate right to allow them to be active in community life.

**Advice from Council’s Governance team**

Advice sought from Council’s Governance team in January 2018, noted that allowing a staff member or Councillor to apply for a community grant on behalf of a community
organisation in which they have an interest, falls clearly into the indirect interest –
conflicting duty section of the Local Government Act — Section 79.

In this instance, the Local Government Conflict of Interest Guidelines34 provide guidance as
outlined below:

- “There are particular situations when members of Council staff are required by law to
disclose conflicts of interest, including:
  - when exercising delegations (i.e. making decisions)
  - when a member of a relevant committee
  - when providing advice to Council
- Being a member of a club or other community organisation is not regarded, by itself,
as being a ground for a conflict of interest. However, you will have a conflict of
  interest:
  - if you have a conflicting duty as a board or committee member, or as an office
    bearer, employee, consultant or agent of the club or organisation,
  - if you have an indirect financial interest (for example, the decision is likely to
     alter your membership fees).”

These Guidelines should inform the following approach to manage the issue of eligibility of
community groups and organisations that have Council staff or Councillors as directors or
members, including:

- Councillors and Council staff are not permitted to directly apply for funding on behalf
  of an organisation in which they are a member or director (including having a formal
  position on the management team of the organisation or group).
- If another individual applies for the funding on behalf of the organisation, in which
  either a Councillor or staff member are a director/member, they will need to declare
  a conflict of interest which means they cannot take part in the decision making
  process to award community funds for that particular application.
- Officers or Councillors cannot provide letters of support for any applications as the
  assessment process allows for subject matter experts to comment on applications and
  provide expert advice to the Committee. In addition officers cannot provide officer
  assessment advice if they are either a Director or Member of the application
  organisation/group.
- Campaigning or soliciting Councillors, Assessment Panel Members or Council staff in
  relation to any application is prohibited and will render the application ineligible.

Religious and political groups

Recent assessment processes have raised issues as to whether religious and political groups
should be able to apply. The current guidelines relating to Community Funding eligibility

34 Conflict of Interest: A Guide for Councillors, October 2012, accessed at:
<https://www.localgovernment.vic.gov.au/__data/assets/pdf_file/0015/47440/2012-Conflict-of-Interest-

4 Conflict of Interest: A Guide for Council staff, October 2011, accessed at:
Staff-Oct-2011.pdf>
state that: “Projects promoting religious or party political views for the purpose of membership” are not eligible (page 4). This does not preclude religious or political parties applying for projects which are in line with Community Funding objectives. Whilst there have been negligible applications from political parties, religious groups have made applications often which have provided community benefit to the wider community (such as opening up church facilities to the wider public etc).

**Recommendation 17:**
Implement the following guidelines to manage the issue of eligibility of community groups and organisations which have Council staff or Councillors as members:

- Councillors and Council staff are not permitted to directly apply for funding on behalf of their organisation.
- If somebody else applied for the funding on behalf of the organisation, in which they are a Director/Member, Councillors and Council staff will need to declare a conflict of interest which means they cannot take part in the decision making process to award community funds.
- Councillors and Council staff cannot provide letters of support for applications as the assessment process allows for subject matter experts to comment on applications and provide expert advice to the Committee.
- Campaigning or soliciting Councillors, Assessment Panel Members or Council staff in relation to any application is prohibited and will render the application ineligible.

**Recommendation 18:**
Maintain the current approach in Council’s Community Funding guidelines in which religious and political groups are:

- eligible to apply for initiatives which meet the funding objectives.
- ineligible to apply for initiatives which promote religious or party political views for the purpose of membership.

**Public and Products Liability Insurance (PLI) requirement for community groups**

**Evaluation Question:** Should Public and Products Liability Insurance (PLI) be a requirement for community groups?

Some feedback has been provided by a small number of community groups that Public Liability Insurance (PLI) is unaffordable for them and as a result prohibits them from applying for funding under the Moonee Valley Grants Program.

An analysis of community funding programs across other Melbourne based councils highlights a majority of Councils require grantees to hold PLI, with only one out of the ten surveyed councils (Hume) not requiring PLI.

**Table 11: Public Liability benchmarking across Councils**

<table>
<thead>
<tr>
<th>Council</th>
<th>Requires PLI</th>
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<tbody>
<tr>
<td>City of Yarra</td>
<td>Yes</td>
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</tbody>
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<table>
<thead>
<tr>
<th>City of Melbourne</th>
<th>Yes</th>
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<tr>
<td>City of Port Phillip</td>
<td>Yes</td>
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<tr>
<td>Hume City Council</td>
<td>No</td>
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<td>City of Casey</td>
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<td>Maribyrnong City Council</td>
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<td>Brimbank City Council</td>
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<td>Manningham City Council</td>
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<td>Knox City Council</td>
<td>Yes</td>
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<tr>
<td>Moreland City Council</td>
<td>Yes</td>
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Advice from Council’s Risk Management team for this Review included:

- That under most circumstances Council should require Moonee Valley Grant Program recipients to hold and maintain PLI to protect Council and grantees against legal liabilities for third party injury and/or damage to property caused by an occurrence in connection with the applicant’s activity under the Program.
- The need to protect Council against certain risks (particularly for grant recipient activities associated with a higher risk category) was identified as taking priority over the issue of some applicants being unable to afford PLI.
- No support for removing the PLI requirement from the Grant Guidelines.

To identify the type of activities Council needs to be protected against and to provide applicants with further clarity on when PLI is required, Council’s Risk Management team (working in conjunction with the Social Planning and Wellbeing team) developed a set of PLI guidelines. The new PLI guidelines have been incorporated into the current Grant Guidelines and includes:

- Groups currently not having PLI being able to apply for Grants, can now apply without insurance, but with the condition that if it is successful insurance is purchased before the agreement is signed or if the project is low risk.
- Where this is unclear, Council’s Risk Management team can undertake an assessment to determine PLI requirements.
- Applicants can also include the cost of purchasing PLI as part of their grant application.

Upon further consideration as part of the Community Funding Review, it is recommended to maintain the current position to allow groups to apply without insurance, but with the condition that if it is successful insurance is purchased before the agreement is signed. If the project is low risk, Council’s Risk Management team can undertake an assessment to determine PLI requirements.
Options for applicants not currently holding Public Liability Insurance:

- The project may not require Public Liability insurance if the activity is deemed low risk following as assessment form Council’s Risk Management (detailed in Appendix A of the Community Funding Guidelines)
- If the grant activity is held within a Council venue, options to use venue insurance or Community Liability Pack at discounted rates
- Include the cost of the Public Liability Insurance for a specific project or event within the grant budget (not applicable to ongoing operational costs)
- Grant application may be submitted without current Public Liability Insurance, and is purchased once the grant outcome is successful conditional on current insurance for funding
- Engage an organisation to act as an auspice for the project and provide insurance coverage

The Guidelines and all grant applications forms will be updated to clearly articulate these options and officers will provide support to applicants to meet these requirements.

**Recommendation 19:**
Maintain the current position in relation to PLI requirements to encourage groups to have adequate insurance for their ongoing operations in their best interest, but to allow for individual assessments of activities to determine requirements for PLI. If PLI is required, encourage applicants to include the cost of PLI in their applications.

**Community group incorporation**

**Evaluation Question:** Is the requirement for all groups to be incorporated prohibitive?

The current Moonee Valley Community Grants program requires all community groups and organisations applying for funding to be incorporated or hold another legal entity status. If a group is not incorporated, they may apply through an auspice organisation (who are incorporated).

Applicants and Councillors have raised this issue about legal requirement of applicants to be incorporated and whether this requirement could be removed.

An analysis of community funding programs across other Melbourne based councils (as detailed below) highlighted that it is standard practice in local government to require grantees to be incorporated. All of the ten surveyed councils require applicants to be incorporated (as their own entity or through an auspice organisation).
Table 12: Incorporation benchmarking across Councils

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<thead>
<tr>
<th>Council</th>
<th>Requires Incorporation or Auspice</th>
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<tr>
<td>City of Yarra</td>
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<td>City of Melbourne</td>
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<td>City of Port Phillip</td>
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<td>Moreland City Council</td>
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Advice from the Council Risk Management team determines following standard Council community grants practice and require applicants to be incorporated is preferred. The rationale being:

- **Risk Protection for the applicant** – if there are any issues with the project or activity, then an unincorporated association has little protection, and the board members can be sued as individuals. Council should be highlighting this risk to applicants who may not be aware of this.

- **Risk Protection for Council** – entering into a grant agreement with an incorporated association means Council is entering into an agreement with a legal entity, which provides a greater level of protection for Council. Also not having a legal entity with which to enter into a contract can cause issues as Board members change over time.

- **Incorporated Associations are in most cases better organised and run** – Generally organisations that have undertaken the requirements of Incorporation have demonstrated the commitment to undertake good governance processes, which will positively impact on their ability to manage and deliver on their grant agreement with Council.

Incorporation is not an onerous task and is inexpensive. In addition, Council also currently has in place measures to encourage and help unincorporated groups to become incorporated. Currently unincorporated groups can apply for a one-off Responsive Grant under the current Moonee Valley Grants program to assist with the costs of incorporation or
seek an auspice. Council officers can also assist grant applicants to find relevant auspice options in the local community.

Upon further consideration of the issue as part of the Community Funding Review, it is recommended to maintain the current position to require grantees to be incorporated.

**Recommendation 20:**
Maintain the current position of requiring applicants to be incorporated or to seek the use of an auspice organisation to support the project.

**Community Funding Budget**
Council is often unable to meet community demand for the provision of funding to support project activities and local service provision. As demonstrated throughout this Review, community funding rounds are highly competitive and programs often oversubscribed. The graph below (Figure 4) illustrates the ongoing interest for Community Grants (biennial) rounds for the period 2015-2018.

![Funding requested vs allocated](chart)

**Figure 4: Community Grants (Biennial) program funding requested vs funding allocated**

The demand on Council for community funding is anticipated to continue, and potentially increase within the highly competitive external funding sector. A number of issues will need to be addressed moving forward regarding the community funding budget.

Further work should occur within the annual budget process for the potential establishment of a separate budget allocations in the Partnership Grants for 2019/20 and beyond and to determine future Program budget allocations. Including an upfront allocation will provide greater clarity for Councillor in the annual budget deliberation process and greater clarity for potential partnership applicants.
Recommendation 21:
Undertake further work to determine the Community Funding Program budget allocation in future annual budget deliberation processes.

Proposed Revised Community Funding Program Streams

The proposed Program changes aim to increase clarity of purpose, improve the assessment process, meet gaps in local service provision and assist Council to achieve its strategic objectives. Figures 5 and 6 below outline the proposed Program funding streams, sub streams and proposed budget allocations for the revised Program.

Figure 5: Proposed Community Funding Program streams
Figure 6: Proposed Community Funding Program streams, sub-streams and budget allocations

Conclusion

The scope and contents of this Review were informed and guided by ongoing feedback received from Councillors, community members (grant applicants and community assessment panel members) and Council officers. A total of twenty one recommendations are proposed for Council’s consideration and endorsement to improve the effectiveness and responsiveness of Council’s future Community Funding Program.
APPENDIX A - 2014/15 MVCC GRANT PROGRAMS REVIEW

At its Ordinary Meeting of 25 March 2014, Council resolved for the Chief Executive to review the operation of Council’s grant programs and provide advice on consolidation of these programs for 2014/15.

The subsequent 2014/15 review included:

- An analysis of distribution of grants and other forms of financial support,
- Review of the grant categories offered and
- Alignment of Moonee Valley’s grants administrative processes with best practice.

The review found that during the 2014/15 financial year Council provided over one million dollars of support to the community through multiple arrangements and funding mechanisms. These multiple arrangements were not governed by any overarching policy position or consistent guidelines and processes. A summary of key issues identified as part of the 2014/15 review are summarised in Appendix A. Key issues identified:

- Not all arrangements were documented and those that were documented were using a variety of templates;
- There was no consistent understanding of what donations, sponsorships, subsidy and fee waivers mean;
- There was no central repository of information for the various arrangements, unlike the Community Grants program that utilised SmartyGrants;
- Organisations could have multiple arrangements without departments being aware of these;
- There was no clear policy guiding the provision of venue fee waiver;
- Despite multiple requests for information, not all arrangements were disclosed.
- There were many long standing arrangements with no historical documentation available to understand the purpose and scope of agreement. These arrangements have continued and in some cases expanded with no review;
- Lack of clarity of who is responsible for developing arrangements and then managing the resulting relationship;
- Reporting data was not shared across the organisation.
APPENDIX B - COMMUNITY FINANCIAL SUPPORT POLICY 2016

<table>
<thead>
<tr>
<th>POLICY TITLE</th>
<th>Community Financial Support Policy</th>
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<td>POLICY TYPE</td>
<td>Council</td>
</tr>
<tr>
<td>DIRECTORATE</td>
<td>Planning and Development</td>
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</table>

1. Background
Moonee Valley City Council recognises the important contribution that community organisations, groups, and local businesses make to the social, cultural, economic, and environmental wellbeing of our local community.

Council appreciates that at times, these bodies seek partnership and or require financial support from Council to enable a better response to local needs.

The development and implementation of a governing policy position, defines Council’s role in providing financial support and provides principles in ensuring accountability in providing a consistent, transparent and equitable decision making approach in considering community financial support.

2. Purpose
The Community Financial Support Policy provides a framework that ensures a planned, consistent, sustainable, transparent and equitable approach to the consideration and provision of financial resources, to support the Moonee Valley Community to be a strong, healthy, resilient and vibrant city.

3. Scope
This policy relates to all areas of Council involved in the promotion, management and a assessment of financial or in-kind community support.

This policy governs;

- Provision of grants
- Provision of support to subsidise programs and services delivered by local Community Service Organisations for the Moonee Valley community
- Provision of sponsorship arrangements
- Provision of donations, including requests for support to local fund raising activities

Out of scope:

- The process for the discount or waiver of fees and charges in the access of Council’s community facilities.
- Receipt of sponsorships, grants and funding received by council from other levels of government, corporate partners and philanthropic trusts used to deliver council core business.
- Provision of gifts as part of recognition of individual or organisation/group.
4. **Definitions**
   
   **Business**: Businesses or Sole Traders located, operating or intending to start in the City of Moonee Valley with an Australian Business Number (ABN).
   
   **Community Organisations**: Not for profit organisations that provide services and programs to support the functioning of individuals, families and groups to maximise their potential and enhance community wellbeing (Australian Council of Social Service 2009).
   
   **Groups**: Not for profit collectives of individuals that encompass a wide range of activities, programs and services aimed at improving people’s quality of life. Groups can be either formal with some structure, rules or legal entity or informal association.
   
   **Council**: Moonee Valley City Council.
   
   **Donation**: Voluntary contribution to a non-related charitable, public purpose/cause or not for profit organisation, without any material benefit or advantage being received by Council (typically without any reporting conditions or contractual obligations).
   
   **Grant**: Competitively applied for conditional sum of funds provided to a recipient for an agreed specified purpose with agreement that there will be a defined outcome that directly benefits the community.
   
   **Local**: Community organisations and groups either located within the municipality or providing services or programs within the municipality that are accessible for Moonee Valley residents.
   
   **Partnership**: Relationship between parties that is characterised by mutual cooperation and responsibility for the achievement of a shared specific purpose.
   
   **Sponsorship**: A transaction in which a sponsor provides a contribution of money or in-kind in exchange for a transparent and reciprocal benefit, but not necessarily equal to the value of the sponsorship.
   
   **Subsidy**: Provision of financial or non-financial resources to an external organisation who without funding would be unable to establish themselves or programs in the local area.
   
   **Vouchers**: Refers to the provision of non-transferable vouchers for a pre-determined financial value to be redeemed at nominated Council programs, for fundraising purposes.

5. **Responsibility**

   Responsibility for development, reporting and evaluation of this policy and its associated guidelines, is accommodated within the Planning and Development Directorate. In ensuring a whole of council approach, Council and its officers are responsible for adherence to this policy.

6. **Legislation**

   Local Government Act (1989)

7. **Policy**

   **7.1 Context**

   The primary objective of Moonee Valley City Council is to endeavour to achieve positive outcomes for the local community through a long term planning approach that improves the quality of life for
community members. Council achieves this through the efficient and effective use of resources to promote social, economic and environmental viability and sustainability.

To achieve this objective, it is vital that council decision-making is transparent and accountable, ensuring high quality services and programs are delivered in an equitable and accessible manner to meet the needs of the community now and into the future (Local Government Act 1989 Section 3C).

7.2 Role of Local Government in community financial support

Traditionally local government has been seen as a key source of funding for the provision of services, programs and initiatives to community. With increasing limitations on available resources, Council maintains a longer term focus in its planning and is strategic in its decision making to ensure optimum use of resources to achieve maximum benefit and deliver high quality outcomes.

In order to deliver quality outcomes, Council works in collaboration with other levels of government, peak bodies, community organisations, local groups and individuals.

When working in partnership, Council will determine the most appropriate role for it to play to achieve the strongest possible outcome for the community. This role can be as:

- an advocate, raising issues and concerns on behalf of the Moonee Valley community independently and through peak bodies
- a planner, identifying need for services and programs and the methodology to deliver outcomes
- a provider, delivering direct services, including programs and activities, for community
- a leader, coordinating and facilitating responses to community need
- a funding body, providing financial and non-financial resources to external bodies.

7.3 Moonee Valley City Council’s strategic direction

Council’s direction is guided by its long term vision “that in 2035 Moonee Valley will be a city of clean, green and beautiful, vibrant, diverse and sustainable communities that people experience as friendly and safe to live in” (Moonee Valley Next Generation 2035).

In order to achieve this community vision, each new Council develops a Council Plan that identifies the strategic objectives and priorities to work towards this long term goal. Any community financial support initiatives funded by Council must align and or deliver this Plan, as well as other Council adopted plans and strategies.

7.4 Guiding Principles

In providing financial support for community organisations and groups, Council aims to:

- Foster and strengthen community involvement and participation
- Promote organisations and projects to be accessible and socially inclusive
- Support and encourage partnerships that promote collaboration and innovation
- Promote social, cultural, economic and environmental wellbeing and sustainability
- Provide opportunities for the community to identify and respond to local and emerging needs, concerns and priorities that link with Council’s strategic priorities.
- Support and promote the principles of the Victorian Charter of Human Rights and Responsibilities Act 2006.
7.5 Foundation for decision making

Underpinning the delivery of all Council programs and services are the principles of equity and access. As directed in Moonee Valley's Diversity, Access and Equity Policy, Council aims to “support an inclusive city that respects the human rights of all its citizens, celebrates their diversity and promotes their participation in all aspects of community life” (Diversity, Access and Equity Policy).

The Diversity, Access and Equity Policy has adopted a human rights framework that embeds the values of inclusion, access and participation by all. Council's commitment to developing an inclusive community includes; fostering respect and celebrating diversity; promoting participation; creating accessible places and spaces; and leadership and representation. These themes form the basis for assessment and decision-making associated with the provision of financial support.

In addition, Moonee Valley City Council is committed to the use of community development principles, which provide guidance for the development of community driven responses to identified local area needs.

When assessing requests for financial support, Council will consider the request against the following, as well as funding stream specific assessment criteria:

- Council's responsibility: is this the responsibility of local government and not the responsibility of another funded agency or group, or other level of government
- Strategic: Has a strong evidence base and is aligned to Council endorsed strategic direction/s, long term plans and adopted policies
- Local Support: Provides a direct measureable outcome for the Moonee Valley community and contributes towards increasing community participation and development
- Efficiency and Effectiveness: Demonstrates best use of resources, value for money, and sustainability beyond support from Moonee Valley City Council

7.6 Provision of Support

The Community Financial Support Policy encompasses the ways that Council provides financial support to community as outlined below.

7.6.1 Community Grants Program

A request for financial support, less than $20,000, for a one-off annual project (program, activity or event) that will result in increased community participation, access to information and services, and strengthen community wellbeing, environmental sustainability and economic growth across the municipality. Requests are assessed within a competitive process for a defined annual allocation of funding.

7.6.2 Service Subsidy Program

Council is not always the best placed organisation to provide services and programs in response to the needs of the Moonee Valley community. Local community service organisations play a key role in responding to our local community and working collaboratively with Council towards achieving strategic priorities.

This subsidy responds to local and emerging needs that will promote wellbeing through the provision of accessible and socially inclusive services that are aligned to Council's strategic priorities. New requests are assessed annually for a defined allocation of funding, which is provided on a sliding scale over a nominated period of time.
Applicants will be required to demonstrate how the funding request will lead to the organisation, its operations, services or activities becoming self-sustaining.

If it is determined that Council is better placed to deliver and/or manage the service or program, a competitive procurement process will be undertaken by Council to secure the most appropriate service provider.

7.6.3 Sponsorship
Through the provision of sponsorship, Council is provided with a valuable opportunity to support community groups and organisations to respond to local and emerging needs that align with Council’s strategic priorities. In return, Council can promote its services to the community and increase brand awareness.

Establishing partnerships that are mutually beneficial to both Council and community organisations and groups will contribute towards wellbeing and strengthen community involvement and participation. Requests for sponsorship are assessed annually within a competitive process for a defined allocation of annual funding.

7.6.4 Donation
Council can provide donations in the following manner:

7.6.4.1 Through requests by community organisations and groups; Community organisations and groups can request support to assist with fundraising activities or request contribution towards local action in response to a public cause. Requests for donations or the use of funds raised as the result of donations must be used locally within the City of Moonee Valley.

7.6.4.2 Through funds raised via Council led or supported event, program and activities: Where Council initiates the provision of donations, recipient causes or organisations will be selected to ensure compliance with funding guidelines and align with commitments outlined in Council’s strategic directions, and endorsed policy positions and plans.

In addition, Council can assist not for profit local community groups located within the municipality with their fund raising efforts through the provision of non-transferable vouchers to a select range of council services.

Requests for donations, including requests for vouchers, are assessed for a defined one-off annual allocation.

Each of these funding streams is governed by their own Guidelines which determine eligibility and assessment criteria. These Guidelines will be reviewed on a biennial basis and updated accordingly.

8. Consultation
Development of this policy was influenced by information gathered through previous community consultation and reviewing existing and new requests for support. Through ongoing officer engagement with community seeking partnership of funding support, continuous identification of issues of importance have been identified as well as potential responses by Council and community.

