

Darebin City Council

Annual Report 2019—20



City of
DAREBIN

the place
to live



A greener, bolder, more connected city

Alphington | Bundoora | Coburg | Fairfield | Keon Park | Kingsbury
Macleod | Northcote | Preston | Reservoir | Thornbury

Aboriginal and Torres Strait Islander people

Darebin City Council acknowledges the Wurundjeri people as the Traditional Owners and custodians of the land we now call Darebin and pays respect to their Elders, past, present and future. Council also pays respect to all other Aboriginal and Torres Strait Islander communities in Darebin. Council recognises and pays tribute to the diverse culture, resilience and heritage of Aboriginal and Torres Strait Islander people. We acknowledge the leadership of Aboriginal and Torres Strait communities and the right to self-determination in the spirit of mutual understanding and respect.

Darebin's Diversity Statement

Situated on the traditional lands of the Wurundjeri Woi-wurrung people, the City of Darebin is now home to a diverse community of people with different socio-economic status, gender, age, ability, race, culture, ethnicity, language, sexuality, sex characteristics, gender identity, beliefs, occupations, income, education, carer status and household type. The Darebin community cherishes this diversity and values it as an important civic asset. Darebin City Council acknowledges the history and contributions of the various communities, migrants and refugees who have made the municipality their home. Their endeavours have enriched the economic, social, cultural, artistic, community and civic character of the city and created a cosmopolitan locality where variety and difference are welcomed and encouraged. Council also acknowledges that who we are today as a municipality rests on the history of loss and dispossession inflicted upon Aboriginal and Torres Strait Islander people, past and present, despite their strengths, resilience and continued contributions to our city.



5-15km

north of Melbourne's CBD is where
the City of Darebin is located

164,184

people live in the City of
Darebin as at June 2019

138

languages spoken
as at 2016 census

33%

of residents were
born overseas

37

religions represented
as at 2016 census



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2019-2020 Highlights

Goal 1 Pages 56-64

A sustainable city

Highlights

Installed 397 solar systems for households. By June 2020, the Solar Saver program had installed 40,855 kW, meeting its 2021 target of 36,000 kW one year early.

Introduced food waste recycling for households across the city as part of the green waste service.

Planted more than 6,700 trees in bushland, parks and streets, including 4,600 tube stock in bushland areas, 1,900 street trees and 200 park trees.

Results

Amount of solar power generated in Darebin (kW)

Target: 36,000 kW by 2021
Result: 40,855 kW ▶ Target met

Volume of waste to landfill (kg per person)

Target: Reduce by 1kg per person each year
Result: Reduced by 7kg per person ▶ Target met

Looking forward

Planting 6,000 trees in streetscapes by October 2021 will contribute to the mitigation of the effects of climate change.

Roll out temporary bike lanes on Council-managed roads. These will function as safe transport options that adhere to social distancing requirements and act as an alternative to private motor vehicle use.



Goal 2 Pages 65-71

Opportunities to live well

Highlights

Architectural design for the Multi-Sports Stadium is complete and the tender for construction went to market on 23 April 2020.

In April 2020, the Immunisation team immunised 3,453 people - more than four times the number immunised in April 2019.

Provided a flexible and culturally safe Maternal and Child Health service for Aboriginal and Torres Strait Islander families, with participation relatively high at 84.11% despite the pandemic conditions.

Results

Proportion of children fully immunised up to 5 years (%)

Target: Increase to 95% by 2021
Result: 94.1% ▶ On track

Satisfaction with Council's festivals and events (%)

Target: 85% year-on-year
Result: 91% ▶ Target met

Looking forward

Build the Multi-Sports Stadium.

Continue necessary upgrades for Reservoir Leisure Centre (RLC) and Northern Aquatic and Recreation Centre (NARC) redevelopment and renewal.



Goal 3 Pages 72-77

A liveable city

Highlights

Council strongly advocated to the state government to protect what's important at the Preston Market Precinct, and to ensure that the Level Crossing Removal designs achieve desired community outcomes.

Design guidelines for townhouse and apartment development were drafted in 2019-20 and have since been adopted by Council and published as part of the Darebin Good Design Guide.

Digital library collections were expanded, enabling access to more than 3,000 e-magazine titles in 17 community languages, more than 10,000 e-books and more than 30,000 films and documentaries.

Results

Satisfaction with condition of sealed local roads (%)

Target: 85% year-on-year
Result: 88.5% ▶ Target met

Reduction in crashes per year on speed-reduced roads

Target: Reduce
Result: 82 less (193% improvement since previous year) ▶ Target met

Looking forward

Finalise investigations into the use of Council land for affordable housing and progress development of new social housing, via the appointed social housing provider on a Council-owned car park in Preston.

Improve safety of streets and roads across the city for everyone including walkers, wheelers and riders through range of safety improvements, and by supporting schools to socially distance during drop off and pick up.





Goal 4 Pages 78–81

A strong economy

Highlights

Engaged with registered food and health businesses in relaying State Government directions and information to ensure they are best prepared to protect themselves and their customers from COVID-19.

Increased support for community-run child care centres and kindergartens, including provision of PPE, advocacy and establishment of a peer support network.

Provided \$530,000 in rapid response grants to 156 local businesses affected by COVID.

Results

Number of registered local businesses of all kinds

Target: Increase

Result: 4% increase (from 12,707 to 13,157) ▶ Target met

Number of reactivated vacant shopfronts

Target: Increase

Result: 50% increase (12 activated) ▶ Target met

Looking forward

Allocate additional COVID Business Recovery Grants of \$500,000 by December 2020.

Deliver food handler information sessions to support new and existing food businesses in food safety education.



Goal 5 Pages 82–86

Involving our diverse communities

Highlights

Established a homelessness assertive outreach support program.

Implemented an \$11.8 million COVID Community and Business Resilience and Recovery package focusing on business and community most in need.

Provided more than \$300,000 for emergency food relief with local partners including the provision of approximately 200 grocery vouchers, 1,300 food parcels and 2,000 meals to residents each week since mid-April.

Results

Satisfaction with Council's performance in making decisions in the interests of the community (%)

Target: 80% year-on-year

Result: 83.5% ▶ Target met

Electronic gambling machine losses in Darebin (\$'000s/day)

Target: Reduce below \$231,000

Result: \$156,000 ▶ Target met

Looking forward

Continue to provide a comprehensive COVID Community and Business Resilience and Recovery package including \$1m in grants, targeted emergency relief, support for local community organisations/sectors and focused advocacy.

Deliver a job-ready program, in partnership with a local jobs provider organisation, for diverse community members from low socio-economic backgrounds.



Goal 6 Pages 87–89

A well-governed Council

Highlights

Adopted a COVID-19 Financial Hardship Policy that provides a framework for financial relief to residents and businesses.

Developed a streamlined 'business concierge process' that makes it much easier for businesses to establish and significantly reduced the paperwork they need to do.

Managed a high volume of calls and provided high-quality customer service. The average daily number of calls was 540.

Results

Satisfaction with Council decisions (%)

Result 2018–2019: 70.8

Result 2019–2020: 69.0

Councillor attendance at Council meetings (%)

Result 2019–2020: 93.1

Looking forward

Implement the Council Complaints Handling Policy.

Lead the Council Plan and long-term Community Vision process with the newly elected Council and the Darebin community.

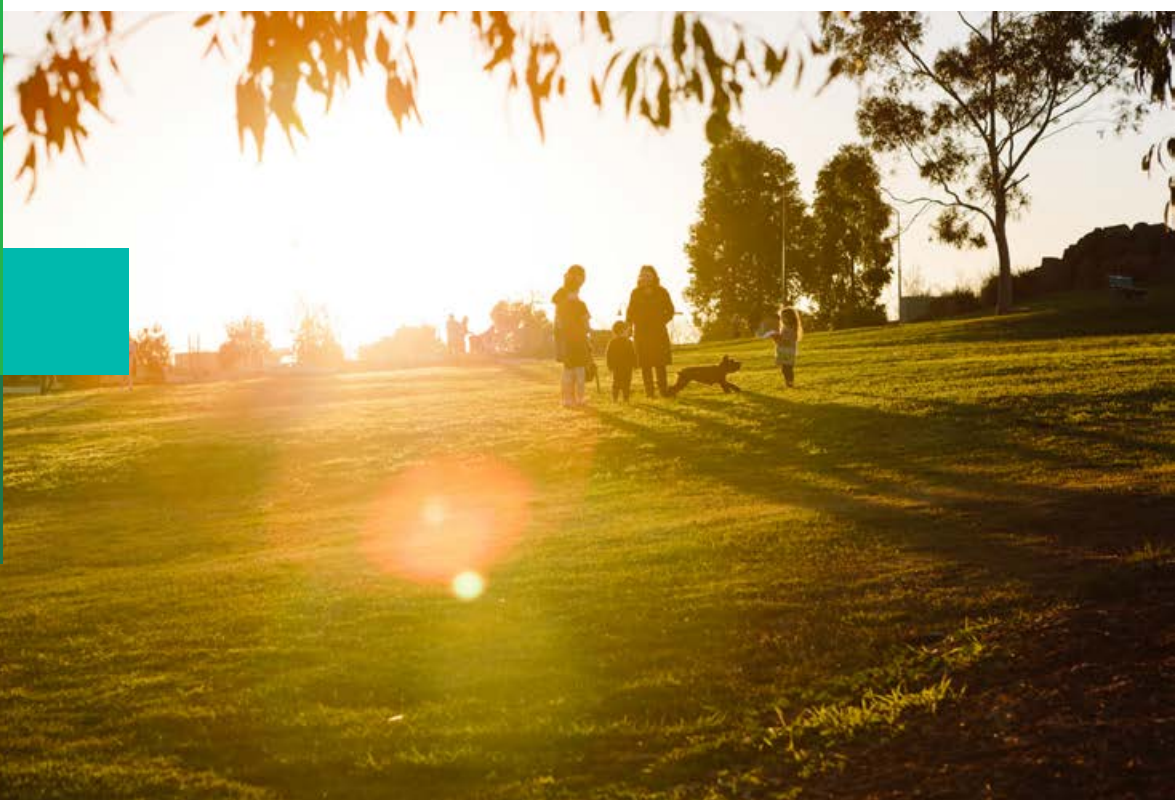


▶ For more details about our performance in 2019–2020, go to page 53. You can read the Council Plan on our website, darebin.vic.gov.au/CouncilPlan



Introduction

► Early morning in a local park
(photo by Emily Weaving)





Purpose of the Annual Report

The Annual Report 2019–2020 reviews our strategic, operational and financial performance for the financial year 1 July 2019 to 30 June 2020. It is an important document that tells our community how we performed and whether we did what we promised. This report compares our highlights and achievements with our strategic objectives and the goals set out in our Council Plan 2017–2021 (darebin.vic.gov.au/CouncilPlan). It also meets legislative and compliance reporting requirements.

The year in review Page 09

Provides a general overview of our operations throughout 2019–2020. It includes a foreword and a message from the Chief Executive Officer, a financial summary for 2019–2020 and information about our services and achievements.

Our city Page 32

Information about the City of Darebin, profiles of our Councillors and explanations of how local government works.

Our people Page 42

Tells the story of our organisation and the people who lead it.

Our performance Page 53

Sets out how we performed against the major initiatives in our Budget 2019–2020 and the goals stated in our Council Plan 2017–2021.

Governance and corporate information Page 90

Provides information about our governing processes, Council meetings, Council committees, privacy and information required by the Victorian Government.

Annual financial report and performance statement Page 122

Contains the audited performance and financial statements that we are required by law to provide.

The Darebin City Council Annual Report 2019–2020 was prepared in accordance with all the statutory requirements of the *Local Government Act 1989* and its associated regulations.

1,316

people were employed by Darebin City Council as at 30 June 2020

74%

of revenue comes from rates and charges

49%

of expenditure is attributable to employee costs



Council Plan 2017–2021

Darebin's Council Plan 2017–2021 focuses on a new direction to address the critical challenges affecting our community. These include climate change, unprecedented population growth, growing inequality, new technology and reduced funding.

This is the third year of reporting against the Council Plan 2017–2021. More information about the plan and the Council Plan Action Plan 2019–2020 can be found on the website at darebin.vic.gov.au/CouncilPlan

The plan's goals are:

Goal 1

A sustainable city

Page 56

Goal 2

Opportunities to live well

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Goal 3

A liveable city

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Goal 4

A strong economy

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Goal 5

Involving our diverse communities

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Goal 6

A well-governed Council

Page 87

Our mission

To preserve and improve the physical, social, environmental, cultural and economic health of all our neighbourhoods and ensure quality of life for current and future generations.

Our values

Our values provide a framework for our culture. They motivate us, create an understanding of acceptable behaviour and have become the standards against which we assess ourselves, our actions and our performance.

We make a difference

We are driven by our desire to make a difference for the people we serve. Our work is purposeful and creates a positive impact for the community. We are proud to work here. Our work matters.

We have integrity

We act with integrity and transparency in conversations and decision-making. Through open and clear communication, we build trust. We're honest. We walk the talk.

We are accountable

We are empowered to own and take responsibility for our actions. We follow through on our commitments and deliver on our promises. We make it happen.

We show respect

We are diverse, inclusive, respectful and caring. We encourage everyone to have a voice and we listen to each other. We recognise one another's contributions and treat people fairly. We look after each other.

We are creative

We are bold, courageous and innovative. We try new things, experiment and continuously improve. We are open-minded, creative and forward-thinking. We are leaders.

We are collaborative

We are united by a common purpose to serve the community. We work together, connecting within our teams and across the organisation. We are inclusive and collaborative. We are one.



Commitment to transparency

Council is committed to being accountable to the community through transparency of our information, service data, performance and decision making.

Council will empower the community through easy access to information and community engagement to inform decision making and strengthen good governance.

This policy also recognises the importance of open and accountable conduct.

► Further information on Council's Public Transparency Policy 2020 can be viewed at darebin.vic.gov.au/Your-Council/How-council-works/Councillors

83.5%

satisfaction with Council's performance in making decisions in the interests of the community

\$175.1M

expenditure for 2019-20

\$6.2M

remaining in operating surplus



Our services

For families

- Maternal and child health services
- Street lighting and signage
- Parent education sessions
- Kindergarten and child care registration systems for community-managed services
- Immunisation
- School crossing supervisors
- Youth engagement programs
- Family services
- Playgroups and Toy Library

For older people and people with disabilities

- Assessment for aged and disability services
- Social support groups
- Navigation support for older residents
- Domestic assistance
- Personal care
- Flexible respite
- Delivered meals (Meals on Wheels)
- Community transport
- Home maintenance
- Funding and support of older adults, groups and clubs
- Access to senior citizen facilities
- Information, advocacy and support of individuals and groups in relation to aged and disability programs
- Older person housing sponsorship program

For businesses

- Food and health business registrations and regulation
- Business support and education
- Business permits
- Networking opportunities
- Food safety regulation programs
- Tobacco control

For the whole community

- Pet registration
- Building services and planning permits
- Libraries
- Parks, gardens and play equipment
- Local law enforcement
- Parking permits
- Information about pests and pollution
- Arts events, exhibitions, performances, festivals and cultural programs
- Art and heritage including Council's indoor and outdoor art works
- Publications including Darebin Community News
- Raise awareness of gender equity and violence against women
- Actively engage with newly arrived populations, migrants and refugees
- Community safety and crime prevention programs
- Support sustainable food and environment initiatives
- Graffiti removal and prevention
- Encourage and provide increased opportunities for sustainable transport
- Sporting facilities
- Collection of waste and recycling
- Maintenance of local amenities and facilities
- Education and leadership on environmental sustainability
- Provide training and education to encourage more local businesses and jobs
- Road and footpath maintenance
- Leisure facilities

\$11.8M

COVID Community and Business Resilience and Recovery package for business and community most in need

13,157

registered local businesses of all kinds in 2019

▲
450

more than 2018

3,453

people immunised in April 2020

▲
400%

increase from April 2019



The year in review



► 15 Pounds Café, Fairfield



Foreword

Council has a clear goal to create a greener, bolder and more connected city, and our pathway is outlined in the 2017–2021 Council Plan. The past 12 months have been incredibly challenging for Council and the community, but we're proud of the progress we've made with our goals while ensuring our most vulnerable residents are supported and delivering unprecedented support to the community in the face of the COVID-19 pandemic.

COVID-19

To support our community in dealing with COVID-19, Council introduced an \$11.8 million Community and Local Business Resilience and Recovery Package, the biggest Victorian local government response other than the City of Melbourne.

We set up a Community Navigation Service to provide support and advice to vulnerable residents, taking hundreds of calls in May and June. We supported our Aboriginal and Torres Strait Islander communities and developed a new partnership with Charcoal Lane and the Victorian Aboriginal Health Service to provide meals. We awarded \$530,000 in grants to our local businesses to support them through lockdown. We organised \$300,000 in emergency food relief and provided staff to assist in distribution. We provided support to family violence agencies, homelessness outreach services and child care providers.

We allowed our ratepayers to defer their rate payments for 12 months, no questions asked, and were one of only four Victorian councils to do so. To help our artists and creatives Council spent almost \$250,000 to honour 100% of its commitments to artists and contractors for the cancelled Autumn FUSE festival and refund 100% of ticket sales to audiences of shows that couldn't proceed.

COVID-19 has also challenged Council operations. Our staff have responded strongly and continued to adapt to ongoing restrictions. From March onwards we made significant changes to many of our program areas including aged care and maternal child health, libraries, sports and recreation venues, community hubs and customer services centres. We redeployed staff from closed service areas to ensure they had continued employment and redirected staff to support our COVID recovery efforts.

**\$300K**emergency food relief
with local partners**2,000**meals provided each
week since mid-April**\$530K**rapid response grants
in response to COVID-19**156**local businesses
received grants**6,700**

trees have been planted

3,300

more than 2018-19

Sustainability

This summer was a tragic reminder of the need to act on the climate emergency. This year, Darebin Council continued to focus on creating a sustainable city and being an innovator in how local governments can address climate change. This is a challenge that needs effort from all levels of government, industry and community, and there is more work to do.

In 2017 we committed to doubling the amount of solar power installed in our city from 18 megawatts to 36 by 2021. We are currently on track to beat that target, with more than 40 megawatts installed in homes and businesses in Darebin. We are also in the process of switching our own electricity to 100% renewables by tendering for a Victorian provider and creating more renewable supply overall as well as new Victorian jobs. We are coordinating this as a shared tender with more than 45 other councils, which will cut emissions well beyond our own operations.

Council endorsed Breathing Space: Darebin Open Space Strategy in September 2019, delivering a plan to improve our local biodiversity and ensure all residents live within walking distance of quality open space. For example, in response to service closures induced by pandemic restrictions, a number of staff were recently redeployed to assist with planting trees as part of our Rewilding Darebin project.

Darebin was one of the many Victorian councils affected by the recycling crisis in 2019, which saw recyclable materials go to landfill for weeks. Darebin was one of the first affected councils to find a new supplier and recommence our collection.

With strong support from our residents who have made this successful, Council rolled out a food waste service to process waste into compost for use on farms, parks and gardens across Victoria, saving up to 1,600 tonnes of emissions in the first year alone.

Darebin Council launched its rapid canopy project, planting 6,700 trees across Darebin, transforming neighbourhoods and providing countless environmental and health benefits.



\$48M

spent on new and renewed infrastructure

\$2.1M

spent on sustainable transport

116+

jobs to be generated by the Darebin Multi-Sports Stadium

Supporting our community

Council commenced the implementation of the Age Friendly Darebin report and associated recommendations from the review conducted by Dr Rhonda Galbally AC and Peter Allen. This year, we implemented many initiatives including new and improved services, increased advocacy and Age Friendly principles embedded in Council's plans and strategies.

Council agreed to a landmark 50-year lease with Housing Choices Australia for the Townhall Avenue car park in Preston, which will create some much-needed affordable housing in Darebin. In this model Council retains ownership of the most valuable community asset, the land, and with help from the Lord Mayor's Charitable Foundation, Housing Choices Australia will deliver affordable housing for those in need.

Investment in Infrastructure

The Council Plan 2017–21 called for strong investment in new and renewed infrastructure, and this continued in the past year. The \$48 million spend included projects across the city, delivering on key community commitments such as important lighting upgrades for our fields such as Mayer Park and changing room upgrades to encourage the participation of women and girls in team sports.

To provide more sporting opportunities for women and girls and community members from diverse backgrounds, Council approved the delivery of the exciting Darebin Multi-Sports Stadium, set to be a sporting hub for people in Darebin and the surrounds. Construction is expected to start later this year and the stadium will generate more than 116 jobs.

Council is also upgrading facilities at some of our biggest sporting grounds to make them more female-friendly, with Bundoora Park Oval upgrades complete and facilities at JE Moore Reserve under construction.

This year we continued to improve our walking and cycling infrastructure including a raised zebra crossing on Clarendon Street and safer crossings at Newlands Primary School. We also finished 21 Northcote-Thornbury Streets for People projects. We are advocating strongly for improved walking and cycling connections as part of the level crossing removals at Reservoir, Murray Road, Cramer Street, Bell Street and Oakover Road.



100%

of our energy will be sourced from a Victorian provider for our long-term energy supply

150

additional young people to receive pre-employment skills development training

66%

increase in number of training courses

A major project at the Edwardes Lake Athletics Track is set to inspire the next generation of local athletes, built to an International Association of Athletics standard. The \$2.1 million project added a new eight-lane back straight, four jumping sand pits and a throw cage, hammer throw cage and shot-put circle.

Council adopted a masterplan for the site of the old Ruthven Primary School in Reservoir. This was a long process and officers worked closely with residents for two years. Council received valuable guidance from our community that will help transform the site into a bushland sanctuary, a natural place of welcome and a place for both play and quiet retreat, right in the heart of Reservoir West. Work has already begun to create a new lawn and plant new trees and Council will seek feedback on an exciting new playspace for the site.

Our much-loved pools are also well into their upgrade processes, with public consultation on the design of the new Northcote Aquatic and Recreation Centre complete and final designs expected to be ready early next year. Council is undertaking further investigations into how Reservoir Leisure Centre can maximise the health, wellbeing and socio-economic outcomes for the community.

The year ahead

In the year ahead, we will be focused on:

- Continuing to support residents, community organisations and businesses in the COVID-19 response and recovery
- Implementing Year Two of Age Friendly Darebin, including a range of new services and programs to foster the full participation of older people in community life and promoting health and active ageing
- Adding pre-employment skills development training for 150 young people by increasing the number of courses from three to five per year
- Continuing our strong advocacy to the State Government to implement planning controls protecting what the community loves about Preston Market, securing the future of existing traders and ensuring the strongest possible heritage protections. Council will also advocate for high quality and community-oriented design for the spaces available after the four level crossings are removed from the Bell-Preston area
- Transitioning to 100% renewable energy, due in large part to Council's leadership in a purchasing power agreement to source 100% renewable energy from a Victorian provider and secure our long-term energy supply
- Continuing to activate Aboriginal and Torres Strait Islander employment within Council and our community.



Message from the

Chief Executive Officer



The past 12 months have been tough for so many of us in Darebin, but it has been inspiring to see how our community has banded together. I'm incredibly proud of how our staff have handled the COVID-19 pandemic, the lockdown, and worked with our community to help them through our recovery. The past few months have been unlike any other we have seen in our professional lives and our staff delivered professionalism, creativity, and commitment in spades. Our staff have been adapting to advice and restrictions that change weekly and sometimes daily.

But from the initial work-from-home measures introduced in March to the ongoing State of Emergency in June, our officers never missed a beat. To respond to the pandemic our teams worked quickly in postponing events, safely closing services and venues, and creating new contactless services. We created a new COVID-19 Recovery team to oversee the recovery plan and integrate this program across the entire business. Our customer service staff handled thousands of enquiries from our community and we moved many of our services and communications online.

Our \$11.8 million COVID-19 Community and Local Business Resilience and Recovery Package provided financial and hands-on relief and support for local businesses, community organisations and our most vulnerable residents. Our COVID-19 Financial Hardship Policy ensures individuals and businesses needing assistance will get financial relief.

Our Libraries team dramatically changed the way they deliver services to their community, ensuring an essential service continued in lockdown. They put a hold on overdue fines and recoveries, allowed the community to access wi-fi while branches were closed, supported contactless book pick-ups and launched online Storytime sessions. Our IT team worked around the clock to keep everyone connected after our staff started to work from home. They implemented new software to improve our working-from-home communications, extended their helpdesk hours to include weekends and dealt with more enquiries than ever. Our Aged and Disability team, and many other essential functions such as building services and animal management, continued to work during an



extremely challenging time. Thousands of essential client visits to community members were conducted, addressing safety issues or responding to storm damage. We implemented new programs to support the more than 600 staff working from home and the many who were moved to frontline roles.

In April, we initiated a redeployment program to ensure staff whose jobs had been affected by COVID-19 restrictions would continue their employment, while also providing valuable support to our community. I'm proud that Council has ensured all staff have a continued role in the organisation, despite service closures. Our people showed great flexibility in adapting to new roles, from planting trees as part of our Rewilding Darebin project to supporting the community as part of our COVID-19 recovery to working with and supporting our partner agencies.

All our teams have been brilliant during this pandemic, making a seamless transition into working remotely, and I'm immensely proud of everyone.

As well as dealing with lockdown restrictions and adapting Council services to support our community, Council staff delivered its full range of initiatives, as outlined in this Annual Report. Highlights include:

- Planting more than 6,700 trees in bushland, parks and streets across Darebin, and accelerating our rewilding program to plant approximately 55,000 plants, shrubs and grasses in Council's parks and open spaces
- Endorsing Breathing Space: Darebin Open Space Strategy, delivering a plan to improve our local biodiversity and ensure all residents live within walking distance of quality open space
- Further implementing speed limit reductions in key areas in Alphington, Thornbury and Reservoir and overseeing a reduction in the number of crashes on speed-reduced roads
- In response to the unprecedented bushfires last summer, Darebin coordinated metropolitan councils to assist Towong Shire Council by redeploying staff resources to assist with its immediate emergency response and recovery efforts

- Delivering 100 per cent of the Footpath Renewal program and spending an additional \$1 million on renewal as a result
- Appointing Darebin's first City Designer Munir Vahanvati, ensuring Darebin delivers high standards of architectural design within the city. The appointment is part of our larger mission to ensure our city is sustainable, accessible and liveable while supporting a growing and diverse population
- Providing a flexible and culturally safe Maternal and Child Health service for Aboriginal and Torres Strait Islander families, with participation relatively high at 84.11% despite the pandemic conditions
- Delivering a community-minded and fiscally responsible budget, while responding to the COVID-19 pandemic in a meaningful, practical and tangible way.