9. Related Documents

Essential
• Moonee Valley Grants and Community Financial Support Guidelines
• Operational process and procedures

General
• Moonee Valley Next Generation 2035 Community Vision
• Moonee Valley Council Plan
• Moonee Valley Diversity, Access and Equity Policy
• Moonee Valley Procurement Policy
• Moonee Valley Sponsorship Policy
# APPENDIX C – DATES OF RECOGNITION CALENDAR (2018)

<table>
<thead>
<tr>
<th>Month</th>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>Australia Day</td>
<td>26 January</td>
</tr>
<tr>
<td>February</td>
<td>Lunar New Year (Chinese New Year)</td>
<td>16 February</td>
</tr>
<tr>
<td>March</td>
<td>International Women’s Day</td>
<td>8 March</td>
</tr>
<tr>
<td></td>
<td>Cultural Diversity Week</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Harmony Day</td>
<td>18 – 25 March</td>
</tr>
<tr>
<td></td>
<td></td>
<td>21 March</td>
</tr>
<tr>
<td>April</td>
<td>Easter</td>
<td>1 April</td>
</tr>
<tr>
<td></td>
<td>Victorian Youth Week</td>
<td>13 – 22 April</td>
</tr>
<tr>
<td>May</td>
<td>Ramadan (Iftar Dinner)</td>
<td>16 May – 15 June</td>
</tr>
<tr>
<td></td>
<td>International Day Against Homophobia, Transphobia and Biphobia (IDAHOBIT)</td>
<td>17 May</td>
</tr>
<tr>
<td></td>
<td>National Reconciliation Week</td>
<td>27 May – 3 June</td>
</tr>
<tr>
<td>June</td>
<td>World Environment Day</td>
<td>5 June</td>
</tr>
<tr>
<td>July</td>
<td>NAIDOC Week</td>
<td>8 – 15 July</td>
</tr>
<tr>
<td>August</td>
<td>Eid – Al – Adha</td>
<td>22 Aug</td>
</tr>
<tr>
<td>November</td>
<td>Diwali – Festival of Lights</td>
<td>17 November</td>
</tr>
<tr>
<td></td>
<td>International Day for the Elimination of Violence Against Women (White Ribbon Day)</td>
<td>25 November</td>
</tr>
<tr>
<td></td>
<td>16 Days of Activism</td>
<td>25 Nov - 10 December</td>
</tr>
<tr>
<td>December</td>
<td>International Day of People with a Disability</td>
<td>3 December</td>
</tr>
<tr>
<td></td>
<td>Christmas</td>
<td>25 December</td>
</tr>
</tbody>
</table>
Moonee Valley City Council

Review of Compliance with the Community Financial Support Policy

August 2017
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Detailed Observations/Improvement Opportunities 6
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Disclaimer

Inherent limitation – the nature of an audit is influenced by factors such as the use of professional judgement, selective testing, the inherent limitations of internal control, and the availability of persuasive rather than conclusive evidence.

Third party reliance

Other than our responsibility to Moonee Valley City Council, neither HLB Mann Judd (VIC) Pty Ltd nor any member or employee of HLB Mann Judd (VIC) Pty Ltd undertakes responsibility arising in any way from reliance placed by a third party on this report. Any reliance placed is that party’s sole responsibility.

Our report is for the sole use of Moonee Valley City Council and is not to be used by any other person for any other purpose and may not be distributed, duplicated, quoted, referred to, in whole or in part, without our prior written consent.
Executive Summary

Introduction

Moonee Valley City Council ("MVCC" or "the Council") recognises:

- the importance of contributions that community organisations, groups and local business make to the social, cultural, economic and environmental wellbeing of the local community; and

- at times, these bodies seek to partner with the Council and/or require financial support from the Council to assist them better respond to local needs.

The development and implementation of a clear policy in respect of the Council’s role in providing financial support to these bodies is essential, to ensure a consistent, transparent and equitable decision making approach. To this end, Council adopted a Community Financial Support Policy at its meeting of 26 April 2017. As part of this engagement, HLB Mann Judd has undertaken a review of compliance with the adopted Community Financial Support Policy. The primary objectives of this engagement were to:

- Review progress made to date to implement the Community Financial Support Policy ("the Policy");

- Determine compliance with the Policy; and

- Provide a report detailing improvement opportunities and recommendations to improve compliance and implementation of the Policy.

Background

The Community Funding Program is based on Council’s Community Financial Support Policy, which provides a framework to ensure a planned, consistent, sustainable, transparent and equitable approach to the consideration and provision of financial resources. Council currently distributes funding through a number of avenues as outlined below.
Community Funding

Application and assessment process for all available funding streams of the Community Funding Program:

<table>
<thead>
<tr>
<th>Funding stream</th>
<th>Funding amount</th>
<th>Duration</th>
<th>Round frequency</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsive Grants</td>
<td>up to $1,000</td>
<td>up to 12 months</td>
<td>Monthly</td>
<td>Supports projects and activities in two categories: 1. Emerging and unforeseen urgent needs of community groups; or 2. Individual participation in elite sports, arts &amp; educational activities.</td>
</tr>
<tr>
<td>Biannual Grants</td>
<td>up to $20,000</td>
<td>up to 12 months</td>
<td>Biannually</td>
<td>Funding projects and activities of up to 12 months that increase community participation and strengthen wellbeing and economic growth across the city. Community organisations, businesses and individuals may apply.</td>
</tr>
<tr>
<td>Voucher</td>
<td>1 voucher per 12 months</td>
<td>up to 12 months</td>
<td>Ongoing</td>
<td>Vouchers are available to support fundraising efforts of local groups. Vouchers are either full hire of Essendon Traffic School or complimentary tickets to the Clocktower Centre.</td>
</tr>
<tr>
<td>Donation</td>
<td>Negotiable</td>
<td>up to 12 months</td>
<td>Monthly</td>
<td>Donations may be provided to local groups and organisations to support fundraising or contribute towards local activities. Donations are given without anything expected in return.</td>
</tr>
<tr>
<td>Sponsorship</td>
<td>Negotiable</td>
<td>up to 12 months</td>
<td>Annually</td>
<td>Establishing partnerships that are mutually beneficial to both Council and community organisations.</td>
</tr>
<tr>
<td>Community Service Subsidy</td>
<td>Negotiable</td>
<td>up to 5 years</td>
<td>Annually</td>
<td>Funding for local community organisations to provide identified services in the Moonee Valley area. Funding is available for services provided up to 5 years.</td>
</tr>
</tbody>
</table>

Community Funding Provided

Council funding is provided across the following Community Funding streams:

<table>
<thead>
<tr>
<th>Funding Stream</th>
<th>Budget</th>
<th>Total amount provided</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsive Grants</td>
<td>Funding $40,000 per annum (Managed by Community Planning)</td>
<td>$24,626 in 2016/17</td>
</tr>
<tr>
<td>Biannual Grants</td>
<td>Funding $388,000 per annum (Managed by Community Planning)</td>
<td>$350,450 in 2016/17</td>
</tr>
<tr>
<td>Voucher</td>
<td>Funding $3,000 per annum (Managed by Community Planning)</td>
<td>11 MVCC vouchers in 2016/17</td>
</tr>
<tr>
<td>Donation</td>
<td></td>
<td>$1,870 in 2016/17</td>
</tr>
<tr>
<td>Sponsorship</td>
<td>Decentralised departmental operational budget</td>
<td>Nil</td>
</tr>
<tr>
<td>Service Subsidy</td>
<td>Decentralised departmental operational budget</td>
<td>$39,500 for 2017/18</td>
</tr>
</tbody>
</table>

Eligibility for funding:
- Not for profit groups and community organisations located in and/or providing the activity within the City of Moonee Valley municipality;
- Local businesses are eligible to apply for Biannual grants;
- Individuals are eligible to apply for Biannual and Responsive Grants;
- Eligible applicants that have fully acquitted previous funding applications and have no outstanding debts or financial disputes with the City of Moonee Valley; and
- Applicants whose values are consistent with Council’s views that value and promote diversity, tolerance and an inclusive community, as outlined in Moonee Valley’s Diversity, Access and Equity policy.
Service Planning

Funding provided to community organisations that is identified through Council service planning processes does not fall within the Community Funding Program. Departments procure services through a range of mechanisms which typically use Council’s procurement processes. This process functions as a form of social procurement and enables organisations to be self-sustaining and less reliant on Council grants and irregular funding. Funding community organisations through service planning is not specifically aligned with any Council policies (e.g. Procurement Policy).

Budget Submissions (LGA Section 223)

As outlined in Section 223 of the Victorian Local Government Act, Council may receive requests for financial support via the public budget submission process. These requests are assessed annually in alignment with budget processes.

Fundraising donations

Council has developed a process for the provision of donations, to guide the provision of providing donations to local charities raised by Council fundraising efforts. A review of these procedures is due to be included in the Grants Review which is due to go to Council in late 2017.

Council Resolutions

A select number of organisations, including local neighbourhood houses, have received ongoing funding for general operating costs through resolutions of Council.
Positive Aspects

The following positive business practices were noted in regards to compliance and implementation of the Policy:

- The Community Financial Support Policy was endorsed by Council in April 2016. The policy provides a framework to ensure that there is a planned, consistent, sustainable, transparent and equitable approach to the consideration and provision of financial resources. The primary objective of the policy is to support the Moonee Valley Community, and be strong, healthy, resilient and vibrant city;

- The Moonee Valley Community Funding Program FY2016/17 Guidelines are available to the public on the Council’s website. Detailed internal guidelines are also available to staff on the Council’s intranet (i.e. Edna);

- Training was provided to staff members who are involved in the Community Funding Program. A summary of internal processes and a list of frequently asked questions were also provided to staff for easy reference. A page on Council’s internal intranet with resources to support all relevant staff roll-out and get information about the new Policy and implementation guidelines has also been established;

- The Smarty Grants System is in place and used for submission of all Community Funding Program applications;

- As part of the initial implementation (starting from July 2016), Council officers undertook an internal investigation to review the list of existing recipients of community financial support in conjunction with the respective departments. This process was undertaken to ensure that community financial support arrangements were no longer simply rolled over to the next year and all applications are assessed based on the Community Funding Program requirements;

- Previously, departments liaised with external organisations to provide them with community financial support (which resulted in a range of different funding approaches and arrangements across Council). Since adoption of the new Policy and implementation of the associated guidelines, there has been considerable improvement in consistency across the organisation. This includes:

  - A central administrative function has been established to receive applications and single line of sight across the Council;
  - What organisations are being funded and under which funding stream;
  - Use of consistent funding agreements across Council
  - Individual departments retaining the responsibility of assessing and recommending the community financial support to be provided in their areas; and

- Our sample testing noted that the community financial support applications were adequately approved and complied with the Community Financial Support Policy.
Summary of Key Observations/Improvement Opportunities

The key objectives and observations/improvement opportunities regarding this engagement are outlined below:

<table>
<thead>
<tr>
<th>Audit Objectives</th>
<th>Related Observations/Improvement Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>■ Determine compliance with the Policy; and</td>
<td>2. Processes surrounding the Service Subsidy and Service Planning streams should be clarified, simplified and aligned. Moving forward Council should investigate funding for community groups to meet identified community needs being funded from a single ‘Partnership’ stream (rather than in Service Subsidy and Service Planning streams).</td>
</tr>
<tr>
<td>■ Provide a report detailing improvement opportunities and recommendations to</td>
<td>3. Where departments require goods or services which could be met by local community organisation (for example, a brass band for an ANZAC Day ceremony), then this good or service should be sourced using Council’s procurement policy (rather than a funding agreement).</td>
</tr>
<tr>
<td>improve compliance and implementation of the Policy.</td>
<td>4. No take up for the Sponsorship Funding Stream in FY20/21/17. The Sponsorship Funding Stream can be subsumed under Biannual Grants.</td>
</tr>
<tr>
<td></td>
<td>5. Approval process for Responsive Grants, Vouchers and Donations can be streamlined to improve efficiency and effectiveness.</td>
</tr>
</tbody>
</table>

Overall Conclusion

Based on the results of the review, we are of the view that the Council has made considerable progress in implementing the Community Financial Support Policy.

The key improvement opportunities identified were in relation to:

- The processes surrounding the Service Subsidy;
- Consider aligning the provision of funding for community services identified through Service Planning with procurement policies and where applicable, encourage officers to obtain the service of community groups to promote sustainability of the community groups and build their capacity; and
- Consider reviewing and amending approval process of fundraising activities and associated donations.
## Detailed Observations/Improvement Opportunities

<table>
<thead>
<tr>
<th>Improvement Opportunity</th>
<th>Key Observation/s</th>
<th>Recommended Action</th>
<th>Management Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Processes surrounding the Service Subsidy should be clarified and streamlined</td>
<td>Service Subsidy funding is to assist local community organisations to provide services that have been identified as needed in the municipality. Council is not always the best placed organisation to provide services and programs in response to the needs of the Moonee Valley Community. Local community service organisations play a key role in responding to the local community and working collaboratively with Council towards achieving strategic priorities. This subsidy responds to local and emerging needs that will promote wellbeing through the provision of accessible and socially inclusive services that are aligned to Council’s strategic priorities. New requests are assessed annually for a defined allocation of funding, which is provided on a sliding scale over a nominated period of time. All assessments are subject to consideration of available funding. Applications for Service Subsidy undergo the following assessment process: • Eligibility check is undertaken by Council Officers. Applicants that do not meet the eligibility criteria will not be presented for further assessment. • Council Officers from the relevant service area will assess the eligible applications based on the assessment criteria. • Recommendations are presented as part of the annual Moonee Valley City Council budget process. • Is advertised annually in Aug/Sept each year</td>
<td><strong>Recommended Action:</strong> We recommend that MVCC’s management should: 1. Consider consolidating Service Subsidy amount for greater clarity; 2. Ensure that allocation of multi-year funding (service subsidy/service planning funding) is aligned to Council plan terms (i.e. 3 or 4 years); 3. As an option, consider setting up an internal panel made up of selected managers, to ensure that the recommendations presented to the Council are properly evaluated, given that higher amounts of financial support is provided to the community groups via the Service Subsidy/Service Planning funding, followed by a separate briefing to Council on the assessment and recommendations prior to the annual budget process; and 4. Consider joining the renaming the Service Subsidy and Service Planning streams into a single Partnership Grants stream.</td>
<td><strong>Management Action:</strong> <strong>Recommendation 1 - 4:</strong> Management Agrees Include recommendations in Community Funding Evaluation report Responsibility: Kate McEwen, Acting Director Planning &amp; Development (Community and City Planning, Leisure) Timeframe: November 2017</td>
</tr>
<tr>
<td>Improvement Opportunity</td>
<td>Key Observation/s</td>
<td>Recommended Action</td>
<td>Management Response</td>
</tr>
<tr>
<td>--------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
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</tbody>
</table>
| Service Planning, similar to the Service Subsidy, is also in place and is not part of the formal Community Financial Support Policy framework. Through Service Planning, Council provides funding to deliver services. The funding source is from the operational budget of the relevant department and is not advertised. | Service Planning funding includes:  
- National Breast Cancer Breakfast (Pink Ribbon): $10,000 per year (3 years of funding committed).                                                                                                                                                                                                                         |                     |                      |
| Improvement Opportunity: | Our review noted that:  
- There was no clarity around the final amount of Service Subsidy provided to the community groups because it is presented in the Council for approval, as part of the individual department's operational budget.  
We understand that the Council has also requested for the Service Subsidy amount to be presented as one budget item.  
- The sliding scale for the Service Subsidy was not built into the application form and not initially presented as part of funding recommendations. Service subsidy funding recipients have only been funded for one year and so a sliding scale is not applicable.  
- The Service Subsidy assessment process is completed by the Council Officer from the relevant service area. There is no independent review of the assessment made by the Council Officer or the recommendations presented to the Council are not discussed in detail by the Executives, before they are submitted to the Council for approval.  
- The Service Subsidy and Service Planning streams are similar.                                                                 |                     |                      |
<table>
<thead>
<tr>
<th>Improvement Opportunity</th>
<th>Key Observation/s</th>
<th>Recommended Action</th>
<th>Management Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Where departments require goods or services which could be met by local community organisations (for example, a brass braid for an ANZAC Day ceremony), then this good or service should be secured using Council's procurement policy (rather than a funding agreement).</td>
<td>Standard/Criteria: Service Planning, similar to the Service Subsidy, is also in place and is not part of the formal Community Financial Support Policy framework. Through Service Planning, Council provides funding to deliver services. The funding source is from the operational budget of the relevant department and is not advertised. <strong>Improvement Opportunity:</strong> Our review noted that: • Funding for community organisations to deliver services identified through Council service planning does not fall within the Community Funding program. Our discussion with Council officers noted that funding for community services identified through department service plans should be aligned to Council's procurement processes as third-party contractors or as a 'Partnership' grant. • The Council's Procurement Policy June 2016 (policy to be updated in 2017) states that the Council integrates Corporate Social Responsibility into its organisational policies and practices through social procurement, sustainability, diversity and Community Partnerships. The Council promotes equality through procurement to improve competition, value for money, the quality of public services, satisfaction among users and community relations. A greater understanding of Social Procurement processes would allow Council to assist local community organisation to become self-sustaining and less reliant on intermittent funding such as Council grants.</td>
<td><strong>Recommended Action:</strong> We recommend that MVCC's management should: 5. Consider aligning the contracting of community services identified through service planning with Council's procurement policies stream and 6. Where applicable, encourage the Council officers to obtain the service of the community groups through the procurement process. This will promote sustainability of the community groups and build their capability.</td>
<td><strong>Management Action:</strong> Recommendation 5 &amp; 6: Management Agrees to include recommendations in Community Funding Evaluation report. <strong>Responsibility:</strong> Kate McCaughy, Acting Director Planning &amp; Development (Community and City Planning, Leisure) <strong>Timeframe:</strong> November 2017</td>
</tr>
<tr>
<td>3. Not take up of the Sponsorship</td>
<td>Standard/Criteria: Council may provide financial resources to community organisations and groups to either assist them to host an event, activity or program for the community.</td>
<td><strong>Recommended Action:</strong> We recommend that MVCC's management should:</td>
<td><strong>Management Action:</strong> Recommendation 7 &amp; 8:</td>
</tr>
<tr>
<td>Improvement Opportunity</td>
<td>Key Observation/s</td>
<td>Recommended Action</td>
<td>Management Response</td>
</tr>
<tr>
<td>--------------------------</td>
<td>-------------------</td>
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<td>---------------------</td>
</tr>
<tr>
<td>Funding Stream in FY20/21/17. The Sponsorship Funding Stream can be subsumed under Bi-annual Grants.</td>
<td>Council may have identified that by providing sponsorship, Council can promote its services in the community and increase brand awareness. Sponsorship can be financial or in-kind. Applications for Sponsorship undergo the following assessment process:</td>
<td>7. Consider combining elements of the Sponsorship Funding Stream (such as in-kind support) into the Bi-annual Grants Funding Stream and update the relevant policies and procedures for implementation in FY2018/19 and</td>
<td>Management Agrees Include recommendations in Community Funding Evaluation report</td>
</tr>
<tr>
<td></td>
<td>Eligibility check is undertaken by Council Officers. Applicants that do not meet the eligibility criteria will not be presented for further assessment.</td>
<td>8. Communicate the revised policy to all staff and the public, and make available the policy and guidelines on the Council's website and intranet, for easy reference.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Council officers from the relevant service area will assess the eligible applications based on the assessment criteria; and</td>
<td></td>
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<tr>
<td></td>
<td>Recommendations will be presented as part of the annual MVCC budget process.</td>
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</tr>
<tr>
<td></td>
<td><strong>Improvement Opportunity:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Our review noted that:</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>There was no take up of the Sponsorship Funding Stream in FY20/21/17.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>We understand that the Sponsorship and Bi-annual Grants Funding Streams are very similar. The only difference between the two funding streams is that sponsorship induces in-kind requests, such as staff time, while Bi-annual grants don’t.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Our further discussion with management noted that the Sponsorship Funding Stream can be subsumed under Bi-annual Grants. These can be an additional section included within the Bi-annual Grants to determine if applicants need in-kind support. This would provide additional benefits of encouraging local events/festivals and clearly defining and tracking the value of in-kind support Council can provide.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4. Approval process for Respite, Grants, Vouchers

**Standard/Criteria:**

**Recommended Action:**

We recommend that MVCC’s management should:

**Management Action:**

Recommende 9:
### Improvement Opportunity

And Donations can be streamlined to improve efficiency and effectiveness.

The following funding streams, round frequency and approval processes are in place:

<table>
<thead>
<tr>
<th>Funding Streams</th>
<th>Round Frequency</th>
<th>Approval Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsive Grants</td>
<td>Monthly</td>
<td>Approval via email by Committee of Council (consisting of 3 Councillors)</td>
</tr>
<tr>
<td>Donation</td>
<td>Monthly</td>
<td>Approval by Council's Executive Management (i.e., respective department’s managers)</td>
</tr>
<tr>
<td>Voucher</td>
<td>Ongoing ad-hoc</td>
<td></td>
</tr>
</tbody>
</table>

**Improvement Opportunity:**

Our review noted that:

- Currently the responsive grants are approved electronically by the delegated Responsive Grants Committee of Council every month. However, donations and vouchers require approval of the respective department managers. For example, if there are 5 donations and vouchers in a month, it may have to go to 5 different managers for sign-off. Thus, the Community Planning Team spends a considerable time to obtain approval for donations and vouchers.

### Recommended Action

9. Consider including approval of donations and vouchers by Committee of Council with the monthly approval process of responsive grants, via one email.

### Management Response

Management Agrees

Include recommendations in Community Funding Evaluation Report

**Responsibility:**

Kate McCaughy, Acting Director Planning & Development (Community and City Planning, Leisure)

**Timeframe:**

November 2017
# Appendix A: Sample of Community Financial Support Reviewed

<table>
<thead>
<tr>
<th>No.</th>
<th>Grant Program</th>
<th>Application ID</th>
<th>Application/Submission Date</th>
<th>Applicant/Organisation Name</th>
<th>Project Title/Description</th>
<th>Total Amount Provided by the Council</th>
<th>Approved by</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Service Subsidy</td>
<td>CS10001</td>
<td>Nov 2016</td>
<td>Caroline Chisholm Society</td>
<td>Moonee Valley Early Parenting and Early Childhood Community Hub</td>
<td>$16,500</td>
<td>Approved by Council</td>
</tr>
<tr>
<td>2</td>
<td>Service Subsidy</td>
<td>CD16005</td>
<td>Apr 2017</td>
<td>Moonee Valley Toy Library</td>
<td>Moonee Valley Toy Library</td>
<td>$12,000</td>
<td>Approved by Council</td>
</tr>
<tr>
<td>3</td>
<td>Biannual Grants</td>
<td>BG116072</td>
<td>Aug 2016</td>
<td>Melbourne International Jazz Festival</td>
<td>Jazz Out West</td>
<td>$17,500</td>
<td>Approved by Council</td>
</tr>
<tr>
<td>4</td>
<td>Biannual Grants</td>
<td>BG217023</td>
<td>Mar 2017</td>
<td>Maddie Traders Association</td>
<td>Splash of Colour</td>
<td>$14,174</td>
<td>Approved by Council</td>
</tr>
<tr>
<td>5</td>
<td>Responsive Grants</td>
<td>RG1700007</td>
<td>Nov 2016</td>
<td>Ms Gabrielle Harley-Leonard</td>
<td>World Irish Dancing Championships Dublin Ireland 2017</td>
<td>$1,000</td>
<td>Approved by Committee of Council</td>
</tr>
<tr>
<td>6</td>
<td>Responsive Grants</td>
<td>RG2200005</td>
<td>Apr 2017</td>
<td>Ms Alexandra Oieni</td>
<td>Powerlifting World Championships 2017 - Belarus</td>
<td>$1,000</td>
<td>Approved by Committee of Council</td>
</tr>
<tr>
<td>7</td>
<td>Donations</td>
<td>DO001</td>
<td>Nov 2016</td>
<td>Moonee Valley Australia Day Breakfast Committee</td>
<td>Essendon North Rotary Club</td>
<td>$1,000</td>
<td>Approved by Council’s Executive</td>
</tr>
<tr>
<td>8</td>
<td>Donations</td>
<td>DO4001</td>
<td>Oct 2016</td>
<td>The Class of 1945</td>
<td>The Moonee Ponds Club Inc.</td>
<td>$270</td>
<td>Approved by Council’s Executive</td>
</tr>
<tr>
<td>9</td>
<td>Voucher</td>
<td>VO0002</td>
<td>Jul 2016</td>
<td>Keilor East Netball Club</td>
<td>Presentation Night Raffle in which we raise money to help our club</td>
<td>1 voucher – Essendon Traffic School private venue hire voucher</td>
<td>Approved by Council’s Executive</td>
</tr>
<tr>
<td>10</td>
<td>Voucher</td>
<td>VO0011</td>
<td>Sep 2016</td>
<td>St Peter’s Primary School</td>
<td>A carnival fundraiser, held every 2 years to raise funds to enhance the children’s learning environment</td>
<td>1 voucher – Clocktower Centre Theatre Gift Certificate</td>
<td>Approved by Council’s Executive</td>
</tr>
</tbody>
</table>
Appendix B: Review Approach and Procedures

The approach for this engagement is presented below:

- Held discussions with the relevant MVCC’s executives to gain an understanding of the processes planned/implemented in support of the Policy;
- Conducted a walkthrough of the associated processes;
- Obtained the details of the recent financial support provided by the Council to the Community (e.g., grants, donations, sponsorship etc.);
- Selected a sample of the financial support provided and test check to determine compliance with the Policy; and
- Provided a report detailing gaps and recommendations to improve compliance and implementation of the Policy.
Appendix C: Personnel Consulted

We would like to take this opportunity to thank the staff at Moree Valley City Council for their co-operation and assistance during the course of our engagement.

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Topic Discussed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kate McCaughey</td>
<td>Acting Director Planning &amp; Development (Community and City Planning, Leisure)</td>
<td>Audit scope and findings</td>
</tr>
<tr>
<td>Sarah Edwards</td>
<td>Acting Manager Community Planning</td>
<td>Audit scope and findings; Background of the new Community Financial Support Policy and the transition process to new policy; Municipal Profile 2016.</td>
</tr>
<tr>
<td>Damian Hogen</td>
<td>Acting Manager Finance</td>
<td>Audit scope</td>
</tr>
<tr>
<td>Nina Stanwell</td>
<td>Community Grants Officer</td>
<td>Audit scope and findings; and Supporting documentation for the 10 samples selected for testing.</td>
</tr>
</tbody>
</table>
Appendix D: Basis and Use of Report

We are engaged by Mooree Valley City Council (the client) to provide internal audit services and the scope of our activities is determined by management and reviewed by the Audit Committee.

This report has been prepared in accordance with the objectives and procedures agreed in the audit scope document and subject to the following limitations:

- Our procedures were designed to provide limited assurance which recognises that absolute assurance is rarely attainable, due to such factors as the use of judgement in gathering and evaluating evidence and forming conclusions, and the use of selective testing, and because much of the evidence available for review is persuasive rather than conclusive in nature.
- Because of the inherent limitations of any internal control structure, it is possible that errors or irregularities may occur and not be detected. Our procedures were not designed to detect all weaknesses in control procedures as they were not performed continuously throughout a specified period and any tests performed were on a sample basis.
- Any projection of the evaluation of the control procedures to future periods is subject to the risk that the systems may become inadequate because of changes in conditions, or that the degree of compliance with them may deteriorate.
- The matters raised in this report are only those which come to our attention during the course of performing our procedures and are not necessarily a comprehensive statement of all the weaknesses that exist or improvements that might be made. We cannot, in practice, examine every activity and procedure, nor can we be a substitute for management’s responsibility to maintain adequate controls over all levels of operations and their responsibility to prevent and detect irregularities, including fraud. Accordingly, management should not rely on our report to identify all weaknesses that may exist in the systems and procedures under examination, or potential instances of non-compliance that may exist.
- Recommendations for improvement should be assessed by management for their full commercial impact, before they are implemented.

This report is not to be used by any other party for any purpose nor should any other party seek to rely on the opinions, advice or any information contained within this report. In this regard, we recommend that parties seek their own independent advice. HLB Mann Judd disclaims all liability to any party other than the client for which it was prepared in respect of or in consequence of anything done, or omitted to be done, by any party in reliance, whether whole or partial, upon any information contained in this report. Any party, other than the client for which it was prepared, who chooses to rely on any way on the contents of this report, does it so at their own risk.

The information in this report and in any related oral presentation made by HLB Mann Judd is confidential between HLB Mann Judd and the client for which it was prepared and should not be disclosed, used or duplicated in whole or in part for any purpose except with the prior written consent of HLB Mann Judd. An electronic copy or print of this document is an uncontrolled copy.
Planning and Environment Act 1987
Panel Report
Moonee Valley Planning Scheme Amendment C186
Proposed Heritage Overlay - 5 Alma Street, Aberfeldie

4 June 2018
Planning and Environment Act 1987
Panel Report pursuant to section 25 of the Act
Moonee Valley Planning Scheme Amendment C186
Proposed Heritage Overlay - 5 Alma Street, Aberfeldie
4 June 2018

Cathie McRobert, Chair
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List of Abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>GRZ</td>
<td>General Residential Zone</td>
</tr>
<tr>
<td>HO</td>
<td>Heritage Overlay</td>
</tr>
<tr>
<td>Plan Melbourne</td>
<td>Plan Melbourne 2017-2050: Metropolitan Planning Strategy</td>
</tr>
<tr>
<td>FPN1</td>
<td>Planning Practice Note 1 Applying the Heritage Overlay (January 2018)</td>
</tr>
<tr>
<td>The Act</td>
<td>Planning and Environment Act 1987</td>
</tr>
<tr>
<td>The Permit Application</td>
<td>Planning permit application pMV/389/2017</td>
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</table>
# Overview

## Amendment summary

<table>
<thead>
<tr>
<th>The Amendment</th>
<th>Moonee Valley Planning Scheme Amendment C186 Proposed Heritage Overlay - 5 Alma Street, Aberfeldie</th>
</tr>
</thead>
<tbody>
<tr>
<td>Common name</td>
<td>Proposed Heritage Overlay - 5 Alma Street, Aberfeldie</td>
</tr>
<tr>
<td>Brief description</td>
<td>The Amendment proposes to apply the Heritage Overlay (HO448) to 5 Alma Street, Aberfeldie on a permanent basis.</td>
</tr>
<tr>
<td>Subject land</td>
<td>5 Alma Street, Aberfeldie (the site)</td>
</tr>
<tr>
<td>The Proponent</td>
<td>Moonee Valley City Council</td>
</tr>
<tr>
<td>Planning Authority</td>
<td>Moonee Valley City Council</td>
</tr>
<tr>
<td>Authorisation</td>
<td>17 October 2017</td>
</tr>
<tr>
<td>Exhibition</td>
<td>15 November - 14 December 2017</td>
</tr>
<tr>
<td>Submissions</td>
<td>Number of Submissions: 1 Opposed: 1 The objecting submission was from Puja Superannuation Fund Trustees Ravindra and Noella Hiremath, the owner of the site.</td>
</tr>
</tbody>
</table>

## Panel process

<table>
<thead>
<tr>
<th>The Panel</th>
<th>Cathie McRobert, Chair</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directions Hearing</td>
<td>Planning Panels Victoria, 15 March 2018</td>
</tr>
<tr>
<td>Panel Hearing</td>
<td>Moonee Ponds, 7 May 2018</td>
</tr>
<tr>
<td>Site Inspections</td>
<td>Unaccompanied, 7 May 2018</td>
</tr>
<tr>
<td>Appearances</td>
<td>Moonee Valley City Council represented by Kristin Richardson of Maddocks who called evidence from:</td>
</tr>
<tr>
<td></td>
<td>- Nigel Lewis of Context Pty Ltd in Heritage</td>
</tr>
<tr>
<td></td>
<td>Puja Superannuation Fund Trustees Ravindra and Noella Hiremath represented by John Atkins of Counsel who called evidence from:</td>
</tr>
<tr>
<td></td>
<td>- Peter Lovell of Lovell Chen in Heritage</td>
</tr>
<tr>
<td>Citation</td>
<td>Moonee Valley PSA C186 [2013] PPV</td>
</tr>
<tr>
<td>Date of this Report</td>
<td>4 June 2018</td>
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</table>
Executive summary

(I) Summary

Moonee Valley Planning Scheme Amendment C185 (the Amendment) seeks to apply the Heritage Overlay (HO448) to 5 Alma Street, Aberfeldie on a permanent basis¹.

The existing building on the site presents as an asymmetrical single-storey interwar bungalow with wide colonnaded verandah, an original fence and a double garage.

The owner of the site originally objected to proposed HO448 on the basis that the local heritage significance of the property had been overstated. The submission also noted several inaccuracies in the exhibited draft heritage citation, in particular, relating to the integrity of the garage and its contribution to the significance of the property as a whole.

During the Panel process, consultation between the expert witnesses narrowed the issues in contention. They agreed that:

- the HO should apply to the house, front garden and front fence to Alma and Beaver Streets
- reference should be made in the citation to distinguish the land to the rear from the main house area (beyond four metres south of the gutter line of the main roof) as that part of the site does not contribute to the heritage significance of the Place
- the citation should be updated to reflect further assessment and included as a reference document in the Clause 22.01 policy (although Council did not support including it as a reference document).

The issues remaining in contention related to:

- whether the HO should apply to the whole of the site
- the heritage value of the remaining rear wall of the original single garage
- the identification in the citation of the criteria the site meets to justify its inclusion in the HO.

The Panel concludes:

- The Amendment is supported by, and implements, the relevant sections of the planning policy and is consistent with the relevant Ministerial Directions and PPN1.
- The HO should apply to the whole of the site until a permit for development of the rear of the property is granted.
- The remaining northern garage wall makes a limited contribution to the heritage significance of the place. The citation should be updated to describe the changes to the garage and remove references to the garage in the statement of significance.
- While the place meets the threshold of significance for inclusion in the HO, the citation elevated its significance. References to Criterion A (historical significance), Criterion B (rarity) and the site being a landmark should be deleted from the

¹ Amendment C185 (gazetted on 25 January 2018) applied an interim heritage control to the land which will expire on 30 October 2018.
citations. The citation should be revised to state that the rear of the site and the
garage do not contribute to the significance of the place.
- It is desirable to accord the citation for the site the status of a reference document
to the Clause 22.01 policy.

(ii) Recommendations

Based on the reasons set out in this Report, the Panel recommends that Moonee Valley
Planning Scheme Amendment C186 Proposed Heritage Overlay - 5 Alma Street, Aberfeldie
be adopted as exhibited subject to the following:

1. Delete garage from the column ‘Outbuildings or fences which are not exempt
under clause 43.01.3’ in the Schedule to clause 43.01.3.

2. Update the citation for 5 Alma Street, Aberfeldie to include the following
revisions:
   a) Update the “Description & Integrity” (shown in the Appendix of this report)
   b) Delete reference to Criterion A, Criterion B and the place being a landmark,
      from the Assessment Against Criteria and in the Statement of Significance
   c) Specify that the garage and the rear of the property do not contribute to the
      significance of the place (shown in the Appendix of this report).

3. Include the updated citation for 5 Alma Street, Aberfeldie as a reference
document in the Clause 22.01 (Heritage) policy.
1 Introduction

1.1 The Amendment

The Amendment proposes to apply the Heritage Overlay (HO44B) to 5 Alma Street, Aberfeldie (the site) on a permanent basis. The exhibited Schedule to the HO does not exempt the garage and front fence to Alma and Beaver Streets from permit requirements under the overlay, however, controls relating to external paint, internal alteration or trees are not proposed.

Figure 1 Proposed HO44B 5 Alma Street, Aberfeldie (Source: Council Part B submission)

The site is located on the south-east corner of Alma and Beaver Streets. The existing building presents as an asymmetrical single-storey interwar bungalow with wide colonnaded verandah, an original fence and a double garage.

Figure 2 Street view of the site looking north from Alma Street (Source: Context Pty Ltd)  
Figure 3 The rear garden area (Source: Lovell evidence)

Figure 4 The double garage presentation to Beaver Street (Source: Lovell evidence)  
Figure 5 The altered east end wall of the original garage (Source: Lovell evidence)
The exhibited heritage citation report identifies 5 Alma Street, Aberfeldie as being significant at a local level. The statement of significance for the site in the exhibited citation is reproduced below:

**What is Significant?**

The property at 5 Alma Street, Aberfeldie, built in c.1929-30, is significant. The house is an asymmetrically designed villa, designed to address not only the principal Alma Street frontage, but also the Beaver Street frontage. The house is sited with equal setbacks from both frontages with a simple path system entered from the corner gateway under the timber pergola. The house combines an eclectic and rich combination of styles with an unusually high standard of detailing, including unpainted roughcast walls with a red brick base that extend to the window sills, repeated on the verandah baiustrade, geometric pattern leadlight windows and original fully glazed doors with vertically oriented geometric pattern with timber glazing bars. The red brick walls have clinker brick highlights. The house has a strong sense of horizontality, derived from the wide verandah and the low pitched hipped roof punctuated by the two projecting gables that terminate the return verandah.

The garden, with simple path layout and beds for annuals and minimal permanent planting, which is characteristic of interwar gardens, is significant. The original long low fence, which matches the materiality of the house but in a different configuration, is also significant. The large double garage, with gabled roof and finial designed to match the house, and the original industrial grade roller shutter doors are also significant.

Non-original alterations and additions to the house are not significant, including the replacement grey cement roof tiles. The ripple iron side fence and timber pergola are sympathetic in style but not significant.

**How is it significant?**

5 Alma Street, Aberfeldie, is of local historic, architectural and aesthetic significance to the City of Moonee Valley.

**Why is it significant?**

Historically, 5 Alma Street, Aberfeldie, is significant for the evidence it provides of key phases in the development of Aberfeldie as a suburb in the first decades of the twentieth century. Aberfeldie was first subdivided from the earlier riverside estates in 1888 but, located some distance from train and tram services, it did not develop significantly until the 1910s and 1920s. Built in c.1929-30, 5 Alma Street was, relatively, a later development in the neighbourhood (Criterion A).

---

2 Clause 22.01 of the Moonee Valley Planning Scheme defines Significant Place as:
A heritage place that has cultural heritage significance independent of its context. Significant places may also contribute to the significance of a heritage precinct. Significant places will usually have a separate citation and statement of significance.
Aesthetically, 5 Alma Street is significant as an interwar villa that exhibits many features typical of the interwar brick Bungalow style, a popular form of domestic architecture in the suburbs during the 1920s, with elements that recall both California and India Bungalow idiom. Typical features of the style include the strong horizontality of its roof form, the visually prominent low-pitch roof, the wide colonnaded return verandah, the grouped verandah posts, roughcast rendering, shingled panel above the corner bay window, and geometric pattern leadlight glazing, and projecting timber window frames. Also significant is the simple landscape design of the path layout with beds for annuals and minimal permanent planting, which are characteristic of gardens from the interwar period. The lack of large plants in the front garden ensured the house remained the dominant feature of the corner site (Criterion D).

The aesthetic quality of 5 Alma Street is enhanced by the high degree of intactness of the house and its original features and detailing, and by the high degree of integrity of the site as a whole which retains its characteristic front garden, original front fence, and garage. The large double garage is significant for its design, rare for the period in the manner that the gabled roof and final match the house. It retains its original industrial grade roller shutter doors (Criteria D and B).

Aesthetically, 5 Alma Street is distinguished by its high architectural quality and intactness. The house combines an eclectic and rich combination of styles with an unusually high standard of detailing. The house is of particular note for the unusual quality of roughcast, especially under the verandah where it has been protected from weather. The two bay windows are of note for the leaded glass with a distinctive vertically oriented geometric pattern on both upper and lower sashes of the double hung windows. These are located below the front gable and on verandah return. The wide colonnaded return verandah is the most striking feature of the house. Six pairs of short precast cement square fluted columns with brick bases support the verandah roof and its extension past front bay window (Criterion E).

Aesthetically, 5 Alma Street is significant as a landmark. The design of the house, the striking architectural features, its corner siting, and low scale front garden augment this landmark quality (Criterion E).

The integrity of the house and grounds (including the garden, front fence and garage) is remarkably high, other than for the replacement grey cement roof tiles. In this regard, 5 Alma Street compares favourably with 10 and 30 Leslie Road, Aberfeldie, both of which are identified as individually significant places within the Riverview Estate Precinct. The integrity of 5 Alma Street distinguishes it from other interwar corner houses in Aberfeldie in the Heritage Overlay that were built in a similar style and which are of similar architectural quality. The intactness of the house, its landmark quality, and the integrity of the site as a whole, compare favourably with some of the best-known interwar landmark corner houses in Melbourne (Criterion E).
1.2 Post-exhibition changes supported by Council

After considering the submission and on advice from Context (which accepted that the garage has been modified and extended to the south), Council supported updating the description and removing reference to the garage from:

- the Statement of Significance
- the column ‘Outbuildings or fences which are not exempt under clause 43.01-3’ in the Schedule to the HO (so that this column only applies to the front fences facing Alma and Beaver Streets).

At the Hearing, Council qualified this position to align with evidence from Mr Lewis that the northern garage wall contributes to the significance of the place and this should be recognised in the place citation (see Chapter 2.2). Council’s Part A submission included a copy of a revised citation (14 January 2018).

1.3 Background to the proposal

(i) Relevant heritage studies

The Moonee Valley Planning Scheme\(^9\) refers to the eight heritage studies, however, the Essendon Conservation Study prepared by Graeme Butler in 1985 is the only study that included the site or the immediate area. That study involved a survey of elements considered to be of heritage importance in the study area (Essendon, Moonee Ponds, and Ascot Vale). Although Aberfeldie was not specifically studied, the site was one of a number of properties in the suburb that were considered ‘D’ grade buildings.

Council commissioned the Stage 1 Heritage Gap Study October 2014 (the Heritage Gap Study) by Context Pty Ltd to:

- provide a systematic approach to identify places in the municipality dating from the time of European contact which are of potential heritage value and not protected by the HO
- provide a prioritised work program to guide future heritage studies (over the next 5+ years)
- minimise ad hoc heritage assessments.

The Heritage Gap Study identified approximately 3,500 places that could potentially have heritage significance, together with priorities for future assessment. The site was identified in a list of ‘new places of potential heritage significance identified as part of the desktop study’ and as an ‘interwar residential building’ for ‘high priority studies’. A preliminary ‘Heritage Citation Report’ for the site was provided\(^4\).

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\(^9\) See the Heritage Gap Study Appendix C (‘Places and Precincts for future Assessment’), Appendix D (‘Recommended Stage 2 Studies’) and Appendix F page 136, which provides a preliminary ‘Heritage Citation Report’ for the land.
(ii) Chronology of events leading to the Amendment

Table 1 sets out the chronology of events leading to the Amendment, including adoption of the Heritage Gap Study, the application for a permit to redevelop the land and interim heritage protection through Amendment C185.

Table 1: Chronology of events leading to the Amendment

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>November 2014</td>
<td>Council adopted the Heritage Gap Study</td>
</tr>
<tr>
<td>May 2015</td>
<td>Council considered the introduction of an internal process for the consideration of demolition requests and planning permit applications for properties that were identified in the Heritage Gap Study but not yet included within a HO. Council resolved to:</td>
</tr>
<tr>
<td></td>
<td>- Confer delegation of requests to the Minister for Planning for interim HOs` to the Chief Executive.</td>
</tr>
<tr>
<td></td>
<td>- Endorse the process for the consideration of applications for demolition under Section 25A of the Building Act 1993.</td>
</tr>
<tr>
<td>June 2017</td>
<td>Planning permit application MV/1389/2017 (the Permit Application) to construct three new dwellings on the site was lodged with Council.</td>
</tr>
<tr>
<td>July 2017</td>
<td>Context provided a Preliminary Heritage Assessment to Council for the site.</td>
</tr>
<tr>
<td>September 2017</td>
<td>Council resolved to:</td>
</tr>
<tr>
<td></td>
<td>- seek authorisation from the Minister to prepare and exhibit the Amendment.</td>
</tr>
<tr>
<td></td>
<td>- formally request that the Minister apply interim controls to the site pursuant to s 20(4) of the Planning and Environment Act 1987 (The Act)</td>
</tr>
<tr>
<td></td>
<td>- refer submissions requesting changes to the Amendment that are not resolved to a Planning Panel.</td>
</tr>
<tr>
<td>17 October 2017</td>
<td>The Minister authorised Council to prepare Amendment C186.</td>
</tr>
<tr>
<td>November 2017</td>
<td>The Permit Application lapsed as the applicant did not respond to Council’s request for further information.</td>
</tr>
<tr>
<td>25 January 2038</td>
<td>Amendment C185 (interim heritage protection for the site) gazetted.</td>
</tr>
</tbody>
</table>

1.4 Planning context

(i) Policy framework

State Planning Policy

The Amendment Explanatory Report and Council’s submission to the Panel indicate that the Amendment responds to the relevant provisions of the Act and planning policy support for the protection of places of cultural heritage significance. Of particular relevance are:

\[ Under Section 20(4) of the Planning and Environment Act 1987 \]
• The objectives for planning in Victoria in the Act include ‘to conserve and enhance these buildings, areas or other places which are of scientific, aesthetic, architectural or historical interest, or otherwise of special cultural value.’