Our path through the past three years has been guided by Darebin's Council Plan 2017–2021, which focused on addressing the critical challenges affecting our community. We set ambitious goals in its creation and have achieved many amazing things because of it. I'm excited to see a new set of Councillors guide us through the final year of the plan before setting a course for the next four years.

Council will always strive to make Darebin a great place to live and work. I would like to thank all our staff for their incredible work during this difficult year. I look forward to what we can achieve in the coming year.

Sue Wilkinson

Chief Executive Officer

**2019–2020**

Financial summary

Darebin Council strives to ensure that our community's needs are met while also keeping an eye to the needs of future generations. Our community expects and deserves an efficient and productive administration that provides excellent service and value for money. We are committed to excellence in the delivery of our core services and to ensuring our efforts support our diverse community's needs.

In brief

- Revenue of \$181.3 million, with 74% coming from rates and charges.
- Expenditure of \$175.10 million, with 49% attributable to employee costs and 33% for materials and services.
- Surplus of \$6.20 million.
- Net assets of \$1.52 billion, including community facilities and infrastructure.
- Cash and financial assets held of \$73.53 million, which is \$15.57 million less than the previous year.

Operating result

The operating result is a key figure to assess Council's financial performance. It is calculated by deducting the total expenses for the year from total revenues. Although Council is a not-for-profit organisation, it should still generate a surplus to ensure future financial sustainability.

For the year ended 30 June 2020, Council achieved an operating surplus of \$6.20 million, which was a \$13.07 million decrease from the 2018–2019 result. The main reasons for the decrease were: revenue decreased by \$5.31 million; employee costs increased by \$4.65 million; and materials and services increased by \$1.18 million.

The Strategic Resource Plan (SRP), which expresses the strategic objectives, plans and strategies in financial terms, was adopted by Council in July 2020 and shows surpluses will continue to be achieved in all years over the period 2020–2021 to 2023–2024 while maintaining existing service delivery. These surpluses are critical as they are the primary source of funding for the renewal, replacement and upgrade of community infrastructure through Council's capital works program, which will average \$59.38 million a year over the next four years to 30 June 2024.

Capital works

The capital works program is an essential part of Council's stewardship role. It provides effective management of our infrastructure assets, which give the community access to services and facilities and support Council's delivery of services.

The Statement of Capital Works details the \$44.05 million of capital works spending across Darebin for 2019–2020. This includes \$23.54 million on asset renewal, \$8.22 million on asset upgrade, \$1.40 million on asset expansion, and \$10.89 million on new assets.

More broadly defined, total capital works expenditure was \$47.99 million. This included \$44 million from capital accounts and close to \$4 million from operating accounts.

Cash flow

Cash and cash equivalents have decreased by \$12.48 million to \$42.92 million. The main movements during the year were a cash inflow from operating activities of \$24.57 million, offset by a cash outflow of \$37.02 million for investing activities. Council continues to hold an appropriate level of cash to ensure liquidity. Council undertook no borrowings during the 2019–2020 year and had no outstanding borrowings at 30 June 2020.

Financial stewardship

As part of the annual reporting process, Council's key officers were required to complete a detailed questionnaire validating financial data and providing an opportunity to flag impaired assets, contingent liabilities and other relevant items. This process increases accountability across the organisation and provides strong financial stewardship.

Our future

It is important that the results in this report for 2019–2020 are viewed in the context of Council's long-term financial strategic objectives, which are reflected in the Council Plan 2017–2021 and articulated in the Strategic Resource Plan.

The key principles in the Strategic Resource Plan that underpin long-term financial planning are:

- We will maintain the scope and standard of ongoing services provided to the Darebin community and be flexible to address changing community needs with innovative services and facilities, including Darebin's COVID-19 Community and Business Resilience and Recovery package.



- We will continue to focus on renewing community assets such as roads, footpaths, open space and buildings to ensure they are maintained at an appropriate standard to meet required service levels.
- We will ensure that Council maintains ongoing underlying surpluses that allow the funding of ongoing service delivery to the community, the timely renewal of community assets and assets required for ongoing service delivery, and new community assets.
- We will ensure Council holds sufficient cash and other assets to meet payment obligations to suppliers and employees as they fall due.

Council has forecast rate increases at 2% for 2020-2021 and onward for 2021-2022, 2022-2023 and 2023-2024.

We will need to undertake the essential conversation with our community on how the aspirations set out in our Council Plan, along with the related services and infrastructure development, may best be achieved and funded in an increasingly restricted financial environment since the advent of rate capping.

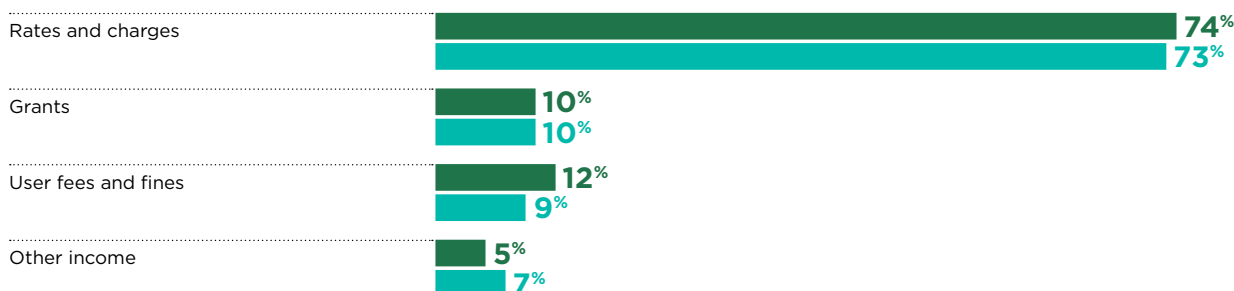
While financially sustainable, Darebin is heavily dependent on rate revenue to deliver its services. The introduction of rate capping has had a significant impact on our Strategic Resource Plan and Long-Term Financial Plan.

Our financial accounts were audited and issued an unqualified audit opinion by the Victorian Auditor-General. Refer to page 122 for the full Financial Report including Auditor-General reports.

Council's careful financial strategies and balanced long-term planning enabled rate rises to be limited to 2% in 2020-2021.

Sources of revenue 2019-20

■ Budget ■ Actual



Net operating result (\$ million)



Capital works (\$ million)



**2019–2020**

Economic and other factors

The Australian economy is experiencing a period of low inflation, record low interest rates and low wage increases. The Reserve Bank of Australia's official cash rate steadily decreased in 2019–2020 and dropped to a historic all-time low of 0.25% on 20 March 2020. This has led to continued low investment income returns for Council's cash holdings, which has been offset by placing funds in longer-term deposits and floating rate notes. Council had no outstanding loans at 30 June 2020.

On 30 January 2020, COVID-19 was declared a global pandemic by the World Health Organization. Since then, all three levels of government in Australia have acted to reduce the spread of COVID-19. Metropolitan Melbourne is projected to lose thousands of jobs annually and new modelling predicts that restrictions will cost the city's economy \$61 billion over the next five years. The national unemployment rate is forecast to remain above 10 per cent until well into 2021.

Like elsewhere in Victoria, the COVID-19 pandemic has impaired the functioning of the local economy. This has had a profound impact on the wellbeing and social fabric of the Darebin community, with long-lasting and generational consequences. To help mitigate the effects of COVID-19 on the health and wellbeing of Darebin residents, Council has adopted a Community and Business Resilience and Recovery package.

The economy is also undergoing significant changes in the type of industries and jobs as new technologies are creating new digital and online ways of working and helping to solve social and environmental challenges. Economies around the world are also shifting towards renewables as they aim to avoid the effects of climate change, and more economic activity is going towards addressing more frequent extreme weather events.

The consumer price index (CPI) rise of only 1.8% has directly affected Council's revenue and, along with the rate cap set by the State Government, limits the funding available to provide services to the community into the future.

**COVID-19**

A pandemic diary



Everyone has played their part in enabling us to respond to the COVID-19 pandemic at rapid pace. Whether it was actioning our service closures and adjustments, keeping our community informed and calm, providing support behind the scenes or keeping on with our 'normal' services, every single team has been brilliant."

— Sue Wilkinson, CEO

We have heard the term 'unprecedented' a great deal during 2019–2020 – and not without reason. This financial year has tested us all in so many ways. The summer brought catastrophic bushfires to the nation and showed that the climate emergency is truly upon us. However, it was the emergence of COVID-19 that challenged Darebin to its core. Council has endeavoured to support the community in safe and effective ways, often developing innovative ways to respond to the restrictions and ever-changing circumstances.

Service changes and initiatives

March

An Incident Control team was established at Council to deal with all things relating to COVID-19.

Council's Business Continuity Plan was revised to respond to the specifics of COVID-19 to ensure essential services for the Darebin community were maintained in the event of significant staff absences and/or government-directed shutdowns.

Home Care Assessments for new clients were conducted by phone rather than in the field.

Local work-from-home measures were introduced.

The following services and venues were closed until further notice, with many offering service online or virtually instead: Reservoir Leisure Centre; Northcote Aquatic and Recreation Centre; all Darebin libraries; youth hubs; community hubs; Bundoora Homestead; Bundoora Farm; Northcote Town Hall Arts Centre; Darebin Arts Centre; Shire Hall; Town Hall; community rooms; and Customer Service Centre public-facing counters.

The service schedule of the community bus was changed to transport elderly and vulnerable groups to the shops in the mornings to take advantage of the special opening hours introduced by supermarkets for these groups.

Community consultations were largely suspended and postponed, thereby avoiding non-essential contact with residents.

Redeployment options were explored for full-time, part-time and casual staff who work for closed service areas.

Leisure and Reservoir Leisure Centre teams developed a series of fitness videos that were then uploaded online so residents could continue their workouts from home.



COVID-19

Council announced an \$11.8m COVID-19 Community and Local Business Resilience and Recovery package to provide financial and hands-on relief to local businesses and community organisations amid the ongoing pandemic. Key elements of the package include:

- assist the distribution of grocery vouchers, food parcels and more than 1,000 frozen meals per week, focusing on international students, Aboriginal and Torres Strait Islander communities, and people who have found themselves vulnerable or experiencing family violence
- provide emergency relief when required
- support the Emergency Food Relief network with 150 grocery vouchers, 600 food parcels and 1,000 frozen meals per week (distributed by local ER agencies) and more than 12,000 meals per quarter
- provide funding to support local organisations including DIVRS, Charcoal Lane, Bridge Darebin and Reservoir Neighbourhood House; and the Inner North Community Foundation to facilitate local outcomes and community grants
- arrange the secondment of staff to other support agencies including Merri Outreach Support Service - addressing homelessness; Inner North Community Foundation; Northern Community Church and emergency relief agencies.

Council adopted a COVID-19 Financial Hardship Policy to provide financial relief to individuals and businesses that needed assistance.

A Recovery Taskforce was set up, including the new Recovery team and other staff across the organisation, to drive a fully integrated whole-of-organisation recovery program.

The Incident Control team made the very difficult, but necessary, decision to close all local play equipment, outdoor gym equipment and skate parks in our parks and gardens.

April

The Customer Service team helped the Operations Centre team deal with more than 1,000 emails from community members.

The Libraries team made a range of adjustments to library services, including:

- putting a hold on overdue fines and book recoveries
- extending the return date for all current physical loans
- leaving the wi-fi on so customers and the homeless can access it from outside our branches
- launching online Storytime sessions
- supporting contactless book club pickups
- increasing the available digital collection in BorrowBox
- exploring how we can deliver a contactless home library service.

The IT team worked around the clock for weeks to keep everyone connected and able to work. By early April, around 320 people were already working from home and the IT team continued to make that possible for more staff.

Council announced that it would honour 100% of its commitments with artists and contractors for the cancelled FUSE festival, to a total value of \$42,000.

Essential functions continue to run with COVID safe procedures in place to protect community and staff, including building safety compliance, animal management functions, road safety functions, school crossings supervision at key locations, food safety inspections and home care support.



May

The Community and Business Resilience and Recovery Support package team, through a partnership with Charcoal Lane and Victorian Aboriginal Health Service, started delivery of emergency food relief to members of the local Aboriginal and Torres Strait Islander community in need of food and support during COVID-19. This relief was also provided to older people and people who were too young for Home and Community Care services but in need of extra support.

A new Community Navigation Service started, which put COVID-19 support and information only one call away for community members.

During May, 150 staff whose jobs had been affected by COVID-19 were redeployed to temporary assignments. The response was incredible, with people showing great flexibility and agility to adapt and take on a whole new range of roles, from Rewilding Darebin to helping complete asset audits.

As stage 3 restrictions were eased across the state, all other then-current service levels and facility closures, including the closure of our Customer Service counters, remained in place until late May. However, the golf courses at Northcote and Bundoora were reopened.

In late May, teams developed staged return-to-service plans in June, including: leisure, libraries; creative culture and events; families services, youth services; and customer service.

A new Stay Well, Stay Connected program was implemented to enable and support health and wellbeing, culture and connection and a changing way of work so Darebin staff were well equipped to sustainably serve and support the Darebin community.

June

Pools at Reservoir Leisure Centre and Northcote Aquatic and Recreation Centre reopened on Wednesday 10 June for 'book-in only' hourly swim slots.

Customised sneeze guards were rolled out at pools, The Hub at Northland, the customer service counter at Preston, libraries, Bundoora Visitors' Centre, Darebin North East Community Hub (DNECH), and the Intercultural Centre (among others).

Libraries reopened on Monday 15 June for 'click and collect' services at Northcote and Reservoir, starting with customers who had current reservations.

While the doors of The Hub and Decibels Youth Music Centre were closed, Youth Services adapted the way it supported young people by providing virtual outreach services.

In response to rising numbers of new cases, the State Government extended the state of emergency until Sunday 19 July and rolled back some of the existing and planned easing of restrictions across Victoria.

The Council meeting on 29 June 2020 was held entirely online and the Hearing of Submissions in relation to the draft budget on 2 July 2020 was also held online.

At its 29 June meeting, Council confirmed support for a whole range of work to help people get around the city when restrictions ease, including helping schools with social distancing, cyclists with temporary cycle lanes and businesses with fast-track extensions to footpath trading.

The face-to-face Customer Service counter service was closed again, resuming service as a remote call centre.

The Aged and Disability team continued to work on the frontline at a challenging time with COVID-19, supporting vulnerable and elderly members of the community in their homes and with independent living tasks such as shopping and other outings. In May, for example, they conducted 10,390 client visits to community members, providing domestic assistance, flexible respite, home maintenance, meals, personal care, service facilitation and support for carers.

**COVID-19****Redeployed to Rewild Darebin**

As with many people, some of our staff had their work hours affected by the COVID-19 pandemic. Many workers were redeployed to help plant 30,000 trees, plants and grasses to rewild parts of Darebin, all part of the 2019 Breathing Space: Darebin's Open Space Strategy.



I was a venue services officer at Northcote Town Hall before the virus struck, mainly doing bar work and front-of-house stuff at events, which are obviously non-existent at the moment. It's fantastic to be out in parkland like this working on Rewilding Darebin during the day; quite a difference from being inside at nights."

— George





“

I am a gym instructor at Reservoir Leisure Centre and Latrobe Sports Centre. I've been keeping fit no problems, with regular runs and home workouts. I'm loving it here planting and gardening for Rewilding Darebin, because I love being outdoors. You could offer me this full-time and I'd jump at it.”

— Christine



“

I am a senior customer service officer across all four Darebin libraries. I love and miss the libraries crew. It's been a bit of a right road adapting, to be honest, going from a full-time casual role, but being out here is fantastic. I'm having a ball being active and getting dirty. What's more, I'm being paid for it. That said, I'm looking forward to libraries reopening when it's safe - they're great environments for looking after people.”

— Damian



2019-2020 summary

How we spent your rates

Each year your rates go towards providing important services, programs and infrastructure for the benefit of our growing and diverse community. In 2019-2020, our \$175.10 million of spending enabled us to deliver a diverse range of services, capital works and special projects. We always strive to strike a balance between service costs, quality and value to our community, working within the Victorian Government's rate cap.

Each \$100 of Council expenditure was allocated to:

\$28.22
Capital works



\$8.40
Aged services



\$8.15
Parks and gardens



\$6.31
Family services



\$5.45
Building and assets



\$11.47
Environment and amenity



\$3.12
Road maintenance



\$3.08
Libraries



\$9.37
Waste collection and sweeping



\$8.87
Culture and leisure



\$7.56
Planning and development



**2019–2020**

Capital works

This is the third year of the Council Plan 2017–2021. The capital works program continues Council's strong investment in new and renewed infrastructure. During the Q3 review of the Annual Budget 2019–2020, Council committed \$49.02 million to its 2019–2020 capital works program of 104 projects. Some of these projects are being delivered over several financial years.

As at 30 June 2020, 88% of projects and programs were complete and 12% were closed or delayed and will continue into 2020–2021.

Actual spend on the capital works program for 2019–2020 was \$48 million. Please refer to the Financial Summary on page 16 for further details.

Mayer Park Lighting Upgrade**Total project budget: \$448,691****Total actual cost: \$431,009**

The Mayer Park soccer fields only had two existing light poles with two luminaires (halogen) at the centre between both pitches. These were replaced with LED lights, providing the opportunity to improve the standard of lighting for the playing fields and to make operational cost savings by switching to more economical LEDs. This upgrade means the lights can reach full brightness within 30 seconds and can be remote-controlled via SMS commands.

A total of six, 28-metre light poles and 24 LED lights were installed, covering each corner of the playing field. They provide far superior lighting of the fields, which has improved the safety of after-hours soccer training and conditions for competitions hosted by the Darebin United 'Apollo' Soccer Club.

Urban Forest Strategy program**Total project budget: \$199,999****Total actual cost: \$454,034**

This year more than 6,700 trees were planted in bushland, parks and streets across the municipality. In the summer season, newly planted trees in streetscapes and parks are maintained by watering, weed spraying, retying, adjusting stakes and applying mulch. Trees that were planted in the first quarter will be intensely maintained with watering and formative pruning for the next two years until they are established. They will then be maintained as part of normal operational programs.

In addition, throughout COVID-19, Council was able to accelerate the rewilding program as an employment initiative. Approximately 55,000 plants, shrubs and grasses were planted in Council's parks and open spaces. This has increased the actual spend above the initial budget forecast.



Urban Forest Strategy program (top);
Road Resurfacing program (centre left, bottom left and right)

**Road Resurfacing program****Total project budget: \$800,000****Total actual cost: \$786,315**

As part of the 2019–2020 Road Resurfacing program 13 streets were resealed, totalling 31,305m². These included Gower Street, Cooper Street and Gilbert Road in Preston, Mansfield Street in Thornbury and Leamington Street in Reservoir. Two types of environmentally friendly asphalt were used. These products reduce waste going to landfill and increase the strength and durability of the asphalt surfacing. The two products are:

- stone mastic asphalt containing steel slag aggregates. This asphalt contains steel slag, which is a byproduct of the steel industry and replaces 85% of traditional bluestone aggregate.
- stone mastic asphalt containing recycled plastics. This asphalt uses waste plastic bags and printer cartridges melted into the bitumen component of the asphalt mix.

Bundoora Park Female Change Rooms Upgrade**Total project budget: \$651,035****Total actual cost: \$608,967**

Construction works at Bundoora Oval Park Pavilion on Snake Gully Drive have been completed. The works included an extension to the existing pavilion and renovation works to the existing change facilities. The new change rooms improve the provision of female-friendly and accessible change spaces and amenities and ensure high-quality facilities for all sports participants and the broader community.

The facility now has four change rooms, two new amenities rooms each with three showers, two toilets, one ambulant toilet and three hand basins, as well as a new fully compliant universally accessible toilet. The works also added a rainwater harvesting system, natural ventilation, passive heating and cooling, and LED lighting.

Edwardes Lake synthetic surface**Total project budget: \$2,180,001****Total actual cost: \$2,105,144**

Edwardes Lake Athletics Track is ready to inspire the next generation of local athletes as it is now built to the standards of the International Association of Athletics Federations (IAAF).

This major renewal work has added features including an eight-lane back straight on a new IAAF-approved synthetic surface, four new long/triple jump sand pits with covers and IAAF-approved take-off trays and boards, an IAAF-compliant discus throw cage, hammer throw cage and shot put circle. Six SmartTrack sensors were installed underground to effectively create a magnet field or 'gate' that athletes run through to have their times recorded.

A new drainage system was installed and 18 new trees were planted around the track with tree root barriers installed.



Playspace Upgrade program (top and centre);
Edwardes Lake synthetic surface (bottom)

**Playspace Upgrade program****Total project budget: \$1,036,002****Total actual cost: \$970,007**

Playspace upgrades were undertaken to meet revised safety requirements and provide unique, varied and interesting places for children of all ages and abilities to play. Council's continued investment aims to ensure the promotion of a healthy, connected community. The playspaces upgraded include:

- LE Cotchin Reserve Playspace - new additions included a multi-play equipment unit, climbing unit, swings unit, two picnic settings, concrete paths, 22 trees, and seats and bin enclosures.
- Bundoora Reserve Playspace - new additions included access paths, a drinking fountain, a multi-play equipment unit, two picnic settings, 20 trees and more than 900 tube stock plants. At a length of 40 metres, the Bundoora Reserve playspace is now home to Darebin's longest flying fox.
- Penders Park All Abilities Playspace - works in Stage One included new swings, touchwood totems and animal sculptures for sensory play, jungle drums and marimba for musical play, a fossil discovery sand pit, a cubby for reflective play, accessible ramped platforms lookout, a wide slide, rock and log steppers, as well as new plantings and trees. The design of this playspace and the play equipment selection cater to children of all abilities.

Preston Maternal and Child Health Renewal Works**Total project budget: \$140,000****Total actual cost: \$62,200**

The Maternal and Child Health building adjacent to Council's offices in Gower Street, Preston, has had stabilisation and renewal works done under the Building Renewal program. The building had suffered significant movement due to tree roots and had serious internal cracking that needed repairs.

The work included Uretek injection and Helifix bars to stabilise the building, replacement of carpet and vinyl, replacement of toilets and replacement of lights with energy-efficient alternatives. Eighty-eight panels of non-compliant glass were either replaced or had safety film installed. Two new air-conditioning units were installed in clinic rooms.

Externally, an access ramp was installed that is fully compliant with the *Disability Discrimination Act*.

Darebin Community Sports Stadium - Reception**Total project budget: \$150,000****Total actual cost: \$120,967**

The Darebin Community Sports Stadium has been reinvigorated by upgrading the reception and canteen area. The work involved installation of a wall, reception desk, vinyl and carpet as well as a split-system air-conditioner. A new office area was established and a canteen casual meeting area was created. Old power and data hard wiring was removed and replaced with new wiring.



Age Friendly Darebin

Darebin is a member of the World Health Organization (WHO) Global Network for Age-friendly Cities and Communities. The network aims to connect cities, communities and organisations worldwide, sharing the vision of making their community a great place to grow old. It focuses on action at the local level that fosters the full participation of older people in community life and promotes healthy and active ageing.

In July 2019, Council unanimously endorsed the implementation plan for Age Friendly Darebin Year One. This included establishment of a Project Control Group (PCG) to oversee planning and progress across all Council departments. Council's endorsement resolution included a one-off first-year allocation of \$500,000 to a range of grants and trials for Age Friendly initiatives.

The COVID-19 pandemic took hold shortly after the PCG delivered the Age Friendly Interim Report in March 2020, causing severe, wide-ranging, ongoing disruption to the whole community and to all municipal functions. Older residents, many already disadvantaged, were among those most affected by risks of the disease, isolation, reduced access to food/supplies, information and services, and by discrimination and blame.

Despite the enormous challenges, and in some instances because of them, Age Friendly Darebin recommendations at the close of Year One are 16% completed, 58% in progress and 25% in planning.

Age Friendly achievement highlights

Council's responses to COVID-19 were enhanced and more effectively targeted to older community members most in need by the Age Friendly work already started. This enabled Council to more effectively and rapidly activate the Community Navigation Service, client wellbeing monitoring, and emergency relief logistics. In addition, essential aged care services were adapted to enable continued support at home for clients depending on it.

Age Friendly services and information environments:

The new Positive Ageing team supported 451 older residents towards better wellbeing outcomes, to understand and navigate the service system and to live at home longer. Ninety-five older residents received critical advice and assistance to access a Home Care Package. The Home Library service was expanded and adapted. Waste removal support was provided to older pensioners with special needs.

Age Friendly social environments: The Older & Active Newsletter reaches 1,000 subscribers and the Community Participation database was activated. During COVID-19: Community Connector program, emergency food relief, support for clubs and groups 'Pokies Play You' campaign, rate relief, partnership with social enterprise Charcoal Lane and VAHS delivered more than 4,000 meals, including to Aboriginal and Torres Strait Islander Elders and carers.

Age Friendly physical environments: Age Friendly criteria included in all Council project initiation documentation, six senior citizens centres and two neighbourhood houses were refurbished, more than \$3 million was invested in improved walking environments. Improved access and amenity via upgrades to seating, lifts, entrances, changing places public toilets, accessible and affordable housing advocacy was developed along with transport advocacy. There have been significant improvements in footpaths and road safety that are making our public spaces more and more age-friendly across the city.

\$500K

first-year allocation to a range of Age Friendly initiatives

451

older residents supported towards better wellbeing outcomes

95

received critical assistance to access a Home Care Package



Awards

2020 Female Achiever of the Year for leadership of Darebin's social and affordable housing advocacy, policy and project delivery

Awarded by the Planning Institute of Australia, Victoria, to Darebin's Principal Strategic Planner Sophie Jordan (pictured) on 5 March 2020. These awards recognise excellence and showcase leading practice across a range of planning disciplines and sectors.

Australasian Reporting Award (ARA) for Darebin 2019 Annual Report

Darebin City Council won its fourth consecutive gold award at the Australasian Reporting Awards 2019.

Inaugural Helen Noonan Prize awarded to Darebin Speakeasy show writer

Fleur Kilpatrick won the inaugural Helen Noonan Prize, a new \$5,000 award for creative women in the performing arts who have made an outstanding contribution to female-driven storytelling. Fleur won for her play Whale, which premiered in early 2019 as part of the Darebin Arts Speakeasy program. The participatory theatre performance, which takes its audience on an epic journey from a town hall meeting into the belly of a whale, features an urgent message specific to Australian audiences and awakens us to our responsibility to the climate emergency.

Institute of Transport Engineers Australia and New Zealand (ITEANZ) Sustainable Transport Award for Darebin Octopus School program

The ITEANZ recognised a significant investment by Darebin Council and the innovative approach and strong social benefit of works done at the pilot school, Reservoir West Primary. A recent evaluation has shown a threefold increase in bike riders using Carrington Road, where a protected bike contraflow was constructed at each end of the street and reductions in vehicle speeds of up to 10km/h on streets with new raised pedestrian crossings.