• Clause 9 requires planning authorities to consider and apply the strategy of Plan Melbourne 2017-2050: Metropolitan Planning Strategy (Plan Melbourne). This includes:
  - Direction 4.4 to ‘respect Melbourne’s heritage as we build for the future’.
  - Policy 4.4.1 is to ‘Recognise the value of heritage when managing growth and change’ and includes supporting commentary:

With all three levels of government sharing responsibility for protecting Melbourne’s post-settlement cultural heritage, decision-making must be consistent and credible and be based on clear and widely accepted heritage conservation principles and practices.

Realising the community benefit of heritage will require careful management of the ongoing processes of change to the urban environment. Decisions must be based on an appreciation of Melbourne’s past as well as an understanding of its future needs.

There will need to be continuous identification and review of currently unprotected heritage sites and targeted assessments of heritage sites in areas identified as likely to be subject to substantial change.

- The Five-Year Implementation Plan for Plan Melbourne Action 69 addresses heritage planning initiatives, including:

  Ensure that Melbourne’s heritage assets and distinctive historic precincts are protected, enhanced and celebrated ...

• Clause 11.06-4 (Place and identity), includes the strategy:

  Recognise the value of heritage by carefully managing the ongoing processes of growth and change in the urban environment.

• Clause 15.03-1 (Heritage conservation) which aims ‘To ensure the conservation of places of heritage significance’ through strategies that include:

  Identify, assess and document places of natural and cultural heritage significance as a basis for their inclusion in the planning scheme.

  ...

  Provide for the conservation and enhancement of those places which are of, aesthetic, archaeological, architectural, cultural, scientific, or social significance, or otherwise of special cultural value.

  Encourage appropriate development that respects places with identified heritage values and creates a worthy legacy for future generations.

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Section 4(d) of the Act and Clause 10.02.
Moonee Valley Planning Scheme Amendment C186 | Panel Report | 4 June 2018

Retain those elements that contribute to the importance of the heritage place.

Encourage the conservation and restoration of contributory elements.

Ensure an appropriate setting and context for heritage places is maintained or enhanced.

Support adaptive reuse of heritage buildings whose use has become redundant (emphasis added).

Local Planning Policy

Council’s Heritage Policy (Clause 22.01) applies to all land included in the HO. It seeks to (most relevantly):

- encourage conservation of heritage places in accordance with the principles and procedures set out in the Burra Charter
- maintain the integrity, intactness and significance of heritage places
- ensure that alterations and additions and new buildings respect and complement the heritage place
- avoid alterations, additions or demolition that would result in the incremental or complete loss of significance of a heritage place
- maintain an appropriate setting for a heritage place.

The policy discourages new buildings that would be visually dominant. With regard to subdivision, it is policy to maintain the contributory elements of the heritage place on a single lot and avoid the potential for new buildings that could adversely affect a heritage place.

(ii) Planning scheme provisions – zones and overlays

The Heritage Overlay

The purposes of the HO are:

- To implement the State Planning Policy Framework and the Local Planning Policy Framework, including the Municipal Strategic Statement and local planning policies.
- To conserve and enhance heritage places of natural or cultural significance.
- To conserve and enhance those elements which contribute to the significance of heritage places.
- To ensure that development does not adversely affect the significance of heritage places.
- To conserve specifically identified heritage places by allowing a use that would otherwise be prohibited if this will demonstrably assist with the conservation of the significance of the heritage place.

The General Residential Zone

The site is in the General Residential Zone (GRZ) and no overlays currently apply. In the GRZ, a planning permit is required for subdivision, development of more than one dwelling on a lot and for a dwelling on a lot of less than 500 square metres. If the lot is greater than 500
square metres a building permit would be required but not a planning permit if the relevant standards are met.

(iii) Ministerial Directions and Practice Notes

Ministerial Directions and planning practice notes of particular relevance are:

- Ministerial Direction No 11 - Strategic Assessment Guidelines and Planning Practice Note 46 (Strategic Assessment Guidelines).
- Ministerial Direction on the Form and Content of Planning Schemes.
- Planning Practice Note 1 Applying the Heritage Overlay (revised January 2018) (PPN1).

Under “What Places Should be Included in the Heritage Overlay”, PPN1 includes:

- Places identified in a local heritage study, provided the significance of the place can be shown to justify the application of the overlay.

PPN1 establishes that recognised heritage criteria are to be used for all new heritage assessment work. The following criteria were referred to in the exhibited citation for the site:

- **Criterion A**: Importance to the course or pattern of our cultural or natural history (historical significance).
- **Criterion B**: Possession of uncommon rare or endangered aspects of our cultural or natural history (rarity).
- **Criterion D**: Importance in demonstrating the principal characteristics of a class of cultural or natural places or environments (representativeness).
- **Criterion E**: Importance in exhibiting particular aesthetic characteristics (aesthetic significance).

The thresholds to be applied in the assessment of significance shall be ‘State Significance’ and ‘Local Significance’, which includes places that are important to a particular community or locality. Some comparative analysis of similar places within the study area, including those that have previously been included in a heritage register or HO, is required to substantiate the significance of each place.

Documentation for each place must include a statement of significance that clearly establishes the importance of the place using the three-part format of ‘What is significant?’; ‘How is it significant?’ and ‘Why is it significant?’

PPN1 guidance relating to HO curtilages, which is a central issue to be addressed, is discussed in Chapter 2.

(iv) Discussion

There is clear State and local policy support for the protection of places of heritage significance. Specific issues raised in submissions, in particular, the extent of the proposed HO, are discussed in Chapter 2. Otherwise, the Panel concludes that the Amendment is well founded and is strategically justified.
Conclusion

The Panel concludes that:

- The Amendment is supported by, and implements, the relevant sections of the State and Local Planning Policy Framework and is consistent with the relevant Ministerial Directions and PPN1.
- The Amendment is well founded and strategically justified, and the Amendment should proceed, subject to addressing the more specific issues raised in submissions as discussed in the following Chapter.

1.5 The issues

The original objecting submission on behalf of the owner of the site challenged whether the heritage significance of the place justifies its inclusion in the HO. The submission included a heritage assessment by heritage consultants Lovell Chen which:

- concluded the local heritage significance of the property has been overstated
- noted several inaccuracies in the exhibited draft heritage citation, in particular, the extensive modifications to the existing garage to an extent that it does not contribute to the integrity and significance of the property as a whole.

Further assessment of the site by Mr Lovell in the preparation of his evidence statement resulted in a view that differed, to some extent, from the views expressed in the original objecting submission (see below).

As part of the Panel process, the expert witnesses consulted to clarify matters that are agreed and disputed. This was a constructive process that narrowed the issues in contention. Table 2 reproduces the matters on which the experts agreed and did not agree on (with corrections made at the Hearing).

<table>
<thead>
<tr>
<th>Table 2</th>
<th>Outcome of expert conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Application of the HO to the house, front garden and front fence to Alma and Beaver Streets.</td>
</tr>
<tr>
<td>2.</td>
<td>Is an HO warranted?</td>
</tr>
<tr>
<td>3.</td>
<td>Is an HO warranted across the complete land holding?</td>
</tr>
<tr>
<td>4.</td>
<td>Requirement for an incorporated plan, How to manage land not of significance?</td>
</tr>
</tbody>
</table>
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ITEM 9.6 - APPENDIX A

<table>
<thead>
<tr>
<th>Issue</th>
<th>Agreed/Disagree</th>
<th>Mr Lewis</th>
<th>Mr Lovell</th>
</tr>
</thead>
<tbody>
<tr>
<td>scope for development.</td>
<td>Not agreed</td>
<td>The north wall of the garage is important to the enclosure of the garden area. It is located north of the 4 metre line south of the main roof. It should not be exempt under Clause 43.01-3.</td>
<td>The whole of the garage should be exempt under Clause 43.01-3.</td>
</tr>
<tr>
<td>5. HO columns to be ticked:</td>
<td>Agreed</td>
<td>Agreed</td>
<td></td>
</tr>
<tr>
<td>- The garage</td>
<td>Not agreed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- The front fence to Alma and Beaver Streets</td>
<td>Agreed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Other Inclusion of the citation as a reference document</td>
<td>Agreed</td>
<td>Agreed that a revised citation should be included in the planning scheme as a reference document.</td>
<td></td>
</tr>
<tr>
<td>Lovell Chen proposed changes to the citation. Mr Lewis proposed changes to the citation</td>
<td>Not agreed</td>
<td>Only agree with the proposed changes regarding the garage that includes the north garage wall.</td>
<td>The version of the citation to be included should be as per Lovell mark-up.</td>
</tr>
</tbody>
</table>

(i) Matters not in dispute

Submissions to the Panel on behalf of the site owner and Council adopted the views expressed in the respective expert evidence they each called, with the exception that Council did not support the inclusion of the citation as a reference document in the planning scheme. There was consensus in the evidence that the house, front fence and front garden areas at 5 Alma Street meet the threshold under Criterion D (representativeness) and Criterion E (aesthetic value) and are of sufficient heritage significance to meet the threshold required for inclusion in the HO'. As noted in Chapter 1.2 Council supported removal of the references to the garage (with the exception of the northern garage wall) from the statement of significance. At the Hearing, Council qualified this position to align with evidence from Mr Lewis that the northern garage wall contributes to the significance of the place and this should be recognised in the place citation.

(ii) Issues dealt with in this Report

The Panel considered all written submissions made in response to the exhibition of the Amendment, observations from site visits, and submissions, evidence and other material presented to it during the hearing. All submissions and materials have been considered by

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It is noted that Mr Lovell and Mr Lewis did not consider the place satisfies Criterion A (historical value) or Criterion B (rarity) at the same level.
the Panel in reaching its conclusions, regardless of whether they are specifically mentioned in the report.

The process of consultation between the expert witnesses narrowed the issues in contention. The Panel accepts the consensus that emerged on the key issue of the significance of the front of the property and that the HO should apply. This position was reached as a result of the constructive approach adopted by the two highly respected experts.

The remainder of this report deals with the issues remaining in contention, under the following headings:

- Should the HO apply to the rear of 5 Alma Street, Aberfeldie?
- Should remnant fabric of the original garage be identified as contributing to the significance of the place?
- Should the place citation be a reference document?
2 Issues remaining in contention

2.1 Should the HO apply to the rear of 5 Alma Street, Aberfeldie?

(i) Evidence and submissions

The landowner and Mr Lovell argued that the extent of the HO should be limited to the land bounded by the north, east and west title boundaries and to a line drawn four metres south of the gutter line on the main roof form, excluding the skillion roof.

Mr Lovell acknowledged that it is the usual practice in an urban/suburban context to apply the HO to an entire property to provide certainty in mapping and facilitate management of the setting. However, in this case, it was his view that the inclusion of the rear of the site in the HO is not warranted on grounds of the significance of that land or the need to manage the house setting:

While any additions or new building on southern land area may impact on the visual presentation of the building, my view is that, within the context of the other planning controls which would be considered in such works, the scale and nature of such development would not adversely impact on the assessed significance of the house and front and side garden areas.

Although Council and Mr Lewis acknowledged that the existing garage has less significance as a result of modifications, they maintained that the HO should apply to the entire property. Council highlighted that in this context, the guidance provided by PPN1 supports this approach. Council noted its capacity to assess whether the scale of development would diminish the heritage values of the front of the existing property would be limited because in Moonee Valley a planning permit would not be required under the GRZ for a single dwelling if the lot size after subdivision of the land exceeded 500 square metres.

(ii) Discussion

As acknowledged by both expert witnesses, PPN1 supports the usual practice of applying the HO to the whole of the property to ensure that any development, including subdivision, does not adversely affect the setting, context or significance of the heritage item. PPN1 cites a suburban dwelling and its allotment as an example. PPN1 sets out the process for establishing the HO curtilage:

1. Review the heritage study documentation and ask the question ‘What is significant?’. The polygon should capture those elements of the place that are significant ...

2. In addition to capturing the elements that are significant, it is almost always necessary to include some surrounding land (a “curtilage”) in order to:
   • retain the setting or context of the significant building, structure, tree or feature
   • regulate development (including subdivision) in close proximity to the significant building, tree or feature.
3. Where possible, uncomplicated and easily recognised boundaries (such as a fence line) leave little room for potential dispute...

4. Use aerial photos where they exist to assist in identifying a reduced curtilage.

5. Where access is possible, ‘ground truthing’ may be of assistance.

6. Explain the basis for the reduced curtilage polygon in the heritage study documentation.

7. Where questions might arise in the future as to the extent of the polygon shown on the planning scheme map, use the entry in the Schedule to the Heritage Overlay (i.e. column two) to specify the area covered by the polygon.

The Panel has some sympathy with the argument that this could be a case where it could be reasonable to depart from the usual practice, set out in PPN1, that an HO should apply to an entire site. The Panel is conscious that:

- There is agreement that the rear of the site, beyond four metres south of the gutter line on the main roof form (excluding the skillion roof), does not contribute to the heritage significance of the place.
- The “burden” of permit requirements under the HO is justified on the basis that the protection of significant heritage values needs to be taken into account in the assessment of development proposals.
- The planning permit process for subdivision would allow consideration of the land that should be maintained on the parent lot to retain the setting and context for the house, front garden and fence.
- ResCode provisions would limit the scale of development on the rear of the site.
- The combination of the HO map and schedule (column 2) would allow clear definition of the part of the site to which the HO applies. This is more specific than applies to various overlays that do not incorporate the whole of property where the planning concerns to be addressed only relate to part of a property (such as environmental hazards or to address specific design issues).

Nevertheless, there is clearly scope for development of the rear of the site and the Panel considers there should be a more nuanced approach to the assessment of development proposals for the rear of the site than may occur solely under ResCode. As Mr Lewis advised, the primary concern in this case would be to avoid excessive scale of new development and the HO would provide for specific consideration of whether the scale of new development would undermine significant heritage values towards the front to the site.

As noted at the Hearing, permit requirements after land to the rear is subdivided/developed should be minimised. It may well be appropriate to reduce the extent of the HO concurrently with a development application to align with new lot boundaries through a joint Amendment and permit process. At that time, the specific implications of a subdivision/development proposal for the heritage values of the site, both initially and in the longer term, could be evaluated and addressed. Mechanisms such as a building envelope(s) on the new title(s) could be considered to ensure both:
• potential impacts on significant heritage values are managed; and
• unnecessary future permit requirements are avoided.

(iii) Conclusion
The Panel concludes:
• The HO should apply to the whole of the 5 Alma Street, Aberfeldie until a permit for
development of the rear of the property is granted.

2.2 Should remnant fabric of the original garage be identified as
contributing to the significance of the place?

(i) Evidence
Mr Lovell emphasised the importance of accurate citations to inform future permit
processes. If the HO applies to the whole of the site, it is particularly important to clearly
indicate what does and does not contribute to the heritage significance of the site.

On further assessment, Mr Lewis agreed with Mr Lovell that the garage brickwork style,
roller shutter doors, and roofing tiles and finials suggest it is likely that the garage was
extended in the 1950’s. He accepted that the garage now plays a less important aspect of
the significance of the house and front garden.

However, Mr Lovell and Mr Lewis did not agree on whether the northern garage wall
contributes to the significance of the place and, therefore, whether it should be recognised
in the place citation.

Mr Lewis considered the north wall of the garage:

... still plays an important role by defining and enclosing the front garden and
provides an important aspect of the integrity of the garden.

Mr Lovell did not consider the original garage fabric that remains warrants any recognition.
While the northern garage wall remains in its original locations and does define the southern
part of the front garden, he noted that changes to the garage had increased the ridge height
of the garage roof. It was his view that enclosure of the front garden could be achieved
sympathetically without necessarily retaining the original northern garage wall.

Figure 6  View of northern garage façade from Alma Street (Source: Lewis expert statement)
(iii) Discussion

The Panel considers that the definition of the southern extent of the front garden contributes to the significance of the front garden. However, the remaining northern garage wall makes a limited contribution to the heritage significance of the place and does not warrant specific mention in the citation. As illustrated in Figure 6, while the northern garage wall does define the front garden, the altered roof also has a significant presence in the view from the street. As it is recommended that the HO apply to the entire property, appropriate means to define the front garden and maintain its sense of enclosure (which may involve retention of the garage wall) can be considered through the permit application process.

(iii) Conclusions

The Panel concludes:

- Definition of the southern extent of the front garden contributes to the significance of the front garden. However, the remaining northern garage wall makes a limited contribution to the heritage significance of the place and does not warrant specific mention in the citation.
- The citation should be updated to describe the changes to the garage and remove references to the garage in the statement of significance.

2.3 Changes to the citation

(i) Submissions and evidence

The revisions to the citation Mr Lovell put forward are shown in the Appendix. Mr Lovell’s view that the significance of the place has been overstated and Council’s response (supported by Mr Lewis) are summarised below:

- Reference to Criterion A should be deleted. The site has a history which is associated with a noted development phase, but which cannot be distinguished as illustrating this phase at an elevated level such that it might warrant individual recognition on historical value grounds. Council responded that the property provides a fine and intact representation of the interwar development phase, which warrants heritage recognition at local level. Mr Lewis considered the place met this criterion at the local level as it has distinctive attributes when compared with the housing and interwar development in the nearby Vida and Knight Street precinct (HOS).

- Reference to Criterion B should be deleted. The house is one of many buildings which exhibit interwar bungalow features and is not rare such that it satisfies Criterion B. Council responded that the high degree of intactness of the dwelling combined with the integrity of the site as a whole renders it a rare example of an interwar bungalow in the City. Mr Lewis regarded the integrity of the place as remarkably high, although he did concede that the garage was not original as previously assumed.

- Statements referring to the site being a landmark should be revised. While the house at 5 Alma Street meets the representativeness (Criterion D) and aesthetic
(Criterion E) thresholds, its corner location and visibility from Alma Street do not elevate the residence to landmark status within this context.

- Various corrections or updates that reflect further information were not contentious.

(ii) Discussion and conclusion

The Panel prefers Mr Lovell view that the place, while providing a good representation of an inter-war house (Criterion D), does not meet the necessary thresholds for:

- Criterion A (historical significance), that is, “Importance to the course or pattern of our cultural or natural history”.
- Criterion B (rarity), that is, “Possession of uncommon rare or endangered aspects of our cultural or natural history”.

The Panel also agrees with Mr Lovell that the place does not act as a landmark. It is on a corner and is visible from both streets but the bungalow is not in a location of such prominence or of a form that would accord it the status of a landmark.

Conclusions

The Panel concludes:

- While the place meets the threshold of significance for inclusion in the HO, the citation elevated the significance of the place.
- References to Criterion A (historical significance), Criterion B (rarity) and the site being a landmark should be deleted from the citation.

2.4 Should the place citation be a reference document?

(i) Submissions and evidence

Mr Lovel recommended, and Mr Lewis agreed, that the heritage place citation should be included as a reference document to the Heritage Policy (Clause 22.01-7) to ensure it is accorded appropriate weight in future planning decisions. Mr Lovell noted that reference documents are generally identified in support of heritage listings within the scheme and it would be consistent to add the citation for the site to listed reference documents.

Council submitted that Clause 22.01-7 does not list individual heritage citations for individual sites and there is sufficient guidance in the Scheme for adequate interpretation of the heritage overlay for this site. Council referred to:

- Information on heritage places and precincts in the ‘Moonee Valley Heritage Database’ which includes a statement of significance (where one has been prepared) and is used when assessing applications for sites affected by the HO.
- Clause 43.01.5, which provides that, before deciding on an application the responsible authority must consider, as appropriate, ‘Any applicable statement of significance, heritage study and any applicable conservation policy’.
- Clause 22.01-3 provides it is policy to:
  - Consider the most recent statement of significance if there is more than one statement of significance for a heritage place. If there is a statement
of significance at both the individual and precinct level for a heritage place then both should be taken into account.

- Obtain expert heritage advice to identify the contributory elements of a heritage place, where the responsible authority determines that the relevant statement of significance does not clearly identify these.
- ...
- Encourage the accurate restoration or reconstruction of colour schemes, materials and details to a known earlier state. This should be guided by the statement of significance and any additional supporting evidence.
- ...

(ii) Discussion and conclusion

The Panel recognises that the planning scheme makes it clear that statements of significance are to be considered in planning decisions relating to heritage places. The HO requires consideration the statement of significance before deciding on an application and the clause 22.01 policy clarifies that it is ‘the most recent statement of significance’ that should be considered.

However, Council advised that the Clause 22.01 reference documents include citations for the vast majority of places within the HO. While it may be a ‘bells and braces’ approach, the Panel supports including the citation for the site as a Clause 22.01-7 reference document to clearly identify the revised citation as the relevant document to inform decision making (unless the citation is updated further in the future). This would accord the citation for the site a status that is consistent with other places in the HO in Moonee Valley.

The Panel concludes:

- It is desirable to accord the citation for the site the status of a reference to the Clause 22.10 policy.

2.5 Recommendations

The Panel recommends:

1. Delete garage from the column ‘Outbuildings or fences which are not exempt under clause 43.01-3’ in the Schedule to Clause 43.01-3.

2. Updated the citation for 5 Alma Street, Aberfeldie to include the following revisions:
   a) Update the “Description & Integrity” (shown in the Appendix of this report)
   b) Delete reference to Criterion A, Criterion B and the place being a landmark from the Assessment Against Criteria and in the Statement of Significance
   c) Specify that the garage and the rear of the property do not contribute to the significance of the place (shown in the Appendix of this report).

3. Include the updated citation for 5 Alma Street, Aberfeldie as a reference document in the Clause 22.01 (Heritage) policy.
Appendix Recommended changes to the place citation

(i) History and Historical Context

Thematic context - AS EXHIBITED

Place history - AS EXHIBITED

References - AS EXHIBITED

(ii) Description & integrity

5 Alma Street, Aberfeldie, is an asymmetrical designed villa designed to address not only the principal Alma Street frontage, but also the Beaver Street frontage.

The return verandah and fenestration addresses both frontages, as do the two gables. The house combines an eclectic and rich combination of styles with an unusually high standard of detailing.

It has a strong sense of horizontality, deriving from the wide verandah and the low pitched hipped roof. This is punctuated by the two projecting gables, which terminate the return verandah. This low building form comes from the Craftsman houses in the west coast of USA. Modern terra cotta finials punctuate the roofline.