Congratulations to Jennifer McIntyre, Hannah Neumayer and Vasili Nicolaidis of the Transport Strategy and Programs Unit for their great work on this project.



Darebin's Principal Strategic Planner Sophie Jordan (left)

Landscape Architecture Award (Landscape Planning) for Streets for People Feasibility Study

Awarded by the Australian Institute of Landscape Architects (AILA) to the consultant to the project (Hansen Partnership).

Place Leaders Asia Pacific Awards Place Process Commendation for Preston Market Identity Study

Awarded by Place Leaders Asia Pacific on 28 November 2019. The jury commended Darebin City Council for grappling with heritage value that is not buildings and for its contribution to methods for understanding and valuing the "intangible social heritage" of place through the Preston Market study.



► Solar Saver participant,
Kingsbury (top)
Streetscape and raingarden,
Thornbury (bottom)





About the Darebin municipality

The City of Darebin is an established urban municipality of 53 square kilometres across the inner to middle northern suburbs of Melbourne, extending from 4 kilometres north of Melbourne's Central Business District (CBD) at Northcote and Fairfield, through to Reservoir, Bundoora and Macleod a further 10 kilometres to the north. The municipality is bordered by the City of Yarra to the south, City of Whittlesea to the north, City of Moreland and Merri Creek to the west and City of Banyule and Darebin Creek to the east.

The city's population is 164,184 (2019 Australian Bureau of Statistics Estimated Resident Population) and this is expected to increase to 230,118 by 2041. There are 67,051 residential properties, 4,637 business properties and 530 mixed-use properties as at 30 June 2020.

Darebin City Council owns, controls, manages or maintains 509km of roads, 78.5km of rights-of-way, 30.6km of shared paths, 1,035km of footpaths, 333 buildings, 13 road bridges, 52 foot bridges, 30 gross pollutant traps (structures that trap solid waste such as litter), 23,370 stormwater pits, 614km of stormwater pipe drains and 930 hectares of open space (including parks and gardens).

Darebin is home to one of the largest, most diverse communities in Victoria in terms of culture, language, religion, socio-economic background, employment status, occupation and housing need.

There were 48,842 people living in Darebin in 2016 who were born overseas, of which 25% arrived in Australia in the five years before 2016.

Darebin's largest industries include education and training, retail, manufacturing, health care and social assistance.

While the social and economic prosperity of Darebin is changing and more residents are earning higher incomes, there are many people who experience disadvantage. The Socio-Economic Index for Areas (SEIFA) score ranks areas based on a collection of indicators that contribute to disadvantage (for example, unemployment and income). In 2016, Darebin's SEIFA disadvantage score was 1004, with Greater Melbourne at 1018 and Victoria at 1010, indicating that Darebin was relatively disadvantaged compared with Greater Melbourne and Victoria.

In December 2019, Darebin's unemployment rate was 5%, which was slightly higher than Greater Melbourne (4.9%) and the Victoria overall (4.9%).

164,184
people live in the City of Darebin as at June 2019

2,575
population increase from June 2018

1,041
more residential properties than 2019



Darebin has one of the largest populations of Aboriginal and Torres Strait Islander peoples of the 31 local government areas in metropolitan Melbourne. Our Aboriginal and Torres Strait Islander community is among the largest in Victoria, with 2.4% of all Aboriginal and Torres Strait Islander Victorians living in the City of

Darebin. This equates to 1,167 Aboriginal and Torres Strait Islander residents, who comprise 0.8% of Darebin's total population.

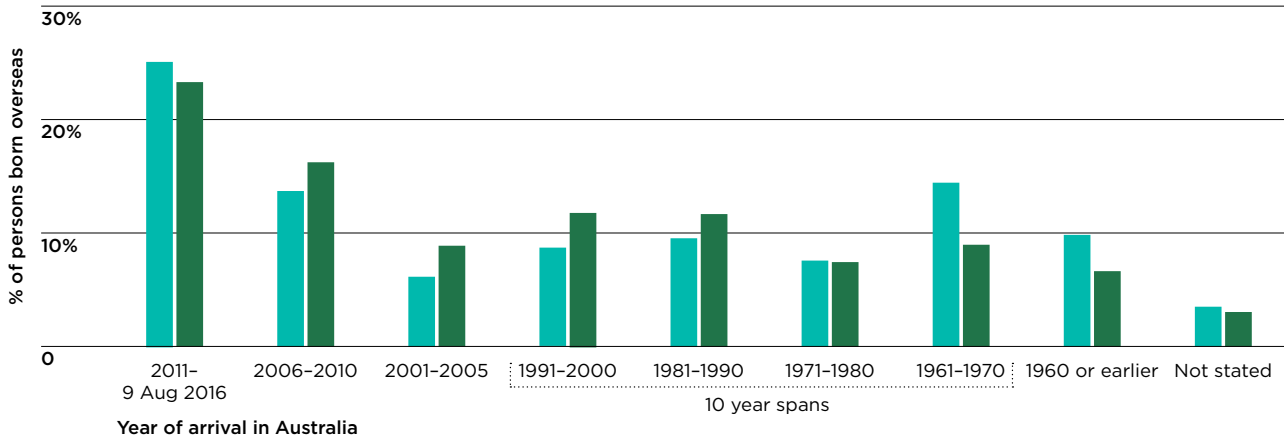
Further research and statistics can be found at darebin.vic.gov.au/Overview

Overseas arrivals, 2016

Total population

City of Darebin Greater Melbourne

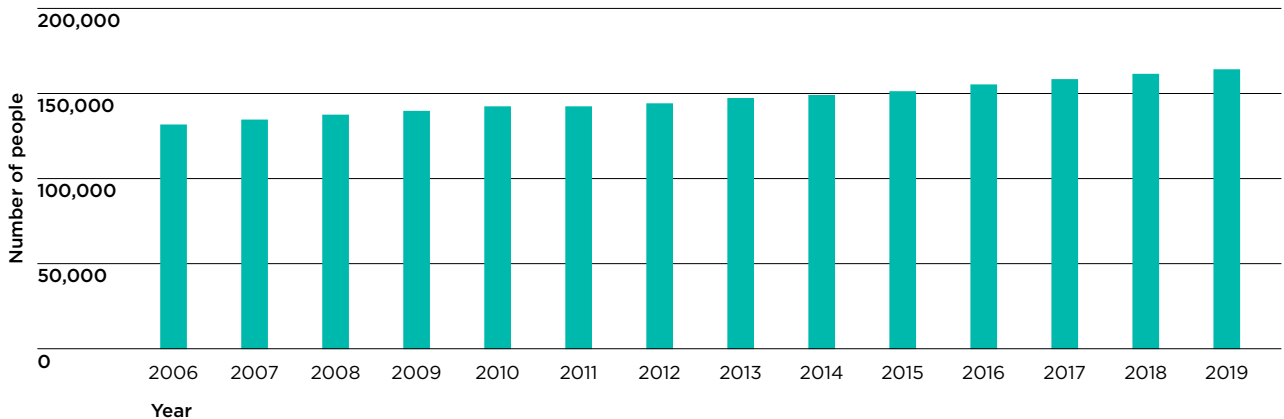
Source: Australian Bureau of Statistics, Overseas arrivals, Australia. Compiled and presented by id consulting. Accessed 17 August 2020. URL: profile.id.com.au/darebin/population-estimate



Estimated Resident Population (ERP)

City of Darebin

Source: Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0). Compiled and presented by id consulting. Accessed 5 August 2020. URL: profile.id.com.au/darebin/overseas-arrivals





Darebin's residents

Who we are

Place of birth

- 59% born in Australia
- 33% born overseas*
- 8% not stated



Households

- 64% live in families
- 28% live alone
- 8% group houses



Aboriginal or Torres Strait Islander

0.8%

are Aboriginal or Torres Strait Islanders

Ages

16%
children 0-14

57%
25-64

13%
young people 15-24

14%
65+

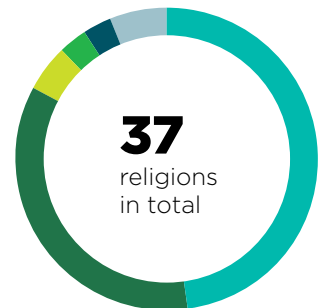
Languages spoken at home

- 59% English
- 7% Italian
- 6% Greek
- 4% Mandarin
- 3% Arabic
- 2% Vietnamese
- 19% other



Religion

- 48% Christian
- 35% no religion
- 5% Muslim
- 3% Buddhist
- 3% Hindu
- 6% other



Employment

70,306

Darebin residents were employed in 2016

Of these, 60% worked full-time and 38% part-time

5,433

(7.2%) were unemployed (6.8% Greater Melbourne)

Income

\$1,420

weekly median (\$1,539 Greater Melbourne)

38%

have a personal income of less than \$500 a week

Tertiary qualifications

40,282

(32.7%) have a bachelor's degree (27.5% Greater Melbourne)

* Main countries: Italy, China, India, Greece, United Kingdom, Vietnam, New Zealand and Lebanon



► Mural at Crispe Park, Reservoir (top)
Planter box in High Street, Northcote (bottom)





Our Council

Government in Australia comprises three tiers: federal, state and local. Darebin is one of 79 local councils that, together, represent about six million people (2016 ABS) in Victoria. Local governments manage local issues and plan for the needs of their communities.

Darebin City Council has nine democratically elected Councillors. As the locally elected representatives, they advocate for and represent residents and communities and undertake tasks including approving the Council Plan and the Council Budget. They have a responsibility to manage the city's assets, provide services and facilities, and ensure finances are allocated in the best interests of the whole community.

Councillors are bound by a Code of Conduct that outlines the legislative requirements and expectations when representing their Council and in their dealings with the community, Council staff and each other.

The Councillors set Council's direction by making decisions on key issues and policies. Council is responsible for making statutory decisions, adopting policy and advocacy, and the appointment of the chief executive officer (CEO). Councillors work closely with the CEO to make important decisions and determine service priorities.

Each year the Councillors elect a mayor. The mayor chairs Council meetings and is Darebin's representative at civic, business and government meetings and events.

Council meetings

In 2019–2020 Council meetings were held on every third Monday in the Darebin Council Chambers. Meetings are open to the public unless confidential items are being considered. In addition to Council business, there is an opportunity for members of the community to ask questions in public question time.

Information about Councillors' attendance at meetings is available in the Governance and Corporate Information section of this report, which starts on page 90. To see the schedule of Council meetings or watch meetings live online, go to our website: darebin.vic.gov.au/Your-Council/How-council-works/Meeting-Agendas-and-Minutes

Briefing sessions

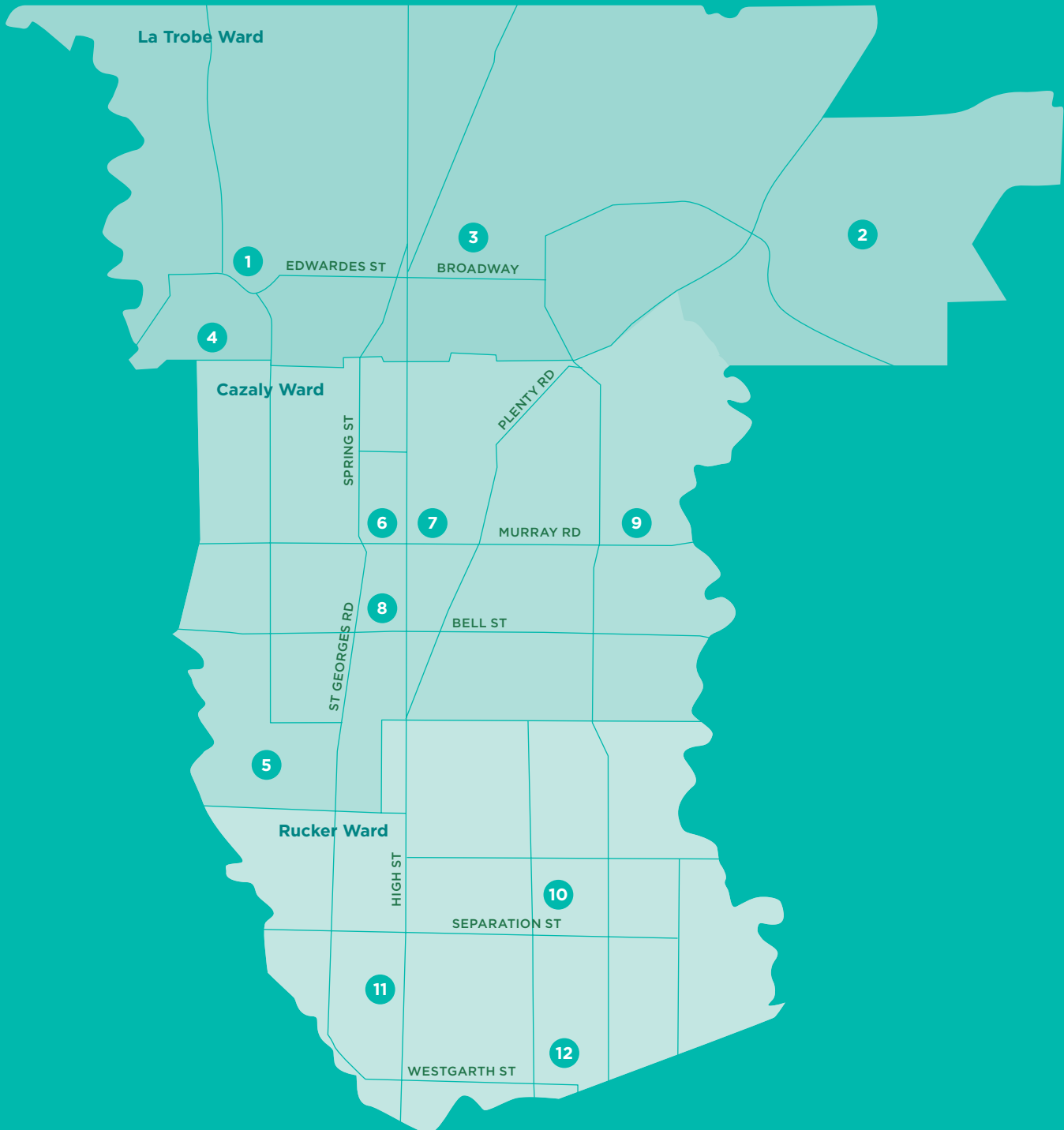
In addition to regular meetings, Council holds briefing sessions. Briefing sessions are not decision-making forums. They simply provide information on significant matters that will come up later for formal consideration in the Council Chamber.