The wide colonnaded return verandah is the most striking feature of the house. Six pairs of short precast cement square fluted columns with brick bases support the verandah roof and its extension past front bay window. Such paired colonnades were used by architects such as Walter Burley at 12 Lansell Road, Toorak, in 1916. This idiom is possibly derived from colonial buildings in South East Asia, such as the former Dutch East Indies, or from an Indian Bungalow style. The brick balustrade has separate openings for the two entrance doors. The walls are unpainted roughcast with a red brick base extending to the window sills, and repeated on the verandah balustrade. The red brick work has slimmer brick highlights. Matching materials are used for the front fence, but in a different configuration. The house is of particular note for the unusual quality of roughcast, especially under the verandah where it has been protected from weather. The long low front fence matches the materiality of the house.

The two bay windows are of note for the leaded glass with a distinctive vertically oriented geometric pattern on both upper and lower sashes of the double hung windows. These are located below the front gable and on verandah return.

The paired front doors are fully glazed in a vertically oriented geometric pattern with timber glazing bars. The design is repeated for the second entrance on the verandah return. This gives the house an ambiguity with respect the main entrance.

The verandah has a patterned terra cotta geometric tiled floor.

The house is sited with equal setbacks from both frontages with a simple path system entered from the corner gateway under the timber pergola. The brick and roughcast front fence, as noted above, is designed to extend the house design along the street frontage and it returns along Beaver Street as a forecourt to the return verandah. The simple landscape design of the path layout with beds for annuals and minimal permanent planting is characteristic of the interwar period. The lack of large plans in the front garden ensured the house remained the dominant feature of the corner site.

The large double garage, including the roller shutter doors, is a later addition which may incorporate the remains of an original single garage in this location. It is of a design that is rare for the period in the
manner that the gabled roof and final-match the house: it retains its original industrial grade roller shutter doors.

**Comparative Analysis**

There are other substantial and elaborately-designed corner houses in Aberfeldie which were built during the interwar period and which are in the Moonee Valley Heritage Overlay. Some of these houses are included in the Heritage Overlay for their individual significance. Others are within residential precincts in the Heritage Overlay.

**H0067 Riverview Estate, Aberfeldie.** Within this residential precinct two houses in particular are closely comparable to 5 Alma Street. They are 10 and 30 Leslie Road and both are places of individual significance within the Precinct. They share largely similar integrity of the site as a whole when viewed from the street. Both are corner houses of comparable high architectural quality, high standards of detailing, and high intactness as 5 Alma Street. They are also comparable as large single dwellings on garden allotments with original low front fences. Designed to address both street frontages, both houses have comparable landmark qualities as 5 Alma Street. 30 Leslie Road appears to have been extended at the back (with similar Federation era detailing and gable end treatment but different ridge detailing and roof pitch) and a new double carport/garage. It is not known if the garage at 10 Leslie Street is original, or has been modified or designed to be sympathetic to the style of the house and re-using terra cotta slate tiles from another roof plane not visible from the street. The villa at 5 Alma Street is of comparable architectural quality relative to 10 and 30 Leslie Road, and of comparable or higher intactness and integrity in terms of the site as a whole.

**H0173 ‘Bater’, 393 Buckley Street, Aberfeldie.** Built in 1921, 393 Buckley Street is comparable to 5 Alma Street in terms of the period in which it was built (interwar), its eclectic design, and combination of styles with an unusually high standard of detailing. It differs, however, in that it is a considerably more modest residence than the villa at 5 Alma Street and not a landmark corner building. Furthermore, the villa at 5 Alma Street is of considerably higher quality and intactness. The integrity of the 5 Alma Street property as a whole is also higher than at 393 Buckley Street.

**H021 1-9 Dalene Street, Essendon.** In nearby Essendon, the interwar brick villa and Bungalow style residences in this residential precinct in the Heritage Overlay are comparable in terms of the period in which they were built (interwar), the architectural style, elegant proportions and detailing of the houses. The precinct includes houses on corner sites, such as the house on the corner of Glass and Crisp Streets which, like 5 Alma Street, is oriented to both street frontages. 5 Alma Street is a grander, more elegantly designed, and a more intact example than the example on the corner of Glass and Crisp Streets.

Widening the comparative sample beyond Moonee Valley, 5 Alma Street emerges as an excellent example of substantial and elaborate post Federation and interwar houses built on corner allotments. Many are landmark buildings, specifically designed to make maximum benefit of their siting. They often have two principal facades as well as corner entrances to provide an elongated entry path, sometimes with some form of entry pergola. They are often of larger or more elaborate designs than surrounding houses constructed at the same time. Local people of substance, including doctors, keen to demonstrate their status, often built such houses. With the exception of the status of the first occupant (a commercial traveler), 5 Alma Street shares many of these qualities and features, and because of the integrity of the site as a whole, remains as one of relatively few comparable examples.

Some examples include two well-known houses, now demolished:

- ‘Shamoon’ 1050 Malvern Road, Toorak, built by Bevan and Purcell 1936
- Grange Road, Toorak (now Traralgon Avenue).

Some surviving examples include:

- 57a Droop Street, Footscray - a highly intact, interwar Bungalow with quirky high quality architectural detailing, original front fence, original garden features.
- 46 Stevenson Street, Kew - a highly intact interwar Bungalow of high architectural quality, on a corner site, designed to address both streets, with original front fence, original or early garden paths, and original garage. Like 5 Alma Street, the garage design matches the house.

Discussion

In comparison with other early twentieth century houses on corner allotments in Aberfeldie that are included in the Heritage Overlay, 5 Alma Street is of comparable and, in some instances, higher architectural quality and intactness. Further, as a substantial and elegant villa on a prominent corner site, 5 Alma Street compares favourably with 10 and 30 Leslie Road in terms of its landmark value.

The integrity of the house and grounds (including front garden and fence and garage) is remarkably high, other than for the replacement grey cement roof tiles with tiled finials. In this regard, 5 Alma Street compares favourably with 10 and 30 Leslie Road, Aberfeldie, both of which are identified as individually significant places within the Riverview Estate Precinct. This integrity distinguishes 5 Alma Street (and 10 and 30 Leslie Road) from other interwar corner houses in Aberfeldie in the Heritage Overlay of similar architectural quality.

The house, its intact associated features, and the integrity of the front part of the site as a whole, compare favourably with some of the best-known interwar landmark corner houses in Melbourne.

Statement of Significance

What is significant?

The property at 5 Alma Street, Aberfeldie, built in c.1929-30, is significant. The house is an asymetrically designed villa, designed to address not only the principal Alma Street frontage, but also the Beaver Street frontage. The house is sited with equal setbacks from both frontages with a simple path system entered from the corner gateway under the timber pergola. The house combines an eclectic and rich combination of styles with an unusually high standard of detailing, including unpainted roughcast walls with a red brick base that extend to the window sills, repeated on the verandah balustrade, geometric pattern leadlight windows and original fully glazed doors with vertically oriented geometric pattern with timber glazing bars. The red brick walls have cinder brick highlights. The house has a strong sense of horizontality, derived from the wide verandah and the low pitched hipped roof punctuated by the two projecting gables that terminate the return verandah.

The garden, with simple path layout and beds for annuals and minimal permanent planting, which is characteristic of interwar gardens, is significant. The original long low front fence, which matches the materiality of the house but in a different configuration, is also significant. The large double garage, with gabled roof and linal designed to match the house, and the original industrial-grade roller shutter doors are also significant.

Non-original alterations and additions to the house are not significant, including the replacement grey cement roof tiles.

The ripple iron side fence and timber pergola are sympathetic in style but not significant.

The double garage on Beaver Street is not significant, nor is the rear south side garden and yard.

How is it significant?

5 Alma Street, Aberfeldie, is of local historic, architectural and aesthetic significance to the City of Moonee Valley.

Why is it significant?

Historically, 5 Alma Street, Aberfeldie, is significant for the evidence it provides of key phases in the development of Aberfeldie as a suburb in the first decades of the twentieth century. Aberfeldie was first
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subdivided from the earlier riverside estates in 1888 but, located some distance from tram and tram services, it did not develop significantly until the 1910s and 1920s. Built in 1929–30, 5 Alma Street was, relatively, a later development in the neighbourhood. (Criterion A)

Aesthetically, 5 Alma Street is significant as an interwar villa that exhibits many features typical of the interwar brick Bungalow style, a popular form of domestic architecture in the suburbs during the 1910s, with elements that recall both California and India Bungalow idioms. Typical features of these styles include the strong horizontality of its roof form, the visually prominent low-pitch roof, the wide colonnaded return verandah, the grouped verandah posts, roughcast rendering, shingled panel above the corner bay window, and geometric pattern leadlight glazing and projecting timber window frames. Also significant is the simple landscape design of the path layout with beds for annuals and minimal permanent planting, which are characteristic of gardens from the interwar period. The lack of large pines in the front garden ensured the house remained the dominant feature of the corner site. (Criterion D)

The aesthetic quality of 5 Alma Street is enhanced by the high degree of intactness of the house and its original features and detailing, and by the high degree of integrity of the front part of the site as a whole which retains its characteristic front garden, original front fence, and garage. The large double garage is significant for its design, rate for the period in the manner that the gables roof and final match the house. It retains its original industrial-grade roller shutter doors. (Criteria D and E)

Aesthetically, 5 Alma Street is distinguished by its high architectural quality and intactness. The house combines an eclectic and rich combination of styles with an unusually high standard of detailing. The house is of particular note for the unusual quality of roughcast, especially under the verandah where it has been protected from weather. The two bay windows are of note for the leaded glass with a distinctive vertically oriented geometric pattern on both upper and lower sashes of the double hung windows. These are located below the front gable and on verandah return. The wide colonnaded return verandah is the most striking feature of the house. Six pairs of short precast cement square fluted columns with brick bases support the verandah roof and its extension past front bay window. (Criterion E)

Aesthetically, 5 Alma Street is significant as a landmark. The design of the house, the striking architectural features, its corner siting, and low-slope front garden augment this landmark quality. (Criterion E)

The integrity of the house and grounds (including the garages, front fence and garage) is remarkably high, other than for the replacement grey cement roof tiles. In this regard, 5 Alma Street compares favourably with 10 and 30 Leslie Road, Aberfeldie, both of which are identified as individually significant places within the Riverview Estate Precinct. The integrity of 5 Alma Street distinguishes it from other interwar corner houses in Aberfeldie in the Heritage Overlay that were built in a similar style and which are of similar architectural quality. The intactness of the house, its landmark quality, and the integrity of the front part of the site as a whole, compare favourably with some of the best-known interwar landmark corner houses in Melbourne. (Criterion E)

Recommendations 2017

| External Paint Controls | No |
| Internal Alteration Controls | No |
| Tree Control | No |
| Fence & Outbuildings | Yes (Garage, and front fences on Alma and Beamer streets) |
| Prohibited Uses May Be Permitted | No |
| Incorporate Plan | No |
| Aboriginal Heritage Place | No |
Moonee Valley / Timor-Leste Liquiçá Friendship City Relationship Program Review

Liquiçá Technology Hub 2013
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Background

PURPOSE
To document and review the Moonee Valley / Timor –Leste Liquiçá Friendship City Relationship program (Program) as a basis for providing advice regarding the Program’s future operation.

CONTEXT
It has been over a decade since Moonee Valley City Council (council) made its initial commitment to an East Timorese / Timor –Leste Liquiçá Friendship City relationship. In light of this, it was considered timely to undertake a review (Review) of efforts to date and identify future options for the program.

CITY DIPLOMACY
Whilst traditionally referred to as either ‘sister city’ or ‘friendship city’ relationships, these arrangements are now being referred to as “city diplomacy”, particularly around trade and tourism, but also in culture and post-conflict reconciliation.¹ The importance of cities developing “their own foreign economic policies on trade, foreign investment, tourism and attracting foreign talent” has also been highlighted by the World Economic Forum.² The Moonee Valley / Timor –Leste Liquiçá Friendship City Relationship Program emerged from a post-conflict reconciliation.

EAST TIMOR BACKGROUND AND HISTORICAL CONTEXT
Timor-Leste (East Timor) is a small, half-island nation of approximately 1.2 million people which is transitioning from a post-conflict environment to an environment of rebuilding local capacity across all sectors. East Timor is governed with a semi-presidential representative democratic republic framework³, whereby the Prime Minister of East Timor is the head of government and the President of East Timor exercises the functions of head of state. East Timor is divided into thirteen administrative municipalities (former districts), one of which is Liquiçá. See Figure 1. The municipalities are divided into administrative posts (former subdistricts), and further subdivided into ‘susos’. The capital city of the Liquiçá municipality is Liquiçá. The Liquiçá municipality covers an area of 549km² has a population of 73,027 (a population growth of some 33% since 2005).⁴

Liquiçá is primarily an agricultural district dependent on the production of coffee and other crops such as rice and corn, as well as fishing and tourism. The municipality is situated on the northern coast of East Timor, and borders the districts of Dili (containing the national capital) to the east; Aileu to the Southeast; Ermera to the south; Bobonaro to the southwest; and the Savu Sea to the northwest. In addition to the national official languages of Tetum and Portuguese, nearly all of the inhabitants of Liquiçá speak the Malayo-Polynesian language Tocodede.

¹ Lords Hansard text for 26 Mar 2014 (pt 0001)
³ https://en.wikipedia.org/wiki/Politics_of_East_Timor
Australia - East Timor friendship relationships

“The friendship city relations now flourishing between the two countries need to be understood, nourished and developed within a unique historical context.”

Liquiçá lies some 3,500km to the north of Moonee Valley, and geographically East Timor is Australia’s closest neighbour. The two countries also share an historic connection. Balthasar Kehi, the East Timorese academic and policy analyst, notes:

“The first major involvement of Australians with the East Timorese occurred during World War II, when 700 Australian commandos in what was then Portuguese Timor, were fighting more than 20,000 invading Japanese troops. The fatalities on the part of the Japanese were 1500, while those on the part of Australians were only 40. This was mainly because of the guerrilla warfare waged by the Australians, the success of which can be explained by the support of the local community. Levy, a commando in the 2/4th Independent Company, wrote:

Our only support was the Timorese. Never once did the Timorese betray us. They were unbelievably loyal to us. That loyalty is why we survived and why I am able to stand here more than five decades later, to tell you of the debt my comrades and I owe to the Timorese people (cited in Aubrey 1998, p xiii).

At the end of the war, the Australian government and the commandos made a promise to the Timorese as a gesture of gratitude for their help and friendship, saying: ‘Friends, we will never forget you!’

However, the price paid by the Timorese for their cooperation with the Australian commandos was high. An estimated 40,000 to 70,000 East Timorese out of a total pre-war population of...
450,000 were killed by the Japanese. Many of their hamlets and villages were reduced to ashes.”

The Indonesian occupation of East Timor began in December 1975 and lasted until October 1999. During the Indonesian occupation, the Indonesian government constructed many buildings in Liquiçá, but after the referendum of 1999 and during the militia’s campaign almost all buildings and infrastructure were destroyed. Most notably, many East Timorese were murdered during the Liquiçá Church Massacre of April 1999. Anecdotal advice from Moonee Valley Councillor, Jim Cusak, also notes that much of Liquiçá’s horse racing infrastructure (such as the race track) was also destroyed during this period. This incidence later informed the establishment by council of the Liquiçá Plate (subsequently known as the Mayoral Charity Race) and associated fundraising. A 1999 vote to determine East Timor’s future resulted in an overwhelming majority in favour of independence, and in 2002 East Timor became an independent nation.8

During the Indonesian occupation, one third of the population died, and many East Timorese felt the Australian Government’s position was not consistent with their promise to not forget them following their contribution to Australia’s WWII war effort. However, the solidarity movement in Australia, involving many ordinary Australians, former commandos, their families and friends, kept alive the East Timorese flame of struggle and hope to rule their own country. In 1999 the Howard Government sent Australian troops to prevent further bloodshed and violence and to secure East Timor. Many East Timorese and Australians saw this as Australia fulfilling its promise of friendship made 55 years ago.

“...Australian soldiers and other international forces arriving in East Timor were greeted with tears of joy and gratitude by the surviving Timorese. A new bond of friendship was established on the ground between the Australian army and the East Timorese people. The third generation of Australian soldiers, as General Peter Cosgrove (2005) put it, fulfilled the promise made by their spiritual grandfathers at the end of World War II. The friendship city relations now flourishing between the two countries need to be understood, nourished and developed within this unique historical context.”

Since this time many friendship city relations between Australia and the Democratic Republic of Timor Leste have been formally established to assist East Timorese local communities. There are currently some 38 listed Timor Leste friendship groups in Australia (22 of whom are in Victoria). The majority of groups have a web presence either with their own webpage or on their host council’s website. The majority of these groups were established in the early 2000’s; and most appear to be functioning to some extent. Appendix One provides examples of Friendship group activity. The groups are generally run collaboratively between local councils and community volunteers however there are some groups that are independent of local government. In 2016, the Victorian Government’s Local Government Timor-Leste Network described the activities of 12 Victorian municipalities11 involved in friendship initiatives. Kehi notes that:

“These friendship arrangements have proved to be a valuable form of development assistance during the first phase of the new nation as it emerges from the destruction of occupation and civil conflict. The arrangements have also empowered the citizens of Timor Leste to live their lives—and govern their...

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7 It is estimated that 75% of the country’s infrastructure was destroyed by the Indonesian military as they departed. http://healthallianceinternational.org/timor-este/
9 Kehi, Op cit, page 4
10 Kehi, Op cit, page 4
11 Australian Timor Friendship Australian Timor Leste Friendship Network, www.austimorfi.org/friendship-groups
12 Including: City of Ballarat, City of Greater Bendigo, City of Casey, City of Greater Geelong, Hume City Council, Moreland City Council, Indigo Shire Council, City of Port Phillip, Moonee Valley City Council, Mornington Peninsula Shire, Kingston City Council, Yarra City Council. (Trim 16/26397/2017)
communities—according to their own aspirations. The cross-cultural exchanges which have resulted from the relationships have been enriching experiences for both the East Timorese and Australian participants. These arrangements, draw special attention to the citizen-to-citizen relationships, to issues of participatory democracy and local governance, as well as to the development of the social and economic fabric of the emerging nation of Timor Leste.\(^{13}\)

**COUNCIL CONTEXT**

The Timor Leste Friendship program sits outside the conventional workings of Council. However, Friends of Liquiçá are supported in the Council Plan 2017-21 and in resolutions of Council.

**Council Plan 2017-21**

Program activities are reflected in the following Council Plan 2017-21 objectives:

1.1.1.2 Work with partners to address health and wellbeing priorities including: health inequalities, mental health, alcohol and other drugs, gambling, homelessness, non-communicable diseases and sexual and reproductive health.
1.1.1.3 Improve health and wellbeing across the life course and address social determinants of health.
1.3.1.1 Foster resilience and build community capacity in priority populations.
1.4.1.1 Build capacity and leadership with priority populations and in areas of greatest social and economic disadvantage.
1.4.1.2 Deliver services and programs using a community development model.

**Resolutions of Council**

Whilst there is no Moonee Valley /Liquiçá Friendship Program Policy, Council has reaffirmed its support to the Program over the years through a series of resolutions outlined below:

- In 2005, an advisory committee was established to consult key stakeholders and make recommendations to Council on the relationship. The Liquiçá Plate, (now known as the Mayoral Charity Community Race Day) was also founded to raise funds for projects in Liquiçá.
- In 2008 a Memorandum of Understanding was signed with Life & Love & Health to fund the rebuilding of a school in Garianna and a river diversion project in Lepa. Garianna School was opened in August 2009.
- In 2012 the development of a technology hub was endorsed by council, the hub was completed in June 2013 and additional funds for internet provision and facility upgrade was provided in 2014.
- October 2014 - Moonee Valley signed the Municipal /District Cooperation Agreement between Liquiçá and Moonee Valley. This is the Victorian Government and the Council of Ministers for Timor-Leste standard municipal agreement (Municipal /District Cooperation Agreement), which provides a uniform approach for local government in respect to friendship relationships. See Figure 3.
- June 2016 - Council committed to donating a percentage of the Mayoral Race to Friends of Liquiçá.
- April 2017 - Council resolved to not hold the 2017 Mayoral Charity Race with a view to raising funds through more sustainable methods. In addition and at the request of the Liquiçá district administrator, Council resolved to donate funds to support a maternal

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\(^{13}\) Kehl, Op cit. page 2

Moonee Valley Liquiçá Friendship Program Analysis Report, 2017

Draft for consultation
and child health nursing program through a local NGO partner, Allied Health International.

Figure 2: Cr Jim Cusack with José Romos-Horta, president of Timor-Leste, at a Strengthening Friendship Workshop in the town of Maubisse in the Liquiçá region in 2010.
MUNICIPAL/DISTRICT COOPERATION AGREEMENT

Formalising the desire to develop and strengthen cooperation between Timorese Districts and Victorian Municipalities and their populations, it is agreed to:

1. Consider economic, cultural, social, educational and/or other interchange between local community representative organisations.

2. The Victorian Municipality of Moonee Valley will cooperate with the Timorese District Management of Liquiçá according to their respective resources and through the following support:
   - Contributing to strengthening professional knowledge and skills of Moonee Valley's district officers according to their needs and mainly through sharing advice, professional experience and mentoring.
   - Organising study and working visits by municipal delegations from Timor-Leste to Victoria and from Victoria to Timor-Leste by the public and the private sectors.
   - Providing support with technical advice to assist with implementation of district programs and projects under the direction of the Secretariat of State for Administrative Decentralisation.
   - Regular networking, collaboration and interchange of information between District Management and Municipal officers and interested parties.

3. The Municipality of Moonee Valley and the District Management of Liquiçá will be able to effectively communicate and cooperate in all aspects of their activities, which are aimed to provide better services to their local population.

4. The Municipality of Moonee Valley will cooperate with the District Management of Liquiçá in projects where the objectives are the development of trading skills, creation of business opportunities and economic independence of Liquiçá’s population.

5. The Municipality of Moonee Valley and the District Management of Liquiçá will undertake procedures to obtain support to assist with implementing this municipal agreement.

6. This protocol may be amended at any time by the mutual consent of the Victorian Municipality and the Secretariat of State for Administrative Decentralisation, Timor-Leste.

CR JAN CHANTEY
MAYOR
CITY OF MOONEE VALLEY

MR NEVILLE SMITH
CHIEF EXECUTIVE
CITY OF MOONEE VALLEY

MR TOMÁS-DÉ ROSÁRIO
CARRAL SECRETARY OF STATE
FOR ADMINISTRATIVE DECENTRALIZATION

16 OCT 2014

Figure 3: Municipal/District Cooperation Agreement between Liquiçá and Moonee Valley, 2014
Program responsibility

Since its establishment, responsibility for the delivery of the Program has shifted within the organisation. The program has typically been coordinated at a second tier management level (previously Community Services Director and predecessors). Since an organisational re-structure in late 2015 and 2016, responsibility for this Program has been within the Community Planning department.

State Government

The Victorian State Government maintains an interest in the Friendship City program and wrote to Moonee Valley City Council in October 2016 urging Council to continue supporting such programs and noted that:

"... Victorian Councils themselves often report significant benefit from their involvement. This often includes enhancing cultural understanding and community engagement within our councils and communities, and staff development and retention through opportunities for involvement in this frequently complex and challenging work." (October 2016)

The Australia Timor-Leste Friendship Network

The Australia Timor-Leste Friendship Network (AusTimorFN) was established in 2009 to bring together Australia Timor-Leste Friendship groups that operate across Australia and in Timor-Leste; and ensure these groups support each other with information sharing, lessons learned and contacts. It also facilitates liaison and coordination with the Government of Timor-Leste on behalf of the Friendship Group movement.

The Network has a ‘point of contact’ in each State and a National Convenor. In Victoria, Local Government Victoria (Sector Performance and Development unit of DELWP), convenes the Local Government Timor-Leste Network, which meets quarterly. Moonee Valley participates in this forum. Based on the founding principles of the Friendship groups, the Network endorses the following principles:

- Respect and support for Timorese-led decision-making,
- Sustainable and long-term (10 year) assistance, and
- Relationships are based on partnerships of mutual respect and collaboration.

Refer also Appendix One.
Liquiçá /Moonee Valley Friendship Program Analysis

PROGRAM REVIEW CHALLENGES
A number of factors have impacted on Council’s current ability to undertake a retrospective Program evaluation including that:

- Little or no project evaluation was conducted as part of Program delivery in the past.
- The length of time since establishment of the Program (over 10 years) and associated challenges in terms of locating corporate history (outside of corporate systems).
- Many of the key Council officers involved in the Program have left the organisation.
- Some previous external project partners (Life, Love Health) were not able to be contacted (despite attempts by officers).
- Funded projects are overseas.

PROGRAM SUMMARY – KEY PROGRAM STREAMS
Over the past 14 years, a number of initiatives have been undertaken to support council’s friendship relationship. When viewed as a whole, these initiatives comprise the Moonee Valley / Liquiçá Friendship City Relationship Program (Program) which in summary has comprised three program streams:

- **Governance** activity. This has provided practical assistance and support to representatives of the district government in Timor Leste on issues relating to governance and administrative systems.
- **Project support**. This is for initiatives delivered on the ground in Liquiçá which provide practical assistance and funding for (typically) community development projects, services or infrastructure.
- **Local community engagement and fundraising**. This includes local community activities for the purposes of raising funds for and awareness about Timor Leste. These local activities have also strengthened local connections and capacity building.

*Appendix Two* provides a timeline of Program events. Key activity is described in more detail in the following sections.

**PROGRAM STREAM 1: GOVERNANCE**

This stream of the program has focused on building rapport and understanding between political representation, and supporting capacity building of East Timor’s institutions (government and services). It has provided practical assistance and support to representatives of the district government in Timor Leste on issues relating to governance and administrative systems. Municipal support has been provided through training and hosting officials from East Timor as well as attendance at key networking events.

Municipal support has primarily been provided when requested and is organised through the Victorian Government in line with the Municipal/District Cooperation Agreement (Figure 2) signed in 2014, the original of which hangs in Council’s chambers today.

The support required generally relates to broad governance issues or more specific advice relating to the delivery of individual services and skill sharing. Skill sharing can provide an opportunity for concrete assistance to government staff and officials in Timor Leste and the Victorian Government continues to support this initiative. Requests for municipal support are irregular and Moonee Valley’s organisational support would typically relate to the nature of the skills being shared (e.g. governance, engineering, maternal and child health services, town planning etc.).

A summary of Program activities (refer also *Appendix Two*) to date within this stream include:

2017 – Exchange of letters between the Administrator Municipio de Liquíçá (Liquíçá municipal administrator), Mr Domingos da Conceição and Moonee Valley Mayor regarding council’s support for the Liga Inan project (see ‘Stream 2’ below).

2015 - Provision of computer training to seven village Chiefs and seven secretaries within the Liquíçá District.

2014 - Moonee Valley signed the Victorian Government and the Council of Ministers for Timor-Leste standard municipal agreement, which provides a uniform approach for local government in respect to friendship relationships.

2014 - Support for government officials through training, cultural exchanges and hosting people from Timor Leste visiting Melbourne as required. This included hosting three representatives from Timor Leste (one attending the Working Together for Timor Leste Conference and two as part of the Australian Award Fellowship Program).

2010 - Council participated in a Strengthening Friendship Workshop to recognise a decade of the Australia Timor-Leste Friendship Movement and recommitted to a further ten years of friendship with the people of East Timor.

2009 - Three funded visits for Moonee Valley City Council representatives (two executive managers and one Councillor) and one funded community representative visit to Timor Leste.

Provision of three scholarships to East Timorese citizens (two to travel to AFL tournament and one other).

Figure 4: Neville Smith MVCC CEO with Fellows of the Timor-Leste National Technical Group on Administrative Decentralisation, Ms Lidia De Sousa Guterres and Ms Claudinha Soares Pinto, 2015
PROGRAM STREAM 2: PROJECT SUPPORT
This stream of the Program has focused on initiatives delivered on the ground in Liquiçá which provide practical assistance such as funding for services or infrastructure. Preparation of the Review has included discussions with partner agencies on the ground in East Timor. These agencies have identified that Council’s support has been useful, practical and valuable. Projects delivered in partnership with Timor based charities include:

- 2009 - Upgrade of a Gariana School in partnership with Life Love Health and River Diversion (Lepa) Project. The redevelopment of the Gariana School upgrade and the Lepa River diversion were delivered in partnership with Life, Love Health, a small Australian based charity. The projects were recorded as being completed and the CEO and a Councillor attended the opening of the new school in August 2009. The current status of these projects and their impact on the local community is unknown. While Life, Love Health still have an Internet presence their website indicates they are no longer fundraising and were not able to be contacted by email or telephone.

- 2012-2013 - Technology Resource Hub in Liquiçá, in partnership with Info Timor and the Xpand Foundation (refer Appendix Three). The Technology Hub was delivered in partnership with Xpand Foundation. This organisation continues to have an active presence in Timor Leste and is currently working on a number of projects there. The Technology Hub was completed in 2013. The key reason for the development of the hub was to provide Internet services to Liquiçá. This was achieved however there are now more options for Internet access so the hub now has a training focus. The Hub provides training to the Police, government staff and the general community. It is now self-sustaining, relying on the income generated from computer training. Xpand Foundation have an emphasis on projects that are long term and sustainable. The hub has been developed as a social enterprise and is a key community resource.

- 2017 - In late 2016, the Liquiçá municipal administrator, wrote to Council requesting support for a maternal and child health nursing program (Liga Ian program) to provide smart phones for Maternal and Child Health nurses providing neo-natal care to pregnant women in remote areas of the Liquiçá district. Council was asked to provide the support/funding to a local NGO partner, Allied Health International (refer Appendix Four), rather than the Liquiçá municipal administration. Health Alliance International are an NGO organisation working in Timor Leste to promote policies and programs that strengthen government primary health care. Council resolved to donate funds to support this maternal and child health nursing program in April 2017 and the project is currently being rolled out with the Moonee Valley Mayor due to provide a video message for the phone Hand Over Ceremony in July 2017. The funding agreement with Allied Health International is for a 12 month period (2017-2018).

- Other project support activities are outlined in Appendix Two.

PROGRAM STREAM 3: ENGAGEMENT AND FUNDRAISING
Moonee Valley Friends of Liquiçá (FOL) Advisory Group
This stream of the Program includes local community activities for the purposes of raising funds for and awareness about East Timor. In the past, these local activities have also strengthened local connections and capacity building, such as the 2007 community forum and celebration at the Flemington Community Centre to recognise the anniversary of the East Timorese referendum.

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14 Xpand Foundation and Health Alliance International. The project partner, Life, Love Health, were not able to be contacted.
The key community engagement with this project has been through the Moonee Valley Friends of Liquiçá (FOL) Advisory Group. This committee was formally established by a Notice of Motion on 18 October 2005, as a consultation forum for identifying projects that “...would best benefit the Liquiçá community from the Race Day funds.”

Over the past decade, this group has variously been referred to as the Moonee Valley Liquiçá Relationship Advisory Committee (established through a Notice of Motion in October 2005); the Liquiçá District Partnership Community Advisory Committee; and the Friends of Liquiçá Working Group.

As outlined above, over the years many Australian Timor Leste friendship programs have had a strong community focus with group members raising considerable funds and making regular visits to their Timor Leste Friendship cities. Over the past decade the level of community interest in East Timor has changed and some and some are now functioning as stand-alone not for profit organisations (see Appendix One).

It has been two years since the FOL Advisory Group last met with Council (perhaps due to both a lack of resources within Council to support its’ activities and the length of time the group has been in operation). Council is not aware of any current fundraising or awareness raising activities carried out by the Group.

The Ave Maria School in Aberfeldie have an active fundraising campaign and raised almost $5,000 for their sister school in Timor Leste in 2016. The sister school is not in the Liquiçá district.

Fundraising activities

Current fundraising has been through the annual Mayoral Charity Community Race Day held in August each year. In 2005, Council held its first Mayoral Charity Community Race Day (formerly known as the Liquiçá Plate). Since this time the event has raised over $250,000 (gross). Originally, all proceeds raised were directed to support projects in the Liquiçá district. This has changed in recent years; with 25% of funds raised each year directed towards Liquiçá district projects. The remaining funds were directed to charities operating within Moonee Valley. Local beneficiaries are decided each year in accordance with Council’s Provisions for Donations procedure.

![Figure 5: Presentation of the Mayoral Charity Community Plate to winning connections, attended by Councillors and government representatives from the Liquiçá district in 2011.](image)

In early 2017, Council officers undertook a financial and resourcing review of the Mayoral Charity Community Race Day which highlighted a projected financial loss of $37,500, excl. GST, to Council (based on 2016 figures and including a donation to charity of $10,000). A confidential report was presented to Council in April 2017 at which Council resolved not to hold the 2017 Mayoral Charity Race with a view to raising funds through more sustainable methods.

Following a $10,000 contribution to the Liga Timor project, the Program holds funds of approximately $20,000.
If the overall Program is to continue, ongoing funding will need to be sought. It should be noted that although Council has raised some $250,000 through the Mayoral Charity Race event over the past 14 years; delivery of the Program’s three streams has been a net cost to Council. If Council decides to continue to deliver the Program moving forward, it is unlikely that the cost of running the Program will be cost neutral.

Whilst other Council’s involved in East Timor friendship relations rely on a range of funding options, most have active community friendship groups who fundraise through selling Timorese coffee and crafts. Following an analysis of the Race Day event and Council’s subsequent April 2017 resolution, Council investigated fundraising opportunities which are outlined in Appendix Five. In summary, three alternative sustainable fundraising options were identified which could support the Program including: coffee based sales, staff driven fundraising and fundraising at pre-existing Council community events. These options do not include community led fundraising which could augment this activity.

Another interesting funding method is Mansfield Council who provide a ‘small town grant’ (up to $2000 pa), to their friendship group to fund activities in East Timor. This is the same as the grants provided to small towns in the municipality for local projects; and is administered through the existing council grants program. Council could potentially look at developing a partnership agreement as part of its existing Community Grants program to provide further project funding.

Figure 6: Council sponsored two Timorese locals to travel with the national team to play an AFL Tournament in Ballarat in 2010
Figure 8: Council facilitated the donation of Sporting goods donated by Football Federation Victoria, AFL, Essendon Football Club, Cricket Australia and Bendigo Bank to local sporting clubs on 2010.

**Local Community Development and partnerships**

**Musical days at St Brendans Church Flemington – 2002-2009**
Regular Sunday afternoon musical days were organised by the FOL and Council from 2002-2009. The musical days were attended by 100 community members per session on average. The musical days were used for awareness raising. Fundraising also occurred via coffee sales, however, entry was free. Oxfam also provided support at these events.

**18th anniversary East Timor’s vote for independence major event - 2009**
A major event was held at Flemington Community Centre to celebrate the 18th anniversary of East Timor’s vote for independence. The event featured up to 60 stalls and exhibitions and was a major cultural and community event attended by approximately 600 people. The event was organised by Council.

**Photo study tour of Timor Leste - 2008**
Council sponsored a photographic study by Lukas Kuzlaric to document Council’s funded projects supporting Timor Leste. The exhibition was featured at Moonee Valley Libraries.

**VLGA Public forums for Timor Leste Friendship groups – 2006-2010**
Regular forums and events were held by the VLGA to bring together Councils and East Timor friendship groups. Council supported and attended these events.

**Victoria University Timor-Leste Alliance**
Victoria University (VU) has a long standing commitment to Timor-Leste, through contributions to education, economy, society and environment. The University has hosted the Honorary Consulate of Timor-Leste in Melbourne since before Timor-Leste’s independence.

Council has previously partnered with Victoria University to identify Timor-Leste students and other community members to support our Program. Council was engaged with the University until recent years and could look to reactivate this relationship, particularly to deepen its’ knowledge of emerging issues and needs within East Timor.
Moving forward – Future needs and opportunities (key findings)

EMERGING PROJECT NEEDS, LEARNINGS & OPPORTUNITIES

Needs

- **Community needs in the Liquiçá District.** Whilst East Timor has made considerable progress in the past decade, it has significant population health needs as indicated in the table below.

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>East Timor</td>
<td>66.6 yrs (Rank 161 / 228)</td>
<td>69.8 yrs (Rank 163)</td>
<td>44.5 (Rank 65)</td>
<td>31.1 (Rank 65)</td>
</tr>
<tr>
<td>Australia</td>
<td>81 yrs (Rank 8)</td>
<td>82 yrs (Rank 9)</td>
<td>4.9 (Rank 195)</td>
<td>4.26 (Rank 196)</td>
</tr>
<tr>
<td>Gap</td>
<td>14.4 yrs</td>
<td>12.2 yrs</td>
<td>39.6</td>
<td>26.8</td>
</tr>
</tbody>
</table>

- An evaluation interview was conducted with Andrew Mahar from the Xpand Foundation for this report in January 2017 in which he identified that:
  
  o There was still a real need for on-going support for projects in Timor Leste, particularly in the areas of food and water security, and climate change.
  
  o The impacts of deforestation and climate change are impacting on the capacity for local food systems to cope. Unreliable rainfall is impacting on ‘the hungry season’ when there is little or no food available.
  
  o This advice is in line with advice provided by the Local Government Timor-Leste Network in 2016 which noted that a new small infrastructure program had been established by the United Nations Development Program (UNDP) for the Baucau, Ermera and Liquiçá districts to fund food mitigation infrastructure (e.g. bridges, drainage, irrigation) as these areas were identified as having the highest flood risk.
  
  o Working with local people to learn how to preserve food would help them survive this in addition most drinking water in Timor Leste is imported in plastic bottles which is expensive and leads to issues of litter and pollution. Sustainable water filtration systems are urgently required.
  
  o All projects should be long term and work towards becoming self-sustaining. Short term projects are disruptive and unhelpful.
  
  o Local councils’ support is most effective when it is provided in association with locally based partners in East Timor. And that locally based partners (that have a physical

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17 [http://www.indexmundi.com/east_timor/infant_mortality_rate.html](http://www.indexmundi.com/east_timor/infant_mortality_rate.html). Includes the number of deaths of infants under one year old in a given year per 1,000 live births in the same year, included is the total death rate, and deaths by sex, male and female. This rate is often used as an indicator of the level of health in a country.
presence in Timor Leste) are also vital in assisting council to understand needs and priorities.

Discussions with Health Alliance International in March 2017 identified that:

- Timor Leste (at both a central and district/municipal level) have considerable demand on their resources in terms of establishing and delivering services as well as building capacity of governing systems and the people working within them. That is, if not directed effectively then well-intentioned support from overseas can create additional burden/workload on governments in East Timor.

- In light of this, overseas support for government capacity building can be effective when support is directed towards local on the ground NGOs whose core mission includes taking a long term approach to not only support local service delivery, but also to help build the capacity of local institutions and government to deliver and plan for services. This is reflected in Health Alliance International’s mission which is to:

  - “...provide substantial support and solidarity to our government partners to strengthen primary health care. Central to HAI’s mission is supporting the public sector, which is especially important in the face of decades of austerity and privatization imposed on these governments. HAI’s alliances with ministries of health improve government capacity to measure performance, improve quality, and expand the scope of their services. In every country, HAI’s in-country staff work within Ministry offices and are considered key partners in designing, implementing and evaluating health programs.”

**Learnings and Opportunities**

**Governance Stream opportunities**

- **Strategic framework for decision making.** Upon review of the Program to date, it is not always clear as to the rationale for project investment and support. If Council decides to continue the Program, there is an opportunity to prepare a strategic framework to guide decision making. The aim of this framework would be to build upon Program commitments and learnings over the past 10+ years and guide decision making and investment. A draft framework has been prepared for further discussion and is outlined in Appendix Six.

- **Government to government support and capacity building.** Identifying specific skills development and fostering relationships at a government to government level is resource intensive and beyond the current capacity of the Program’s resources. Council currently works with the Victorian Government’s Local Government Timor-Leste Network, whose Sector Performance and Development unit work actively to foster links into government in East Timor and assess skills development needs. As per existing arrangements, Council could continue to respond to requests to sponsor and host delegates from East Timor and provide training and support of Timorese officials on a case by case basis. Overseas and interstate travel by Moonee Valley Councillors and staff (for future delegations etc.) are subject to separate Council policy.

- **Government to government relations.** Relations with the Liquiçá district government can perhaps be most effectively built through providing practical support to projects in Liquiçá through partners who either have a long history on the ground and/or whose work involves building the capacity of government and other local institutions (such as Xpand Foundation/Allied Health International). Furthermore, government to government relations are strengthened when the governments have practical projects to share and celebrate. For example, in 2017, Moonee Valley’s funding of the Liga Inan project has given cause for us to reconnect and re-establish dialogue with the Liquiçá district administrator.

- **Sharing advice and professional experience.** Many of the Liquiçá community’s needs identified above are areas where Moonee Valley staff have expertise, such as maternal and child health, civil and infrastructure engineering and environmental sustainability. This is also in line with the Liquiçá / Moonee Valley Municipal District Cooperation Agreement in terms of “…sharing advice,
professional experience and mentoring." Council could consider supporting projects that have some alignment with their own service delivery areas so that investment decisions are informed by a practical understanding and expertise around a given project.

- **Roles, responsibilities and resourcing within Council.** There is a need for greater organisational clarity around roles and responsibilities in regards to delivery of the three Program streams within Council, and to ensure they are coordinated and resourced by parts of Council with the most relevant expertise. In particular there is an opportunity to align Stream one - Governance with the ceremonial, civic and government-to-government functions of Council rather than the community development area. This function could sit with a range of other civic activity within Council such as the ANZAC centenary and annual commemorations; Spirit of Moonee Valley; citizenship ceremonies etc.

**Project Support Stream opportunities**

- **Projects addressing needs in Timor Leste (food and water security, climate change, population health).** There is an opportunity to engage with groups in Moonee Valley with an interest in these issues (food and water security, climate change, population health) and link them to programs in Timor Leste. Council (and the FOL Advisory Group) could raise awareness (and potentially fundraise but this would be up to individual community groups) through its networks. Awareness raising could also be part of the recently established Portfolio Advisory Committee system (Environment and Health & Wellbeing committees). In addition, greater connection with this Program, local RSL and military commemorative activities could also be explored (celebrating East Timor’s contribution to Australia’s WWII war effort).

- **Building on existing partnerships.** Through the Program’s implementation over the past decade, Council has developed a constructive working relationship with local NGOs (namely Xpand Foundation, and more recently Health Alliance International), who have (and continue to) deliver projects of benefit to the Liquiçá community. These organisations run a number of programs towards which Moonee Valley could continue to contribute. To consolidate this work and provide more certainty to partners moving forward, Council could enter into a partnership agreement for the duration of this Council term with these partners (Xpand / Health Alliance International) to support/fund their existing projects in Liquiçá, including: WithOnePlanet, WithOneSeed and Liga Inan projects (refer **Appendix Three**). The amount Council would fund these projects each year would be subject to the funds raised. Agreement to fund these projects would be subject to the proposed governance arrangement outlined in **Appendix Six**).

- **Building on existing local interest in Moonee Valley.** Whilst not part of council’s Program, it is worth noting that Ave Maria College in Aberfeldie has a Sister School Program with St Maria Mazzarelli School in Venilale. This project is separate from the Friends of Liquiçá and based in a different region of Timor Leste but provides another link between the community of Moonee Valley and Timor Leste. The sister relationship is strong with students from Ave Maria visiting Timor Leste and undertaking substantial fundraising. In 2016 $5000 was raised for St Maria Mazzarelli School and in 2015 students from Ave Maria participated in an immersion visit to Timor Leste to visit St Maria Mazzarelli and meet the students. Such activity presents opportunities for the Program to engage with the Ave Maria College group and link them to other Moonee Valley /Timor Leste initiatives.

- **Other project support funding.** There is an opportunity to augment fundraising for partnership projects through a contribution from council’s Community Grants program – similar to the Shire of Marshall’s small town grants program.

**Community engagement and fundraising opportunities**

- **FOL Advisory Group.** It has been two years since the FOL Advisory Group last met with Council (perhaps due to both a lack of resources within Council to adequately support its activities and the length of time the group has been in operation). Council is not aware of any current fundraising or awareness raising activities carried out by the Group. A copy of the review report has been provided to FOL advisory Group members for comment and Council will continue to provide information and engage with FOL.

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Moonee Valley Liquiça Friendship Program Analysis Report, 2018  Trim: 18/09/12
Advisory Group members as part of this review. It is recommended that Council pursue additional Community engagement activities to generate further community involvement in the Program and invite past and present FOL Advisory Group members to participate.

- **Timor-Leste Annual Community Forum** - The development of a Council managed Timor-Leste Annual Community Forum would help promote the Program and provide a platform to engage with locals with an interest in East Timor and discuss opportunities to contribute to existing and future activities.

- **Development of a partnership with Victoria University** - Council has previously partnered with Victoria University to identify Timor-Leste students and other community members to support our Program. Council was engaged with the University until recent years and will look to reactivate this relationship.

- **Fundraising by Council.** There are opportunities for Council to support sustainable fundraising options (coffee sales, staff driven fundraising and fundraising at pre-existing Council events) which are detailed in **Appendix Three**. It should be noted that although Council has raised some $250k through the Mayoral Charity Race event over the past 14 years; delivery of the Program’s three streams has been a net cost to Council. If Council decides to continue to deliver the Program moving forward, it is unlikely that the cost of running the Program will be cost neutral.