For more information about how Council works, see our website: darebin.vic.gov.au/HowCouncilWorks



Darebin

Map of wards



La Trobe Ward

- 1 Edwardes Lake Park, Reservoir
- 2 La Trobe University, Bundoora
- 3 Reservoir Leisure Centre, Reservoir
- 4 Darebin Resource Recovery Centre, Reservoir

Cazaly Ward

- 5 Northcote Golf Club, Normanby Ave
- 6 Preston Market, Preston
- 7 Preston Civic Centre
- 8 Darebin Arts Centre, Bell St Preston
- 9 Northland Shopping Centre

Rucker Ward

- 10 All Nations Park, Northcote
- 11 Northcote Town Hall, Northcote
- 12 Darebin International Sports Centre (DISC), Fairfield



Our Councillors

Rucker Ward



Cr Kim Le Cerf

0419 750 457
Kim.LeCerf@darebin.vic.gov.au

Terms as Councillor

2016–2020

Terms as Mayor

2016–2017, 2017–2018

Committees

Friends of Baucau Inc.
Darebin Ethnic
Communities Council
Darebin Creek Management
Committee Inc.
Climate Emergency Darebin Advisory
Committee (Chair)

Darebin Aboriginal Advisory
Committee (Proxy)
Darebin Interfaith
Council (Chair)
Hearing of Submissions Committee
Planning Committee



Cr Trent McCarthy

0419 750 604
Trent.McCarthy@darebin.vic.gov.au

Terms as Councillor

2008–2012, 2012–2016, 2016–2020

Committees

Municipal Association of Victoria
Northern Alliance for Greenhouse
Action
Melbourne Innovation Centre

Climate Emergency Darebin Advisory
Committee (Deputy)
Darebin Nature Trust
Planning Committee
Hearing of Submissions Committee



Cr Susan Rennie, Mayor

0419 750 035
Susan.Rennie@darebin.vic.gov.au

Terms as Councillor

2016–2020

Terms as Mayor

2018–2019, 2019–2020

Committees

Municipal Association of Victoria
(Proxy)
Global Covenant of Mayors for Climate
and Energy
Northern Councils Alliance
Darebin Ethnic Communities Council
Active and Healthy Ageing Community
Board (Chair)

Darebin Aboriginal Advisory
Committee (Chair)
Darebin Community Awards Advisory
Committee (Chair)
Darebin Education Network (Chair)
Mayer Park Project Control Group
Municipal Emergency Management
Planning Committee (Chair)
Planning Committee
Hearing of Submissions Committee



Cazaly Ward



Cr Steph Amir

0419 750 192
Steph.Amir@darebin.vic.gov.au

Terms as Councillor

2016–2020

Committees

Merri Creek Management
Committee Inc.
Climate Emergency Darebin Advisory
Committee (Proxy)
Darebin Education Network (Proxy)

Sexuality, Sex and Gender Diversity
Advisory Committee (Chair)
Planning Committee
Hearing of Submissions Committee



Cr Lina Messina

0419 750 504
Lina.Messina@darebin.vic.gov.au

Terms as Councillor

2016–2020

Committees

Metropolitan Local Government
Waste Forum
Metropolitan Transport Forum
Melbourne Innovation Centre

Darebin Women's Advisory
Committee (Chair)
Planning Committee
Hearing of Submissions Committee



Cr Julie Williams

0419 750 152
Julie.Williams@darebin.vic.gov.au

Terms as Councillor

2012–2016, 2016–2020

Committees

Darebin Disability Advisory Committee
(Chair)
Darebin Domestic Animal Management
Reference
Group (Chair)
Planning Committee
Hearing of Submissions Committee



La Trobe Ward



Cr Gaetano Greco

0419 750 214

Gaetano.Greco@darebin.vic.gov.au

Terms as Councillor

2008–2012, 2012–2016, 2016–2020

Terms as Mayor

2013–2014

Committees

Friends of Baucau Inc. (Proxy)

Active and Healthy Ageing Community Board (Proxy)

Darebin Aboriginal Advisory Committee (Proxy)

Darebin Nature Trust

Welcoming Cities Community Reference Group

Planning Committee

Hearing of Submission Committee



Cr Tim Laurence

0419 750 234

Tim.Laurence@darebin.vic.gov.au

Terms as Councillor

1996–1997, 1998–2002, 2008–2012, 2012–2016, 2016–2020

Terms as Mayor

2000–2001, 2012–2013

Committees

Darebin Domestic Animal Management Reference Group (Proxy)

Planning Committee

Hearing of Submissions Committee



Cr Susanne Newton, Deputy Mayor

0419 764 245

Susanne.Newton@darebin.vic.gov.au

Terms as Councillor

2016–2020

Committees

Metropolitan Transport Forum

Active and Healthy Ageing Community Board (Deputy)

Darebin Aboriginal Advisory Committee (Deputy)

Darebin Disability Advisory Committee (Proxy)

Darebin Nature Trust

Sexuality, Sex and Gender Diversity Advisory Committee (Proxy)

Planning Committee

Hearing of Submissions Committee



Our people

► [City skyline from Ruckers Hill](#)
(photo by Emily Weaving)





As at 30 June 2020

Organisation structure





Our Executive Management team

Darebin City Council is managed by a highly experienced Executive Management team (EMT), led by the Chief Executive Officer. The EMT plans, coordinates and monitors the progress of Council's strategic direction and goals. The EMT operates in accordance with our values:

- We make a difference
- We have integrity
- We are accountable
- We show respect
- We are creative
- We are collaborative.

The EMT focuses on guiding us in working together to improve the organisation and deliver outstanding service to our community.

General Managers

As at 30 June 2020, Darebin City Council had four general managers.



Ingrid Bishop
General Manager Governance and Engagement

Qualifications: Master of Business Administration (International); Diploma of Local Government; Graduate Certificate in Business.

Ingrid Bishop joined Darebin Council as General Manager Governance and Engagement on 19 March 2018. She has previously held various positions in the private and government sectors and also ran her own consulting company. The Governance and Engagement Division includes the following departments: Communications and Engagement; Finance; Information Services; People and Development; and Governance and Performance.



Kerry McGrath
General Manager Community

Qualifications: Bachelor of Social Work; IMD High Performance Leadership Program (Switzerland); Women in Leadership Executive Program.

Kerry McGrath joined Darebin Council as the General Manager Community in February 2020. Before this, she worked at Australian Red Cross (2004–2020) including as the National Director of Community Programs, where she had Australia-wide strategic and operational accountability for humanitarian programming. Kerry has also held senior roles in local government, state government and the not-for-profit sector. The Community Division includes the following departments: Aged and Disability; Families, Youth and Children; Recreation and Libraries; Equity, Wellbeing and Economic Development; and Creative Culture and Events.



Chief Executive Officer

Sue Wilkinson

Sue Wilkinson started with Council on 18 September 2017. She has previously held various senior positions with the Victorian Government and local government, including Chief Executive Officer at Colac Otway Shire. Sue holds a Bachelor of Applied Science (Planning) and postgraduate Diploma of Urban Planning. She has successfully completed the AICD Company Directors course.



Rachel Ollivier General Manager City Sustainability and Strategy

Qualifications: Master of Finance (Economic Policy); Graduate Diploma of Public Relations; Bachelor of Applied Science (Environmental), AICD Company Directors course.

Rachel Ollivier joined Darebin Council as General Manager City Sustainability and Strategy on 1 March 2018. Rachel has previously held various positions in the private and government sectors, nationally and internationally, and was also a Lecturer on Environmental Regulation and Policy at RMIT University. The City Sustainability and Strategy Division includes the following departments: City Development; City Futures; City Safety and Compliance; and Environment and Sustainable Transport.



Sam Hewett General Manager Operations and Capital

Qualifications: Master of Business Administration; Graduate Diploma Organisational Change; Bachelor of Arts.

Sam Hewett joined Darebin Council in April 2019 and from September 2019 has held the position of General Manager Operations and Capital. With almost 20 years in local government, Sam has held leadership positions at three other local councils and has extensive major project and capital works planning and delivery experience. The Operations and Capital division includes: Assets and Capital Delivery; Parks and Open Space; and City Works.



Workplace report

At 30 June 2020, Council employed 1,316 people across the organisation. This figure comprised permanent full-time, part-time, temporary and casual employees.

There were 766.62 full-time equivalent (FTE) employees.

Workforce by division and employment type at 30 June 2020

Division	Permanent FT	Permanent PT	Temporary	Casual	Total
CEO's Office	5	0	0	0	5
City Sustainability & Strategy	111	85	10	40	246
Community	140	234	41	308	723
Governance & Engagement	88	26	23	24	161
Operations & Capital	164	5	0	12	181
Total FTE	508	350	74	384	1,316

Workforce by classification and gender at 30 June 2020

Classification	Permanent FT		Permanent PT		Temporary		Total FTE
	Female	Male	Female	Male	Female	Male	
Band 1	0.0	0.0	10.6	7.8	0.0	0.0	18.3
Band 2	0.0	2.0	1.7	0.2	0.0	0.0	3.9
Band 3	7.0	85.0	63.0	11.5	5.0	2.5	174.0
Band 4	31.0	26.0	21.4	4.7	4.1	1.0	88.2
Band 5	55.0	43.0	18.7	2.6	6.3	6.4	132.1
Band 6	57.0	48.0	18.6	3.0	18.4	6.0	151.0
Band 7	34.0	41.0	8.4	1.0	5.3	5.0	94.7
Band 8	17.0	15.0	4.0	0.0	1.0	2.0	39.0
Senior Officer/Senior Executive Officer/Other	24.0	23.0	16.4	0.0	1.0	1.0	65.4
Total FTE	225.0	283.0	162.8	30.8	41.1	23.9	766.6



Number of FTE employees by division, employment type and gender at 30 June 2020

Division	Permanent FT		Permanent PT		Temporary		Total FTE
	Female	Male	Female	Male	Female	Male	
CEO's Office	4.0	1.0	0.0	0.0	0.0	0.0	5.0
City Sustainability & Strategy	52.0	59.0	18.4	8.6	7.8	2.0	147.7
Community	103.0	37.0	124.4	18.0	24.6	8.9	315.9
Governance & Engagement	49.0	39.0	17.7	2.6	8.7	13.0	130.0
Operations & Capital	17.0	147.0	2.4	1.6	0.0	0.0	168.0
Total FTE	225.0	283.0	162.9	30.8	41.1	23.9	766.6

Number of FTE employees by classification at 30 June 2020

Classification	Female	Male	Total
Band 1	10.56	7.75	18.31
Band 2	1.68	2.24	3.92
Band 3	75.03	98.98	174.01
Band 4	56.47	31.69	88.16
Band 5	80.07	51.99	132.06
Band 6	94	57	151
Band 7	47.72	47	94.72
Band 8	22	17	39
Immunisation Nurse Level 2	0.13	0	0.13
Immunisation Nurse Level 3	1.5	0	1.5
Maternal and Child Health Nurses Year 1	1	0	1
Maternal and Child Health Nurses Year 2	1.4	0	1.4
Maternal and Child Health Nurses Year 4	0.53	0	0.53
Maternal and Child Health Nurses Year 5	15.04	0	15.04
Senior Exec Officer	5.84	12	17.84
Senior Officer Contract	16	12	28
Grand total	428.97	337.65	766.62



Industrial relations

During 2019–2020, Council has implemented initiatives arising from the Darebin City Council Enterprise Agreement 2018–2022, most notably an employee Sick Leave Bank. This allows eligible employees to donate sick leave for use by colleagues who are subject to serious, incapacitating or non-work-related injuries.

Equal employment opportunity

A renewed focus on equal employment opportunity training has been a feature of 2019–2020. Council achieved 100% compliance for training all staff, with new starters completing training within one month of commencement. Darebin was able to pivot its training quickly with the increase of online and working from home arrangements, ensuring new starters were provided with the relevant information as part of their induction.

A revised Behaviours and Standards Policy suite was launched progressively across the year.

Workplace diversity profile*

Aboriginal or Torres Strait Islander background

Percentage of permanent Council staff (part-time and full-time only) who identify as being from an Aboriginal or Torres Strait Islander background.

Year	2016	2017	2018	2019	2020
Percentage	0.9%	0.8%	0.7%	0.5%	0.6%

Non-English-speaking background

Percentage of Council staff who identify as being from a non-English-speaking background (born in a non-English-speaking country)

Year	2016	2017	2018	2019	2020
Percentage	14.5%	14.6%	17.5%	15.7%	15.2%

Employees' country of birth

Country of birth	%	Country of birth	%
Australia	57.5	Greece	0.7
Italy	1.7	China	0.7
Britain	1.9	Not disclosed	22.3
India	1.4	Other**	12.9
Macedonia	0.9		

* Data source: Darebin City Council payroll system 2020.