- **Fundraising by the community.** Council initiated fundraising could be augmented by community led fundraising if other community groups decided to raise funds for the projects. See **Appendix Five** (parts i and ii). Support community led fundraising efforts for projects in East Timor through could also be supported in-kind by Council through subsidized use of council facilities etc.

- **Mayoral Charity Race Day Event.** If there was continued political support for the Event, there is scope to re-design this event as a networking and partnership opportunity to promote the Friendship City Relationship and build stronger connections with key stakeholders. The Event could re-branded back to the Moonee Valley Liquiça Plate (or other suitable title to recognise the partnership) to clearly identify the Friendship City Relationship and remove the generic link with fundraising and charity. Council Officers have met with Moonee Valley Race Club (MVRC) staff to discuss this option. While only preliminary discussions have taken place to date, it appears the cost to Council is relatively high (a minimum of $10,000 pa). See **Appendix Five** (part ii).

- **Building on shared horse racing traditions.** In addition, Council officers have also identified with the MVRC, opportunities for them to pursue their own links and partnerships with East Timor (possibly even the Liquiça district). This could be built upon the strong tradition of horse racing in both countries, and the fact that almost all buildings and infrastructure (including horse racing infrastructure) were destroyed in Liquiça during the chaos of the militia’s campaign, following East Timor’s 1999 referendum results.

**Benefits to Council of delivering an East Timor Program**

The Moonee Valley/Timor-Leste Liquiça Friendship City relationship Program supports and builds on enduring links between the people of Australia and Timor Leste, including those developed during the Second World War when Australian Special Forces, with the support of many Timorese, resisted Japanese occupation.

The Program offers opportunities for community participation and learning and development for the Moonee Valley community. These activities include participating in community events, finding out about the history of Timor-Leste and its people, participating and learning skills in project and fundraising activities and developing friendships and connections between community members.

There are also staff development and retention opportunities through involvement in East Timor Program activities.

For a relatively small financial and staff time commitment Council can make a genuine impact to support the Timor-Leste community. Whilst Timor-Leste has made considerable progress in the past decade, it has
significant population health needs. There is also still a real need for on-going support in the areas of food and water security, and climate change.

Through the expertise of Council and its strategic partners and the new strategies outlined in the Program review there is an opportunity for Council’s Program to go beyond just a traditional charity/aid model to a community development and capacity building model with a focus on social enterprise and sustainability. By implementing this model around the next ‘generation’ of activity between Moonee Valley and Liquiça this is where the greatest good and opportunity will come from.

Council has made a significant contribution in Timor-Leste since the beginning of the Moonee Valley/Timor-Leste Liquiça Friendship City relationship in 2003 and the Program Review has identified an exciting new direction and strategic framework to build on the Program legacy and continue our important work to build capacity for the people of Timor-Leste.
Options for future direction

In light of this Review’s key findings, the following options are available to Council regarding future direction of this Program, including:

- OPTION ONE: Minimise Program investment and involvement; or
- OPTION TWO: Continue to deliver the Program and incorporate Review findings.

These options are described in the table below.

**OPTION ONE: MINIMISE PROGRAM INVESTMENT**

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>EXPENDITURE</th>
<th>COST</th>
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<tbody>
<tr>
<td>Wind up / cease activity in the existing Program with exception of limited municipal support. This includes:</td>
<td>Stream 1 Governance: Council Responsibility area: Organisational Performance</td>
<td>approx. $3,700 pa</td>
</tr>
<tr>
<td>Continue to respond to requests from Timor Leste for hosting visitors from Liquiçá as requested. Assess resourcing as required (in terms of delegations when proposed etc) in line with relevant Council policy such as travel allowances etc.</td>
<td>Stream 2 Project Support: Council Responsibility area: Planning &amp; Development (Community Planning)</td>
<td>approx. $1700K</td>
</tr>
<tr>
<td>Expending the current funds (approx. $20k) on Liquiçá projects, then discontinue with ‘Project Support’ (once current funds expended).</td>
<td>Stream 3 Engagement and fundraising: Council Responsibility area: n/a</td>
<td>approx. $2k</td>
</tr>
<tr>
<td>Discontinue with ‘Engagement &amp; Fundraising stream’.</td>
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**COST**: approx. $3,700 pa  
Stream 1 Governance: (approx. $1700K)  
Approx $1,700 pa officer time (Band 5 x 6 days pa). Includes administrative support for municipal support and liaison as requested. Excludes:  
- Additional hours and costs if requests received for delegations.
Stream 2 Project Support: (approx $2K)  
Approx $2000 pa officer time (Band 6 x 5 days). To expend the current funds, including funding arrangements.
Stream 3: Engagement & Fundraising (n/a)

**PROS:**  
- Inexpensive.  
- This option would fulfil the minimum requirements of the 2014 Liquiçá & Moonee Valley Municipal/District Cooperation Agreement.  
- Would allow staff time to be allocated on other local (Moonee Valley) projects.

**CONS:**  
- Is not in spirit of signed Cooperation Agreement.  
- Breaks ties between Council and long-term project. Does not capitalise on learnings and ‘walks away’ from significant Program investment over past decade.  
- Possible reputational loss when we advise Council is no longer investing in or contributing funds to local projects; particularly from local community, East Timorese community partners, East Timorese national and Liquiçá District administration governments.
OPTION TWO: CONSOLIDATE EXISTING PROGRAM (INCORPORATE FINDINGS OF THIS REVIEW)

DESCRIPTION:
Continue to deliver the Program and incorporate Review findings. This would include clarifying roles and responsibilities within Council for each of the Program streams, including:

**Stream 1 Governance:** Council Responsibility area: Organisational Performance

Provide municipal support, as requested and facilitated through forums such as the Victorian Government's Local Government Timor-Leste Network (and continue to attend quarterly network meetings). Assess resourcing as required (in terms of delegations when proposed etc) in line with relevant Council policy such as travel allowances etc.

Hold a regular forum/briefing (perhaps one per Council term) with Timor Leste Ambassador or consul and Councillor group to provide an update on activities and discuss opportunities for the future.

**Stream 2 Project Support:** Council Responsibility area: Planning & Development (Community Planning)

Provide project support for initiatives delivered on the ground in Liquiçá which provide practical assistance and funding for (typically) community development projects, services or infrastructure which address local needs. In line with the findings of this Review, this could involve developing:

- A framework to assess and guide Council's investment in projects, as outlined in *Appendix Six, Moonee Valley/Friends of Liquiçá Project Assessment Framework (Assessment Framework).*
- Strategic partnership/s with agency/ies in Liquiçá for 2017-21 Council term through a formal funding agreement/s. These partnerships could be developed in line with the *Assessment Framework (Appendix Six).* As per the 'Project Support Stream opportunities' section of this Review, the aim of these partnerships would be to: address key needs in Timor Leste (such as food and water security, climate change, population health); and build on existing partnerships using a sustainable partnership approach. This means agencies eligible to apply for this would be those who are already working on the ground in Liquiçá, and with whom Council has had experience. Council officers could work with prospective agencies to identify projects of high need and 'fit' with Council's services and *Assessment framework.* It is recommended that the partnership funding would include:
  - Expend the current funds (approx. $20k) on these agreed Liquiçá-based projects (once approved by council),
  - Undertake project evaluation at the conclusion of the funding term.
- Foster links between East Timor based partners and local groups with similar interest (e.g. climate change and sustainability groups).

**Stream 3 Community development, engagement and fundraising:** Council Responsibility area: Planning & Development (Community Planning)

Support local community and staff activities for the purposes of raising funds for and awareness about Timor Leste. These local activities would also aim to strengthen local connections and capacity building. In line with the findings of this Review, this could involve:

- **Engagement:** Engage with and provide support to local groups supporting Timor-Leste (such as the Ave Maria College initiative), and also representatives of groups based in Moonee Leste with common interests in projects in Timor Leste such as climate change, health etc.
**OPTION TWO: CONSOLIDATE EXISTING PROGRAM (INCORPORATE FINDINGS OF THIS REVIEW)**

- **Timor-Leste Annual Community Forum**: The development of a Council managed Timor-Leste Annual Community Forum would help promote the program and provide a platform to engage with locals with an interest in East Timor and discuss opportunities to contribute to existing and future activities.
- **Fundraising**: Trial new fundraising initiatives to support Council’s Friends of Liquiça Relationship Program for the 2017/18 financial year including coffee sales; staff driven fundraising and fundraising at pre-existing Council events as detailed in Appendix Five. Support fundraising by the community for projects in East Timor as per Council’s Community Financial Support Policy, and also through in-kind means such as subsidized use of council facilities etc.
- **Community development**: Enhance connections that have a strategic connection with Moonee Valley.

**NOTE: Mayoral Charity Race Day Event**: It is not proposed that Council continue to hold this event going forward due to the event cost (minimum $10,000 pa). See Appendix Five (part iii). Council Officers will continue to encourage the Moonee Valley Race Club to pursue their own links and partnerships with East Timor (possibly even the Liquiça district), and build on the strong tradition of horse racing in both countries.

**COST**: approx $18,775 - $21,775 pa

**Stream 1 Governance**: (approx. $4K)
Approx $4000 pa officer time (Band 5 x 12 days pa). Includes administrative support for FOL Advisory Group meetings. Plus additional hours and costs if requests received for delegations, etc. May also increase if FOL Advisory Group meets more than 3 times pa.

**Stream 2 Project Support**: (approx. $8K)
Approx $6000 pa officer time (Band 6 x 18 days pa). To develop & manage partnership, including fundraising arrangements. Includes additional local community development & networking.
Approx $2000-$5000 allocated towards a partnership agreement/s from existing Community Grants program. Note, this would commence in 2019/20 financial year as it would require a change to documentation relating to the Section 86 Grants Assessment Special Committee.

**Stream 3: Engagement & Fundraising** (approx. $6,775)
Approx $2500 pa officer time (Band 5 @ 1-2 hrs p/w for 48 weeks pa) for administration.
Approx $475* for wholesale coffee purchase for fundraising re-sale. (Assumes total coffee sales of $6750 with profit of $2475pa. Plus $2100 other fundraising pa. Total income estimated @ approx. $4575 pa. Excludes potentially other community led fundraising).

*Based on purchasing coffee wholesale from Xpand Foundation with OneBean Coffee Project.

**PROS:**
- Could be achieved within existing operational expenditure (through relatively modest re-alignment of staff resources).
- Exception would be additional $4,275 (estimate only) for wholesale purchase of coffee from Xpand Foundation with OneBean Coffee Project. But this would also support Liquiça economy and subsistence farmers working with the Xpand Foundation.
- Fundraising costs are lower risk than for a major event such as Mayoral charity race.

**CONS:**
- Greater investment required than Option 1.
- Funds diverted to paying for staff in Australia - however these are already established positions delivering other services within Council.
- Current level of community interest and support yet to be determined.
### OPTION TWO: CONSOLIDATE EXISTING PROGRAM (INCORPORATE FINDINGS OF THIS REVIEW)

- Greater clarity around roles and responsibilities within Council for each of the Program streams.
- Opportunity to engage with the Moonee Valley community and raise more funds for Liquiçá projects.
- Project Support stream involves a community development approach — allowing partners in Liquiçá decide on priorities. Allows long term investment for East Timorese projects to deliver results.
- Allows MVCC to use expertise of other groups — focus local efforts on fund raising and possibly hosting/ training. Working with already established project partners may mean positive project outcomes achieved more quickly. Hone fundraising for specific projects.
- In line with Review findings.
- This option would fulfill the requirements of the 2014 Liquiçá & Moonee Valley Municipal/District Cooperation Agreement.
- Creates platform for additional local community development & networking.
Appendix One: Examples of Friendship groups

There are currently 22 Timor Leste friendship groups in Victoria (Australian Timor Friendship Australian Timor Leste Friendship Network); most of whom appear to be functioning to some extent. The majority of groups have a web presence either with their own webpage or on their host councils website.

The majority of these groups were established in the early 2000’s. The groups are generally run collaboratively between local councils and community volunteers however there are some groups that are independent of local government.

In 2009 the Australian Timor Leste Friendship Network was established to improve the flow of information between Australia and Timor Leste provide a central point of contact for friendship groups. The Network endorses the founding principles of friendship groups as:

- Respect and support for Timorese-led decision-making
- Sustainable and long-term (10 year) assistance
- Relationships are based on partnerships of mutual respect and collaboration.

The current status of friendship groups in Victoria

Of the 22 Victorian friendship groups most appear to be functioning to some extent. The majority of groups have a web presence either with their own webpage or on their host councils website. Many of the groups consist of a small number of dedicated community members who have been involved in Timor Leste project for some time and have good links to the community in Timor Leste.

Friendship groups have found a number of ways to maintain relevance and continue to support their Timorese partners. Below are current friendship group arrangements.

Friends of Suai – City of Port Phillip

The City of Port Phillip maintains strong links with the friendship arrangement. A staff member is employed, by Port Phillip City Council, three days per week to manage the project. The project has a budget of $80,000 and raises around $50,000 per year from community fundraising. The project supports a centre in Suai which employs local staff, runs training services and manages scholarships. The priorities for the project are set in Timor and include education and training, scholarships and sanitation projects. There is a four year strategic plan setting the broad project direction.

Friends of Baucau - Cities of Yarra and Darebin

Friends of Baucau was set up by the Cities of Yarra and Darebin who employed a full time staff member to manage the program and support the friendship arrangement. The project supported a training centre in Baucau and an Australian Volunteers International worker in Baucau.

In 2013 the Cities of Darebin and Yarra decided to no longer support the Friends of Baucau as a committee of council but supported the group to become an incorporated body. The group now functions at arms length from the Councils but do receive in-kind support from both councils such as selling coffee and provide access to community facilities for meetings and activities.

Network website: www.austimorfn.org/friendship-groups
Darebin and Yarra City Councils have both signed a Municipal/District Cooperation Agreement.

**Friends of Venilale – Mansfield**

The project was originally run through the Mansfield Shire Council but is now run as an incorporated not for profit agency. Council assisted the friendship group to become incorporated particularly with governance. It appears there was greater on-going grass-roots interest in the Mansfield community than exists in Moonee Valley at present. The council still have an active role in the project and assist with any legal issues (this was mainly relating to incorporation), insurance (the establishment but not financing) and admin such as printing. There is a Councillor on the Friends of Venilale committee and a contact officer based in council. Council fund the project through their small town grants program. All small towns in the Shire of Mansfield can apply for a $2000 grant and Venilale receives the same funding.

There is a mirror organisation in Venilale called the Friends of Mansfield, they meet every two months and employ four staff:

- Friendship Liaison Officer who is also the project manager
- Tourism Officer
- Education Support Officer
- Translator (when required)

The project has a focus on tourism, the community centre and education through sister school relationship between a school in Mansfield and Venilale.

There is a small committee who manage the project and call on other community volunteers for fundraising activities.

**Ave Maria Sister School**

Ave Maria College in Aberfeldie has a Sister School Program with St Maria Mazzarello School in Venilale. This project is separate from the Friends of Liquiçá and based in a different region of Timor Leste but provides another link between the community of Moonee Valley and Timor Leste. The sister relationship is strong with students from Ave Maria visiting Timor Leste and undertaking substantial fundraising. In 2015 $55000 was raised for St Maria Mazzarello School and in 2015 students from Ave Maria participated in an immersion visit to Timor Leste to visit St Maria Mazzarello and meet the students.
## Appendix Two: Program activity timeline

<table>
<thead>
<tr>
<th>Date</th>
<th>Description</th>
<th>Program Stream</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003</td>
<td>Council established a partnership with the Liquiçá District through the <a href="https://ausTimorFLiS.org">Australia Timor-Leste Friendship Network</a>.</td>
<td>Stream 1: Governance</td>
</tr>
<tr>
<td>2003</td>
<td>Friends of Liquiçá, a community group first established. Discuss potential projects to raise funds and awareness for the people of the Liquiçá District and to develop recommendations on furthering the friendship arrangement Council has with the region.</td>
<td>Stream 3: Community Engagement and Fundraising</td>
</tr>
<tr>
<td>2005</td>
<td>Held our first Mayoral Charity Community Race Day (formerly known as the Liquiçá Plate). Continued each year until 2017. Council resolution, formally establishing the Moonee Valley Friends of Liquiçá (FOL) Advisory Group by a Notice of Motion on 18 October 2005, as a consultation forum for identifying projects that “...would best benefit the Liquiçá community from the Race Day funds.”</td>
<td>Stream 3: Community Engagement and Fundraising</td>
</tr>
<tr>
<td>2008</td>
<td>Entered into an agreement with a volunteer-based charity called Life, Love &amp; Health to fund two projects in the area; the rebuilding of a school in Gariana and a river diversion project in Lepa. An amount of AUS$33,000 was allocated to fund these projects and in August 2009, a member of Council’s executive staff travelled to East Timor to attend the official opening of the school. Photographer Luke Kuzelac documented these projects through a photographic study sponsored by Council with the images to be displayed at the Hotel Esplanada in Dili.</td>
<td>Stream 2: Project Support</td>
</tr>
<tr>
<td>2009</td>
<td>Council held a community forum and celebration at the Flemington Community Centre to recognise the anniversary of the East Timorese referendum on 30 August 1999</td>
<td>Stream 3: Community Engagement and Fundraising</td>
</tr>
</tbody>
</table>
| 2010 | Councillor Cusack visited East Timor along with a member of Council’s Executive Staff, to participate in a Strengthening Friendship Workshop. This was to recognise a decade of the Australia Timor-Leste Friendship Movement and each of the Friendship Groups recommitted themselves to a further ten years of friendship with the people of East Timor. During this visit:  
- A meeting was held with Leonel de Jesus Carvalho, the District Administrator of the Liquiçá District and Mateus Fatima Luan, the Sub-District Administrator, to discuss key issues in the region and any potential support Council may provide.  
- Attended an event at the Australian Embassy hosted by Ambassador Peter Herward, where Kirsty Sward Gusmão spoke in her role as Goodwill Ambassador for Education. Kirsty is the wife of the Prime Minister and former President of East Timor, Xanana Gusmão, and was particularly | Stream 1: Governance |
<table>
<thead>
<tr>
<th>Date</th>
<th>Description</th>
<th>Program Stream</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>We arranged for sporting goods donated by various clubs to be taken over to the Liquiçá District and we sponsored two Timorese locals to travel with the national team to an AFL tournament in Bali.</td>
<td>Stream 2: Project Support</td>
</tr>
<tr>
<td>2011</td>
<td>The Community Development Officer from the Sub District Administrator’s office of the Liquiçá District attended a training program in Melbourne organised by the Department of Planning and Community Development. A member of Council’s executive staff met with the Liquiçá District Community Development Officer and provided him with a tour of Moonee Valley and discussed potential projects for the region. Projects identified included the development of a football field and the establishment of a satellite internet connection to the District Administrator’s office and to a community space within the township of Liquiçá.</td>
<td>Stream 1: Governance</td>
</tr>
<tr>
<td>2012</td>
<td>Council entered into an agreement with the Xpand Foundation, a not-for-profit organisation that creates and supports enterprises that encourage social inclusion of disadvantaged people to build their social and economic participation.</td>
<td>Stream 2: Project Support</td>
</tr>
<tr>
<td>2013</td>
<td>The Xpand Foundation completed the establishment of a Technology Resource Hub in Liquiçá, in partnership with Info Timor, a local not-for-profit social enterprise focusing on using information communication technology as a primary tool to create positive social change. The Hub allowed the community access to quality, affordable technology services, including computers, the Internet and associated training. Initially funded by Council, the service will be built on a social enterprise model to ensure its ongoing viability and sustainability. An existing UN building located beside the Sub-District Administrator’s office in the township of Liquiçá was identified as a suitable site for the Hub which will be managed by a local NGO. At the start of 2013, staff travelled to Baucaus for two months to undertake training on all aspects of managing the facility. As of August 2013, there were over 50 local people enrolled in a computer training program at the Liquiçá Technology Resource Hub. This project was endorsed by Council at its Planning and Citizens Meeting of 4 September 2012. A further update was provided to Council at its Ordinary Meeting of 27 August 2013.</td>
<td>Stream 2: Project Support</td>
</tr>
<tr>
<td>2014</td>
<td>Council co-sponsored the attendance of a Community Development Officer from the Liquiçá Sub District to attend the Working Together for Timor-Leste Conference in Melbourne from 26 to 27 July 2014.</td>
<td>Stream 1: Governance</td>
</tr>
<tr>
<td>Date</td>
<td>Description</td>
<td>Program Stream</td>
</tr>
<tr>
<td>-------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>2014</td>
<td>On 23 September 2014 at its Ordinary meeting of Council, the Mayor and Chief Executive signed the municipal/district cooperation agreement. Read the report. In order to better facilitate a consistent relationship between Victorian Councils and friendship groups in Timor-Leste, the Victorian Government and the Council of Ministers for Timor-Leste developed a standard municipal agreement for consideration. This agreement provides a uniform approach for local government in respect to friendship relationships including the friendship relationship between MVCC and Liquiça. In conjunction with a visiting Timor-Leste delegation led by Secretary of State, Tomas do Rosario Cabral, the East Timorese signatory to our agreement, Council received an invite to attend a dinner and formal signing ceremony on 16 October 2014. This was attended by a Councillor and Senior Officer who witnessed the counter-signing of our agreement.</td>
<td>Stream 1: Governance</td>
</tr>
<tr>
<td>2014</td>
<td>A subsequent report which in addition to providing an update on the Technology Resource Hub was also seeking approval for additional funding to support the facility for a further 12 months. The report detailed a number of other requests which arose from the Liquiça District Partnership Working Group meeting held on 15 April 2014.</td>
<td>Stream 2: Project Support</td>
</tr>
<tr>
<td>2015</td>
<td>State and Local Governments formed a Committee to provide an opportunity for organisations to come together and share ideas and discuss support for their respective Districts (Victorian Government’s Local Government Timor-Leste Network)</td>
<td>Stream 1: Governance</td>
</tr>
<tr>
<td>2015</td>
<td>Council participated in the Australia Award Fellowship Program which saw six senior officers from the Timor-Leste central government spend four weeks in Victoria on an extended study tour. Council hosted them for two weeks. The purpose of their cultural exchange program/study tour was to strengthen their leadership and local government administration skills and the knowledge of members of the Timor-Leste (TL) National Technical Group on Administrative Decentralisation. The Fellows were selected based on their responsibility to provide high level policy advice and professional support to TL Ministers who are overseeing the decentralisation process. Ms Lida de Sousa Guterres represented the Ministry of Finance and Ms Claudiahe Soares Pinto represented State Administration. Many past graduates of the Victorian Fellowship Program hold senior positions within the Timor-Leste Government, including as Vice-Ministers of the current Government.</td>
<td>Stream 1: Governance</td>
</tr>
<tr>
<td>2015</td>
<td>At a meeting of the Liquiça District Partnership Working Group on 22 June 2015 members considered a report from InfoTimor on a proposal request for training funds. The Working Group recommended that this be presented to Council for the allocation of expenditure for the provision of computer training.</td>
<td>Stream 2: Project Support</td>
</tr>
<tr>
<td>Date</td>
<td>Description</td>
<td>Program Stream</td>
</tr>
<tr>
<td>------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-----------------------------------------------------</td>
</tr>
<tr>
<td>2015</td>
<td>FOI Advisory Group members and Council officers met on 27 April, and 22 June and 19 October 2015.</td>
<td>Stream 3: Community Engagement and Fundraising</td>
</tr>
<tr>
<td>2017</td>
<td>Council resolved to not hold the 2017 Mayoral Charity Race with a view to raising funds through more sustainable methods. In addition and at the request of the Liquiçá district administrator, Council resolved to donate funds to support a maternal and child health nursing program through a local NGO partner, Allied Health International.</td>
<td>Stream 3: Community Engagement and Fundraising</td>
</tr>
<tr>
<td>2017</td>
<td>Council resolved to fund the Liqia Inan maternal child health project through Health Alliances International.</td>
<td>Stream 2: Project Support</td>
</tr>
</tbody>
</table>
Appendix Three – Xpand Foundation

The Xpand Foundation is a not for profit social enterprise based in Timor Leste. Friends of Liquiçá partnered with Xpand to develop and run the technology hub in Liquiçá. The Xpand Foundation works on projects with local people to provide opportunities and employment. Their projects have a focus social and economic participation and emphasise on climate change mitigation. The Xpand Foundation are well established in Timor Leste, with a strong record for delivering meaningful projects and have a presence in the Liquiçá region. The Xpand Foundation has a focus on social and economic participation in a society committed to a green future in the digital age. It is a voluntary, not for profit, non-government organisation governed by a board of directors.