** Other countries of birth were: Argentina, Austria, Bangladesh, Bosnia, Canada, Colombia, Croatia, Cuba, Cyprus, East Timor, Egypt, El Salvador, Fiji, France, Germany, Hong Kong, Indonesia, Iran, Iraq, Ireland, Japan, Korea, Laos, Lebanon, Liberia, Malaysia, Malta, Mauritius, New Zealand, Nigeria, Pakistan, Papua New Guinea, Peru, Philippines, Poland, Samoa, Serbia, Singapore, Somalia, South Africa, Spain, Sri Lanka, Sweden, Switzerland, Syria, Thailand, Taiwan, Turkey, Uganda, United States and Vietnam.



Learning and development

Darebin City Council provides a corporate learning program that supports a broad range of staff development needs. This program is aligned with strategic priorities as well as emerging organisational requirements and needs identified through individual performance and development plans. In the past year, the program attracted 1,911 participants, with an additional 783 staff completing compliance-related training. A variety of learning platforms and methodologies were used, including e-learning, webinars, facilitated workshops and personal coaching.

In the second half of the year, Darebin's learning and development program was affected by COVID-19. Face-to-face training, including corporate inductions, were postponed. New training delivery methods and platforms (MS Teams, Webex, Zoom) were piloted for use online and in remote learning approaches. New programs were adapted or developed to support our workforce, including a comprehensive mental health and wellbeing program jointly developed with the Occupational Health and Safety Unit that was awarded a WorkCover grant in recognition of best practice.

Diversity and inclusion remain a strong focus. A diversity and inclusion training tender was awarded and training began, providing foundational competencies and skills for leaders, managers and staff. Training was also delivered in Islamic Awareness, Aboriginal Cultural Awareness, Trans and Gender Diverse and Preventing Violence Against Women. A pilot Darebin Women and Leadership program was developed in partnership with the Equity and Diversity and Economic Development units. It provides leadership development and coaching to 31 participants from Darebin Council, Towong Shire Council, local business and the local community.

Preventing violence against women

Council has a long-standing commitment to preventing violence against women and promoting gender equity; this is enshrined in the Gender Equity and Preventing Violence Against Women Plan 2019–2023. Council's Gender Equity Officer works across Council and the community, ensuring Council's policies, services and programs promote gender equity and enable the full and equal participation of women.

Council supports employees to create a non-violent and respectful workplace as part of our contribution to creating a safer and more equitable community. Each year, Council celebrates the 16 Days of Activism Against Gender Based Violence (25 November to 10 December) with a range of events and activities. In 2019, Council supported Respect Victoria's 'Respect Women: Call it Out' campaign throughout the 16 Days, which encouraged staff and the community to call out sexism, gender stereotypes, sexual harassment and disrespect towards women. Additional Council support has been provided to the family violence sector during COVID.



Health, safety and wellbeing

Darebin City Council recognises that it has a legal duty of care to provide and maintain a safe and healthy working environment for employees, Councillors, contractors, suppliers and visitors. As part of this, throughout 2019–2020 Council continued to roll out the new Darebin Council Occupational Health and Safety (OHS) Commitment throughout its divisions and departments.

In 2019–2020 Council drafted the new OHS strategy for 2020–2023, which will focus on improving the culture of the organisation with the aim of having OHS as part of the way we work. The OHS strategy also identifies areas of improvement that are prioritised on risk factors, claims history, incident data and past audit findings.

Council continues to support four OHS committees, which meet regularly in accordance with the *Occupational Health and Safety Act 2004*. The OHS committees are based on the four-division structure of the organisation. An overarching Safety Leadership Forum oversees Council's safety culture and strategy. Darebin Council has continued to nurture and support a safety culture with the assistance and support of our elected health and safety representatives (HSRs). HSRs are proactive and enthusiastic staff members who are part of our continuous improvement initiatives. HSRs are key members of our OHS committees.

With the onset of COVID-19, Darebin Council's workplace has altered significantly. With such a massive change in a short period of time, the potential for OHS incidents increased substantially. The overall organisation response has revealed a safety conscious, hardworking and resilient workforce. No significant incidents have been reported during this period, with all areas working together to get the best outcomes for the organisation and community.

Detailed plans for the reopening of offices and community facilities are in progress, with the safety of employees and the community embedded in the plans. Whatever the workplace environment of 2020–2021 looks like, Council will be well prepared. Safety management systems and wellbeing programs will be continually reviewed to reflect the changed workplace.

Council designed and implemented (May 2020) a new 'Stay Well, Stay Connected' program to enable and support health and wellbeing, culture and connection and a changing way of work. It brings together a range of resources and programs that staff can access at any time. It is underpinned by our organisational values and aims to support our people now through the COVID-19 period and well into the future.

The range of resources and programs include:

- health and wellbeing hubs on the intranet (and aligned information packs), which have targeted information and resources
- a program of targeted webinars, e-learning and virtual classroom sessions
- Darebin's 'Thrive Live' portal, which contains a library of e-learning modules, podcasts and tip sheets to support mental health and wellbeing
- a Contact and Wellbeing Officer Network of 15 staff from across Council to support employee health and wellbeing.



Incident and injury reporting

During 2019–2020, Council employees continued to report hazards, near misses and incidents in accordance with Council policy and legislative obligations. The incident reporting system is being reviewed and improved to provide accurate and targeted reports.

WorkCover premium

Council's WorkCover premium for 2019–2020 was \$1,762,489. This represents an increase on the previous year's premium. The premium cost is influenced by several factors such as remuneration, industry comparison, claims history over the previous three years, and future estimated claims costs. Council's premium history and ratings are shown in the accompanying table. Results for these factors over the 2019–20 year have produced an improved rating for 2020–21 of 0.91.

WorkCover premium

Year	Premium (exc. GST)	Increase / (reduction) in premium (exc. GST)	Employer performance rating (<1 indicates better than the industry)
2016-2017	\$803,917	(\$510,846)	0.56
2017-2018	\$989,909	\$185,992	0.98
2018-2019	\$1,423,718	\$433,809	1.76
2019-2020	\$1,762,489	\$338,771	2.16



Celebrating Darebin's volunteers

We are fortunate to have many wonderful volunteers who generously share their time, knowledge and experience to help make the community stronger. We value, recognise and support their contributions.

Thanks to volunteers

Darebin Council would like to thank all the volunteers whose generosity and commitment help make Darebin a healthy and connected community and a great place to live.



Our performance



▶ Sculpture at Well Place, Preston Library



Overview

The Report of Operations outlines our 2019–2020 performance against the major initiatives in Council’s 2019–2020 Budget. It also reports on the Darebin Council Plan 2017–2021 goals and its 16 Big Actions. Big Actions also form the majority of the major initiatives of the Budget 2019–2020.

Integration with Council Plan and Council Budget

The accompanying chart illustrates how the Annual Report and the Council Plan are integrated with the business planning cycle.

The Council Plan is a strategic document that describes the vision, mission, goals, strategies and targets that guide our work for a four-year period. It is reviewed annually. The Strategic Resource Plan 2018–2022 complements the Council Plan and describes how key projects and objectives will be resourced.

Every financial year the Annual Budget sets out funding for the projects and services to be undertaken. It outlines the major initiatives that directly contribute to the achievement of our Council Plan goals. The Budget is also integrated with the annual Council Plan Action Plan, which details the key items that Council will implement over the financial year.

Within the organisation, long and medium-term strategies drive the development of individual business management plans and set out key performance indicators for each department. These plans serve to ensure that the objectives of the Council Plan are implemented.

The Annual Report 2019–2020 shows our progress in realising the vision of the Council Plan 2017–2021. Detailed performance reports on the organisation’s progress against the annual Council Plan Action Plan are also posted quarterly on our website at darebin.vic.gov.au/CouncilPlan

Integration of Annual Report and the Council Plan with the business planning cycle





Darebin Council Plan 2017–2021

The vision for the Council Plan 2017–2021 is: ‘A greener, bolder and more connected city’. The Plan responds to the changing world we face, particularly the climate emergency, a growing population, a changing economy, growing inequality and reduced funding.

The 2019–2020 Annual Report is the third reporting year of the Council Plan 2017–2021.

The Council Plan has six goals, each with three attendant strategies. Each strategy has several actions, which are listed in the Council Plan Action Plan Progress Report 2019–2020 (available at darebin.vic.gov.au/CouncilPlan).

The goals were developed after extensive consultation with our community and other stakeholders and reflect the shared priorities of our diverse community.

For each goal, we have reported on:

- services and their costs
- Big Actions
- highlights and achievements
- challenges
- performance indicators and our results
- future plans.

We have reported on our progress for 2019–2020 against each of the actions in the Council Plan Action Plan Progress Report 2019–2020, which can be found on our website at darebin.vic.gov.au/CouncilPlan

Goal 1

A sustainable city

Page 56

Goal 2

Opportunities to live well

Page 65

Goal 3

A liveable city

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Goal 4

A strong economy

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Goal 5

Involving our diverse communities

Page 82

Goal 6

A well-governed Council

Page 87



GOAL 1

A sustainable city

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

STRATEGY 1.1

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

STRATEGY 1.2

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

STRATEGY 1.3

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

There are 40 actions listed under Goal 1 in the Council Plan Action Plan for 2019–2020. The following section shows progress against the Big Actions from the Council Plan and provides highlights from the Action Plan. Progress comments on all 40 actions relating to this goal can be found at: darebin.vic.gov.au/CouncilPlan



Budget allocated to Goal 1

NET COST	2019–20 \$'000
Budget	33,866
Actual	33,517
Variance	349



GOAL 1

Services

While all departments contribute to the achievement of each of our goals, these services specifically relate to Goal 1.

Note:

The service areas in the table align with the 2019-20 budget and are consistent with the Council Plan 2017–2021.

A sustainable city

SERVICE AREA	DESCRIPTION	NET COST 2019-20 \$'000
Environment and natural resources	Develops and implements policies and programs that contribute to sustainability within Council and the community. Responsible for the Climate Emergency Plan, Natural Heritage Strategy, Sustainable Water Strategy, Sustainable Water Use Plan, Urban Forest Strategy and the Waste Management Strategy.	Budget 4,711 Actual 3,600 Variance 1,111
Open spaces, parks and natural environment	Responsible for the management and maintenance of approximately 600 hectares of open space, including 90 playgrounds, several wetlands, pathways, seating, garden beds, waterways, pedestrian bridges, catchments, dams and street trees and 100,000 trees in parks and reserves.	Budget 13,979 Actual 14,358 Variance (378)
Sustainable transport	Develops policy and project delivery for transport management and safety.	Budget 2,162 Actual 2,099 Variance 63
Waste management	Collection of domestic garbage and recyclables, green waste and dumped rubbish, street and right-of-way cleansing, the hard waste collection service, and management of the contract for the operation of the Resource and Recovery Centre in Reservoir.	Budget 13,014 Actual 13,461 Variance (477)



GOAL 1

Big Actions

- On track
- Getting there, some obstacles
- Well behind schedule

Big Action 1: Double solar power in Darebin

In September 2019 Council successfully met its 2016 goal of doubling the amount of solar power in Darebin – one year early. With Darebin residents such strong solar supporters, kilowatts continued to grow and hit an amazing 40,855kW by June 2020.

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

Council created the Climate Emergency Darebin (CED) Advisory Committee in 2018. Since then, CED has provided advice and feedback to Council about how it can be most effective at addressing the climate emergency and mobilise community and others to meet this shared challenge, and about implementation of the Climate Emergency Plan. Highlights include the Climate Emergency Summit, Climate Ambassador Dinner and workshops to support community advocates.

Big Action 3: Dramatically improve walking and cycling

Council continues to deliver education, behaviour change and new infrastructure to improve walking and cycling. Highlights include raised zebra crossings on Clarendon Street at Victoria Road in Thornbury, a raised pedestrian crossing and improvements to the children’s crossing on McNamara Street near Newlands Primary School, and speed humps on Murphy Street near Newlands Primary School. A total of 21 Northcote–Thornbury Streets for People projects have been constructed. Council is advocating strongly to improve walking and cycling connections and safety as part of the Preston Level Crossing Removals at Reservoir, Murray Road, Cramer Street, Bell Street and Oakover Road.

Big Action 4: Advocate for better public transport

Public transport advocacy work has focused on transformational projects that will boost public transport for Darebin. Advocacy highlights include seeking a new bus interchange as part of the Preston Level Crossing Removal, bringing forward the construction for the northern section of the Suburban Rail Loop, and extending Tram 11 to Reservoir Station. Council is also leading a transport package to respond to COVID-19, such as auto-on pedestrian signals at key locations.

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

Council has established the Darebin Nature Trust Advisory Committee, which brings together a group of community members with a broad range of biodiversity expertise. The committee has provided significant input and guidance on biodiversity aspects of Council’s new open space strategy (Breathing Space), master plans in development, community programs and open space management.

Big Action 11: Increase our tree canopy and urban forest

This year more than 6,700 trees were planted in bushland, parks and streets across the municipality. This comprised 4,600 tube stock planted in bushland areas, 1,900 street trees and 200 park trees.