The Xpand Foundation has three key programs:

**WithOneSeed**

A social enterprise that is taking action on climate change through community forestry in Timor Leste. It is dedicated to improving the resilience of subsistence communities to make environments sustainable, to end poverty and hunger, to deliver open education and to create regional partnerships. WithOneSeed works with subsistence farming communities to generate income through a community forestry initiative. The reforestation of their land reduces soil erosion, improves soil and water quality, crop yields and nutrition, which improves the health and wellbeing of the community. It also helps to build local economy, boost education and training and deliver social and economic participation. Council is currently striving to achieve its carbon neutral by 2020 target and has a policy to offset some of its emissions that can’t be avoided. An opportunity was identified for part of the offsets to be purchased through the ‘WithOneSeed’ program to further support Council’s East Timor Program. In June 2018 Council purchased East Timor carbon offset certificates from the Xpand Foundation. The WithOneSeed community tree program is in Bagua, Timor-Leste.

**WithOnePlanet**

A climate change education program, which supports teaching about environmental sustainability, awareness of culture and active citizenship. It also promotes linking school communities in Australia and Timor Leste.

WithOnePlanet is designed to broaden knowledge and awareness about climate change and provide a practical ‘call to action’ that connects school communities in Australia with school communities in Timor Leste.

WithOnePlanet is an education program designed with two simple objectives:

- to deliver a high quality and credible education program focused on environmental sustainability, cultural awareness, and active citizenship
- to encourage school communities from Australia to connect with village-based schools in Timor Leste, to establish collaborative learning and to support each other through educational and awareness raising programs. It is vital to the region’s development that strong bonds and understanding are nurtured through the next generation.

**WithOneBean**

A program to provide coffee grown by subsistence farming communities in Timor Leste and roasted by a boutique coffee roaster in Melbourne. WithOneBean returns 100% of the profits from coffee sales to environmental and educational projects in Timor Leste. It supports subsistence communities through the WithOneSeed and WithOnePlanet initiatives.

Given Moonee Valley has previously worked successfully with the Xpand Foundation (founders of WithOneBean) in East Timor supporting the WithOneBean Coffee Project could be a way to build on this partnership and support other projects in East Timor going forward.

Appendix Four – Health Alliance International

In 2017 Council entered into a funding agreement with Health Alliance International (HAI), on behalf of the Liquiçá Municipal Administration, to support purchasing of smartphone technology for the Liga Iran maternal child health project.

HAI was founded in 1987 and is a non-profit organisation based in Seattle, Washington, USA. HAI is an international public health organization, currently working in Mozambique, East Timor, Côte d'Ivoire and Sudan. HAI has a strategic alliance with the University of Washington.

HAI mission is to promote policies and support programs that strengthen government primary health care and foster social, economic, and health equity for all. The HAI vision is a just world that promotes health and well-being, including universal access to quality health care.

HAI focuses on supporting government Ministries of Health to expand services at a national level in order to boost the overall health infrastructure of a country, and to strengthen its ability to provide sustainable sector-wide services.

HAI has four areas of focus:

• Strengthening public-sector health systems and the health workforce
• Advocating for macroeconomic justice for healthy communities, including fair, healthy trade agreements
• Using public health solutions to end war and using data to measure the harmful effects of conflict
• Movement building for racial, social and health justice in our country programs

HAI began working in Timor-Leste in 1999 when they sent a health and human rights delegation to assess the country’s human rights and health situation, and to develop a project for the delivery of essential maternal care services. After the establishment of the Timor-Leste Ministry of Health (MOH) in 2002, HAI has worked to support the MOH to rebuild the health system.

Today in Timor-Leste HAI focuses on strengthening the MOH’s maternal and child health services and integrating them into primary health care and generating demand for health services delivered through the public sector.

HAI has an administration team of 28 project staff based in East Timor, who have been the primary contacts for Council in our current partnership.

For more information visit - http://healthallianceinternational.org
Appendix Five: Alternate fundraising options

i) Background
A benchmarking exercise mapping successful fundraising activities and initiatives used by other Melbourne based Councils to support East Timor Friendship City Relationship programs was undertaken as part of the fundraising review. Three alternate sustainable fundraising options were identified and are detailed below; coffee sales, staff driven fundraising and fundraising at pre-existing Council events.

ii) Coffee Sales Based Fundraising
A number of local Melbourne councils including Moreland, Port Phillip, Hume and Boroondara use a coffee sales based fundraising model to raise funds for their Friendship City Relationship programs in Timor Leste. These councils purchase coffee from a wholesale supplier (there are a number of different operators in the market) who source the coffee from subsistence farmers in East Timor. The suppliers then sell the coffee to the Council at a wholesale rate, with Council then selling the Coffee at commercial rates and keeping the difference as fundraising income. Coffee is sold in a variety of ways including through cafes, customer service centres, events and staff offices. This model provides the opportunity to fundraise money for specific projects whilst also directly benefitting subsistence farmers and local communities within Timor Leste. The below table highlights two current Coffee Sales models as used by Moreland City Council and Port Phillip City Council.

<table>
<thead>
<tr>
<th>Council</th>
<th>Supplier</th>
<th>Cost of coffee</th>
<th>Profit margin (factoring in delivery costs)</th>
<th>Staff time to administer</th>
<th>Total funds raised 2016/2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Moreland</td>
<td>Wild Timor Coffee (<a href="https://wildtimorcoffee.com">https://wildtimorcoffee.com</a>)</td>
<td>$6.50 per 250 gram bag</td>
<td>Moreland sell to public for $15 and profit $6.50 per bag (Wild Timor Coffee Deliver FOC)</td>
<td>1-2 hours per week</td>
<td>$5,400 total sales netting a profit of $2,300.</td>
</tr>
<tr>
<td>Port Phillip</td>
<td>WithOneBean Coffee Project (<a href="http://www.withonebean.org.au">http://www.withonebean.org.au</a>)</td>
<td>10 x 250g packs of coffee for $95.00. $7.50 per order is added as a delivery charge</td>
<td>Bags can be sold to the public at $15 per bag with a profit of $5.50 per bag</td>
<td>1-2 hours per week</td>
<td>Profits yet to be confirmed for financial year</td>
</tr>
</tbody>
</table>

The advantages of Coffee Sales Based fundraising is that it is not resource intensive. Once the program is established it is essentially self-sustainable with only a small staff time component needed to place orders and liaise with suppliers and venues.
A significant increase in funds could be raised if Council’s two cafes were able to stock and sell the product (with an agreed profit margin) being kept as fundraising income. Council’s two cafes currently have supplier agreements in place, however, new opportunities may be explored once these expire.
Staff Driven Fundraising Campaigns

Moonee Valley Liquica Friendship Program Analysis Report, 2018
There are a number of possible traditional staff fundraising activities which could be undertaken to support Friends of Liquiça:

- Trivia nights
- Raffles
- Movie nights (in partnership with the Clocktower)
- Establishing teams to take on a physical challenge – a fun run, a triathlon etc and get staff to sponsor them
- Casual days – encourage staff to wear casual clothes jeans and pay a nominal amount for the privilege.

The simple activities outlined above could be run by a voluntary staff fundraising committee, which would limit the resourcing impact on council staff.

Other fundraising
A successful extension of staff fundraising may be to allow staff the opportunity to allocate a portion of pre-tax income for one day per year for a chosen charity, with Friends of Liquiça or other local charities options for staff to nominate. Depending on the level of engagement from staff this has the potential to be a significant fundraising initiative. This scheme is in place at Darebin City Council where employees are actively engaged in the selection of charities to support, (and further enhances staff involvement in the initiative).

Staff fundraising can provide a wide range of benefits to organisations, particularly when combined with other corporate-charity partnership initiatives. Empowering staff to raise funds for charity projects allows them to learn and apply new skills, which can be applied in their day-to-day work. Allowing staff to demonstrate new skills while doing something meaningful for their community can also increase staff motivation and retention. Officers from Moonee Valley have demonstrated intent in fundraising through previously supporting charity causes in the past (Australia’s biggest morning tea, Shave for a Cause etc). This suggests staff are interested in fundraising and this option may be well received.

It is difficult to anticipate the likely income a staff fundraising initiative could raise, however, it is a low cost and low resource based initiative with minimal risk.

Fundraising at pre-existing Council Community events
There is the opportunity to leverage from Council’s existing community events and festivals program to raise funds and publicize charities supported by Council. For well-established pre-existing Council events (Moonee Valley Festival, Women in Business Lunch) a charity partner/s could be selected and traditional fundraising activities (raffles, roaming collectors, coffee sales etc) could be easily incorporated into the program.

Recently Moreland City Council raised $750 from selling coffee via a stall at the 2016 Sydney Road Street Party to support their friendship city initiatives.
Choosing events from Council’s existing community events and festivals program limits additional resourcing and staffing requirements. There would also not be the inherent financial risk incurred through creating a stand-alone fundraising event – as was incurred when running the Mayoral Charity Race Day.

Existing staff managing the event would need to be supported and provided direction on running fundraising initiatives, however, this would not be onerous.
iii) Alternate Model proposed for Mayoral Charity Race Day Event (promotional event – not fundraising)

Given the alternate sustainable charity fundraising opportunities identified above offer a lower financial risk and staff resourcing commitment from Council, there is limited value in the Event being used for fundraising in the future.

If there was continued political support for the Event, it could be re-designed as a networking and partnership opportunity to promote the Friendship City Relationship and build stronger connections with key stakeholders. In 2005, Council’s first Race Day was known as the Liquiçá Plate (it became the Mayoral Charity Race Day in 2007). The choice of a race day fundraiser was primarily due to the linkages and long tradition of horse racing in Timor Leste. The Event could re-branded back to the Moonee Valley Liquiçá Plate (or other suitable title to recognise the partnership) to clearly identify the Friendship City Relationship and remove the generic link with fundraising and charity.

Council Officers have met with Moonee Valley Race Club staff to discuss this option. Whilst only preliminary discussions have taken place to date, it appears the cost to Council would be relatively high for a minimum of $10,000 pa compared to the benefit received. The proposed new model potentially includes:

- Moonee Valley Race Club to coordinate event management tasks (as per a normal race day).
- Council to purchase a single race sponsorship for $5,000 - the Moonee Valley Liquiçá Plate
- Council to purchase a maximum of two hospitality tables for $5,000 (max 20 tickets) in the Chairman’s Room official function
- Council to promote the event to our existing database of guests from previous years (rather than Council ‘on-selling’ race and hospitality packages)
- In addition to purchasing the race sponsorship and 2 hospitality tables, Council’s staff resourcing would be limited to arranging invitations and RSVPs for Councillors and identified guests.

Council officers have also highlighted opportunities for the Moonee Valley Race Club to pursue their own links and partnerships with East Timor (possibly even the Liquiçá district). This could be built on the strong tradition of horse racing in both countries, and the fact that almost all buildings and infrastructure (including horse racing infrastructure) were destroyed in Liquiçá during the chaos of the militia’s campaign, following East Timor’s 1999 referendum results.

Moonee Valley Race Club have recently appointed a Community Relations Manager and are looking strengthen their engagement with key stakeholders and local communities.
Appendix Six - Moonee Valley /East Timor Project Assessment Framework

PRINCIPLES AND CRITERIA
This draft Moonee Valley / East Timor Project Assessment Framework has been developed to guide decision making and investment. The following principles are drawn from both this Review findings and the Australia Timor Leste Friendship Network.

Decision Making and Investment Principles
Decision making and investment in projects relating to the Moonee Valley / East Timor Program will:

- Respect and support for Timorese-led decision-making
- Respect and support for the long standing history between the countries of Timor Leste and Australia, including the Municipal / District Cooperation Agreement between Liquíçá and Moonee Valley
- Foster greater social connections within the local Moonee Valley community
- Deliver services and programs using a community development model (Council Plan 2017-21, clause 1.4.1.1)
- Foster relationships based on partnerships of mutual respect and collaboration
- Note that projects should be long term and work towards becoming self-sustaining
- Note that our investment and support is most effective when it is provided:
  - With a sound understanding of the Timor Leste community
  - Through a partnership model, i.e. in association with locally based partners in East Timor (who can also assist Council and the Moonee Valley community to understand local needs and priorities when investing in projects)
  - Where possible, Council supports projects that have some alignment with its service delivery portfolios (such as maternal child health, road and infrastructure engineering, environmental sustainability etc.).

Decision Making and Investment Criteria
In order to receive funding from Council fundraising activities or other in-kind resources (staff time etc.) the project/program should be aligned with the following criteria.

<table>
<thead>
<tr>
<th>Decision making /investment criteria</th>
<th>Yes/No</th>
<th>Criticality</th>
<th>Scoring*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have a positive impact on the ground in Timor-Leste and is responding to community need.</td>
<td>If ‘No’= do not support (i.e. scores either 1 or 0)</td>
<td>Must</td>
<td></td>
</tr>
<tr>
<td>Seek to work in partnership with locally based non-profit organisations.</td>
<td>If ‘No’= do not support</td>
<td>Must</td>
<td></td>
</tr>
<tr>
<td>Focus on community based projects that foster and strengthen community engagement and wellbeing</td>
<td>If ‘No’= do not support</td>
<td>Must</td>
<td></td>
</tr>
<tr>
<td>within Liquíçá over the longer term.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Project has the potential to foster and strengthen community engagement and wellbeing within</td>
<td>If ‘No’= may support</td>
<td>Desirable</td>
<td></td>
</tr>
<tr>
<td>Moonee Valley</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Moonee Valley Liquíçá Friendship Program Analysis Report, 2018  Trim: 18/09/2012
<table>
<thead>
<tr>
<th>Decision making / investment criteria</th>
<th>Yes/No</th>
<th>Criticality</th>
<th>Scoring*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support governance building initiatives addressing skills needs within the Timor-Leste government sector, especially in light of the establishment of decentralized local government.</td>
<td>If 'No' = may support.</td>
<td>Desirable</td>
<td></td>
</tr>
<tr>
<td>Alignment with Council service area and expertise eg. MCH, infrastructure, sustainability etc.</td>
<td>If 'No' = may support</td>
<td>Desirable</td>
<td></td>
</tr>
</tbody>
</table>

**SCORING:** 3= Greatly exceeds requirements of the criteria; 2= Satisfactorily meets criteria requirements; 1= Performs poorly against criteria requirements; 0= Clearly fails to meet the requirements of the criteria.

**INVESTMENT PROCESS**

Agreement to fund Projects would be subject to the proposed governance processes outlined below:

1. Project proposal developed (with prospective partner)
2. Proposal presented at Annual East Timor community forum
3. Recommendations presented to Council for endorsement
4. Funding Agreement entered b/w MVCC & project partner
5. Implement & evaluate

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*Moonee Valley Liquida Friendship Program Analysis Report, 2018  Trim: 18/89312*
Appendix Seven: Consultation summary

Consultation with priority stakeholders

A list of priority stakeholders were identified for targeted consultation on the draft Program Review. The priority stakeholders (identified in the list below) were provided a copy of the Program Review report and invited to meet with Council Officers to discuss their feedback:

- Former Friends of Liquiçá Advisory Group Members Council had contact details for
- Elizabeth Hanney – Principal, Ave Maria College
- Rae Kingsbury - Timor-Leste’s Honorary Consul to Victoria
- Nick Oats - Victorian State Government Program Director International, Department of Environment, Land, Water & Planning
- Andrew Mahar AM – CEO, Xpand Foundation
- Susan Thompson – Director, Timor-Leste Program, Health Alliance International
- Dr Rob Brown - Executive Director Engagement & Government Relations, Victoria University

Table 1: Summary of consultation with priority stakeholders

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Summary</th>
<th>Program direction preference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Xpand Foundation Tuesday 15 May</td>
<td>• The Xpand Foundation supports continuing to work with Council to deliver projects of benefit to Liquiçá.</td>
<td>Option two – continue to deliver the program but revise and incorporate review findings</td>
</tr>
<tr>
<td>Andrew Maher AM - CEO Xpand</td>
<td>• The Xpand Foundation will support fundraising activities through offering the purchase of coffee wholesale.</td>
<td></td>
</tr>
<tr>
<td>Foundation</td>
<td>• The Xpand Foundation run a Program called ‘WithOneSeed’ which encourages organisations to offset their CO2 emissions. Council is currently striving to achieve its carbon neutral by 2020 target and has a policy to offset emissions. An opportunity was identified for part of the offsets to be purchased through the ‘WithOneSeed’ program.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Andrew identified there was still a real need for on-going support in Timor Leste, particularly in the areas of food and water security, and climate change.</td>
<td></td>
</tr>
<tr>
<td>Victoria University Friday 4 May</td>
<td>• Victoria University (VU) has a long standing commitment to Timor-Leste and has hosted the Honorary Consulate of Timor-Leste in Melbourne since before Timor-Leste's independence.</td>
<td>Option two – continue to deliver the program but revise and incorporate review findings</td>
</tr>
<tr>
<td>Dr Rob Brown - Executive Director</td>
<td>• Timor-Leste is a strategic priority for VU and they have recently developed a VU Timor-Leste Strategy (2018 – 2020) document.</td>
<td></td>
</tr>
<tr>
<td>Engagement &amp; Government Relations, Victoria University</td>
<td>• The VU strategy specifically includes an action to (re-)activate links with LGAs</td>
<td></td>
</tr>
<tr>
<td>Stakeholder</td>
<td>Summary</td>
<td>Program direction preference</td>
</tr>
<tr>
<td>-----------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-------------------------------</td>
</tr>
</tbody>
</table>
| Shannon Ryan - Project Coordinator: Engagement & Government Relations | (especially those in the west of Melbourne), so the timing is perfect to re-activate a partnership with Council.  
  - VU have a strong active Timor-Leste students association that could support Council’s East Timor Program.  
  - A focus of VU is to explore opportunities for its Victoria Polytechnic to develop new industries in Timor-Leste.  
  - Future opportunities identified include involving the VU Timor-Leste students association, engagement of Council expertise to support VU initiatives for the development of new industries, Council employees participating in planned in-country study experiences and joint philanthropic activities. |                                                                              |
| Victorian State Government  
  Friday 17 May  
  Nick Oats - Program Director  
  International, Department of Environment, Land, Water & Planning |  - The Victorian State Government maintains an interest in the Friendship City program through facilitating a Local Government East Timor Partnership Network. Council is an active participant in this Network.  
  - Nick outlined the trend of local community activated friendship groups diminishing in participation.  
  - The Victorian Governments is committed to supporting Timor-Leste and noted the benefits for Council’s via enhancing cultural understanding, community engagement and staff development.  
  - The State Government is hopeful Council will continue to support the training and hosting of officials from East Timor. | **Option two** – continue to deliver the program but revise and incorporate review findings |
| Consulate for Timor-Leste Victoria  
  Monday 4 June  
  Rae Kingsbury - Honorary Consul for Timor-Leste Victoria |  - Rae congratulated Council on taking the initiative to do a thorough review of it’s East Timor Program.  
  - Rae congratulated Council on its achievements in delivering the program since 2003 and stressed that it was important to document achievements.  
  - Rae supported the review findings that identified Councils East Timor activities as “city diplomacy” rather than viewing it as a ‘friendship city’ relationship.  
  - Rae stressed the importance of integrating youth into program activities and the trend of traditional friendship groups declining due to ageing. | **Option two** – continue to deliver the program but revise and incorporate review findings |
<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Summary</th>
<th>Program direction preference</th>
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</thead>
<tbody>
<tr>
<td>Health Alliance International</td>
<td>Health Alliance International (HAI) confirmed interest in a continued partnerships with Council. Susan identified that, in any future activities it will, be important to engage the Liquica health and administrative authorities (in particular the Ministry of Health) in our programming to align our activities with their priorities. The HAI team on the ground in Timor-Leste will give further thought to identify possible new projects for consideration.</td>
<td>Option two – continue to deliver the program but revise and incorporate review findings</td>
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<tr>
<td>Friends of Liquiçá Advisory Group</td>
<td>Former Friends of Liquiçá Advisory Group Members Council has contacted details for were contacted to provide feedback, however, did not respond to contacts made by Officers. It has been two years since the Advisory Group last met with Council (perhaps due to both a lack of resources within Council to support its’ activities and declining membership due to the length of time the group has been in operation).</td>
<td>N/A</td>
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<tr>
<td>Moonee Valley Residents</td>
<td>The draft Program Review was placed on the Council website from Tuesday, 1 May to Friday, 1 June 2018. No feedback was received</td>
<td>N/A</td>
</tr>
</tbody>
</table>