GOAL 1

Highlights and achievements

Adopted Breathing Space: The Darebin Open Space Strategy. This is a bold and visionary policy to guide all aspects of open space in our city, including enhancing habitat for biodiversity, greening our streets, improving parklands and rewilding the city with new indigenous and native plants and trees. It recognises the Wurundjeri Woi Wurrung connection with the land and embeds engaging with traditional owners as a core part of Council's approach to the naming and planning of open space. It also recognises the important role open spaces play in social inclusion and embeds an approach to make open space welcoming for our diverse community, including our culturally diverse communities.

Adopted the new Darebin Waste and Recycling Strategy 2019–2022 on 9 June 2020, which charts a course for making major cuts to carbon emissions from waste and focuses on developing a circular economy.

Completed remedial works in the Leamington Street Wetland. These works have ensured the sediment basin is functioning as designed to protect Edwardes Lake from heavy sediment deposition.

Completed the installation of 40km/h speed limit areas in three priority locations in Alphington, Thornbury West and Reservoir (near Reservoir Views and Newlands primary schools).

Constructed 25,000m² of footpath renewal works, reinstated 4,550 metres of asphalt and replaced 627 signs.

Constructed new bridges at Beavers Road and over Darebin Creek.

Constructed road safety and access infrastructure projects, including Green Street footpath, Station Street pedestrian refuges, and Merri Parade signal crossing at Union Street.

Council is leading a local government buyers' group that will shortly go to market to buy electricity from a large-scale renewable energy facility located in Victoria.

Following an inclusive and collaborative engagement process, concept designs were adopted by Council to inform projects aimed at improving road safety, cycling, walking and traffic calming (Streets for People projects), including the Croxton West area and the Preston Activity Link (West).

Installed 397 solar systems for households. By June 2020, the Solar Saver program had installed 40,855kW, meeting its 2021 target of 36,000kW one year early.

Installed six new electric vehicle charging stations at the Operations Centre. This will allow Council to continue to expand the use of electric vehicles throughout its services.

Introduced a local law in April 2019 for the protection of significant trees on private property.

Introduced food waste recycling for households across the city as part of the green waste service.

More than 99.9% of domestic waste bins were successfully collected on nominated bin collection days.

Planted more than 6,700 trees in bushland, parks and streets across the municipality. This comprised 4,600 tube stock planted in bushland areas, 1,900 street trees and 200 park trees.

GOAL 1

Challenges

COVID-19 means that people are currently using our roads and open spaces differently, and commuting patterns are changing. Some of these changes may be temporary, but some may be long term.

Recovery from the COVID-19 pandemic presents an opportunity for Council to advocate to the State Government to improve transport infrastructure and bring forward major infrastructure projects.

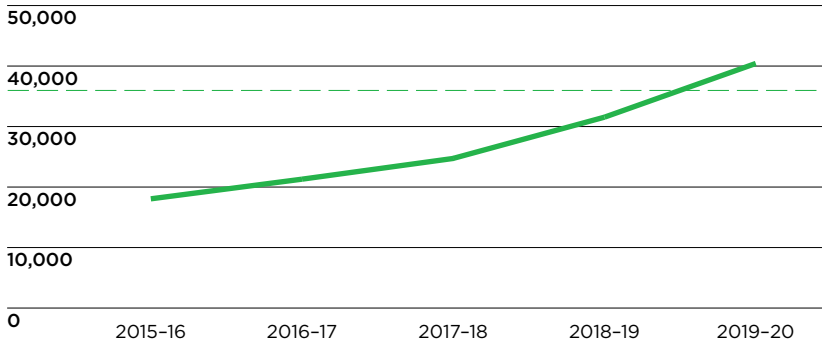


GOAL 1

Performance indicators and results

Amount of solar power generated in Darebin (kW)

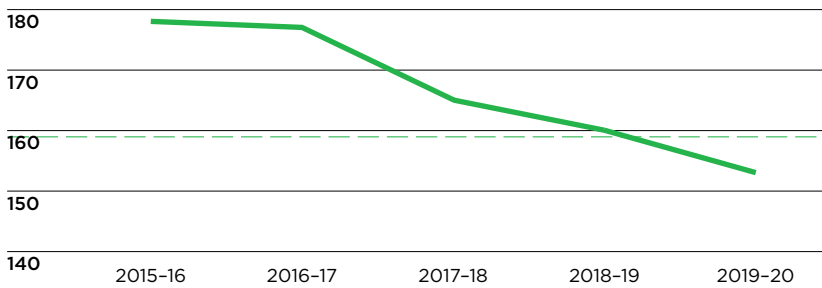
Source: Clean Energy Regulator (data from households or businesses that have claimed a Small Generation Unit (SGU) - Solar Panel).



Target: 36,000 kW by 2021
Status: ▶ Target met

Volume of waste to landfill (kg per person)

Source: Tonnage records, Municipal Recycling Facility and Estimated Residential Population (Australian Bureau of Statistics).

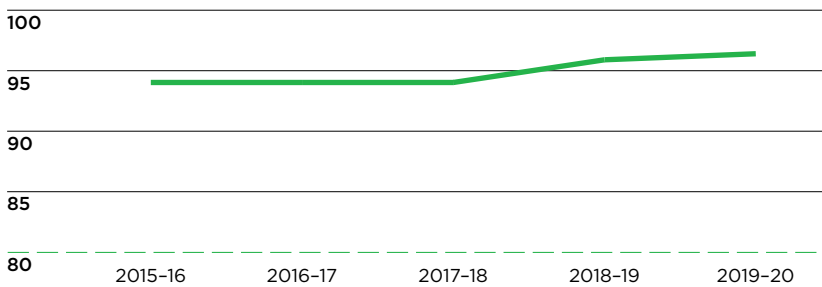


Target: Reduce by 1kg per person each year
Status: ▶ Target met

Note: the data in this chart does not include Mixed Use Developments (MUDs) as these are privately serviced.

Satisfaction with waste services (%)

Source: Darebin City Council Community Satisfaction Survey.

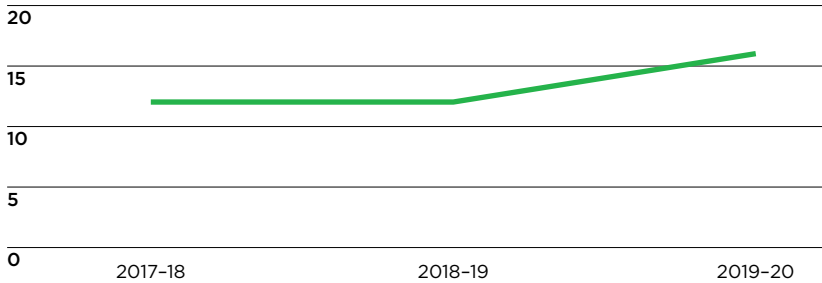


Target: 80% year-on-year
Status: ▶ Target met



Proportion of municipality with 40km/h speed limit across the municipality (%)

Source: Darebin Asset System and GIS.



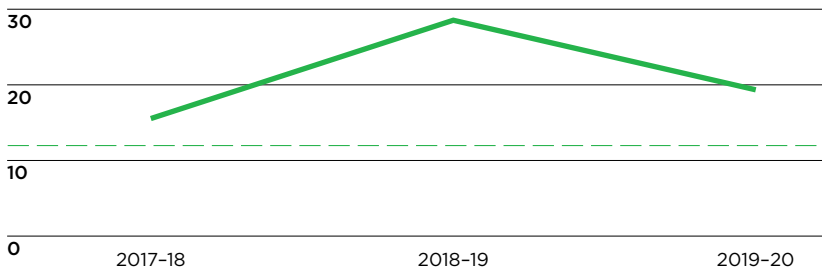
Target: 30% by 2021

Status: ▶ Off track

In 2020-21, Council will implement further speed limit reductions to 40km/h in the Northcote and Thornbury areas of Darebin to achieve more than 30% of local roads operating at 40km/h.

Cumulative increase in cycling counts from 2016-17 baseline (%)

Source: Combination of counts from VicRoads bicycle counters and Council's bicycle counters on St Georges Road and Darebin Creek Trails.



Target: 12% increase by 2021

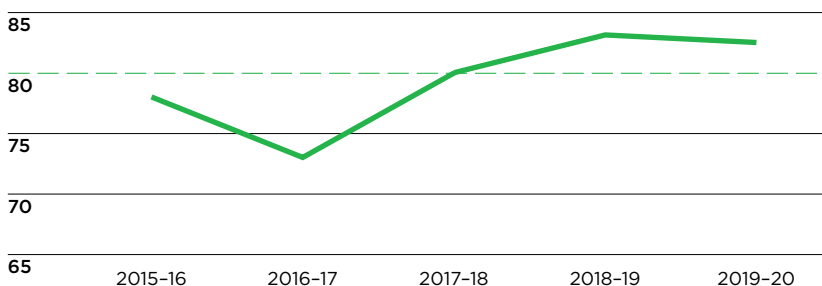
Status: ▶ Target met

Factors affecting this recent result include:

- path closures on St Georges Road due to Yarra Trams works between September and November 2019 resulted in riders diverting onto other routes (without counters) during this time
- increased recreation and decreased commuting due to COVID-19 pandemic
- overall increased demand for general transport by bike due to COVID-19 and people avoiding public transport.

Satisfaction with footpath maintenance and repairs (%)

Source: Darebin City Council Community Satisfaction Survey.



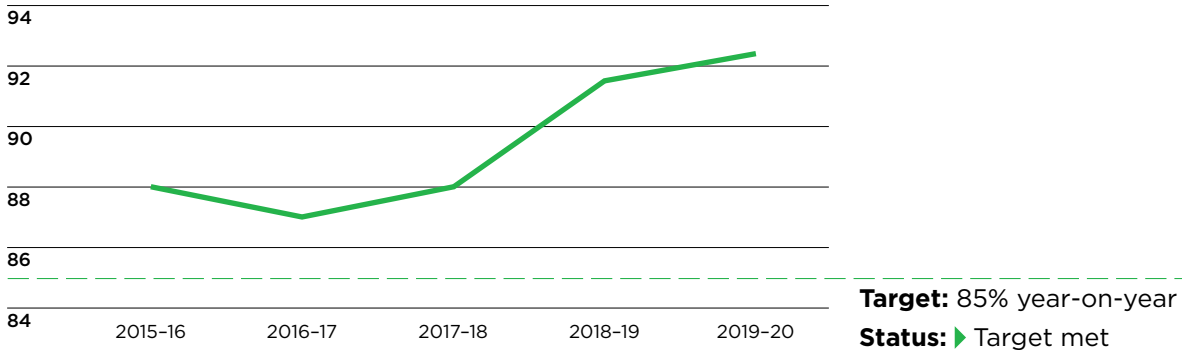
Target: 80% year-on-year

Status: ▶ Target met



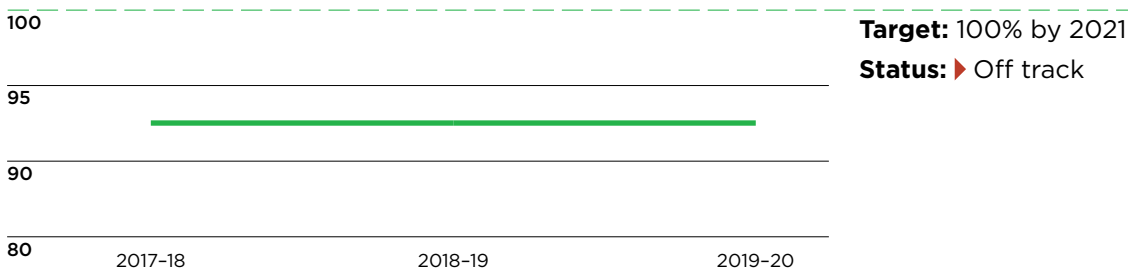
Satisfaction with the maintenance of parks, reserves and open space (%)

Source: Darebin City Council Community Satisfaction Survey.



Proportion of residents that live within 500 metres of open space (% of residents)

Source: Darebin Asset System, GIS and 2016 Census Data.

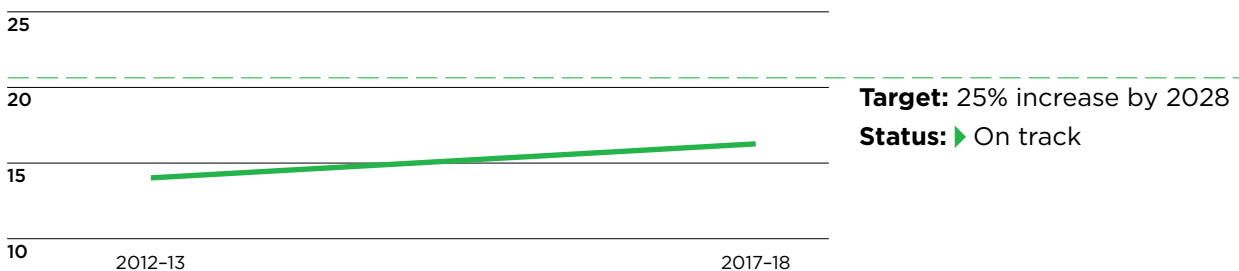


It will take Council longer than 2021 to meet this target. Council has progressed an open space levy on developers that is expected to increase funding available to accelerate achievement of this target.

Council has also successfully advocated for the level crossing removals to be elevated, creating large new open spaces underneath. When the works are completed, these will significantly enhance access to open space. Council's new open space strategy (Breathing Space) will guide our work towards improving the quality of open spaces and parklands and the overall amount of public open space.

Proportion of tree coverage on public land (%)

Source: Council's thermal imaging and Urban Forest monitoring audit of the municipality.

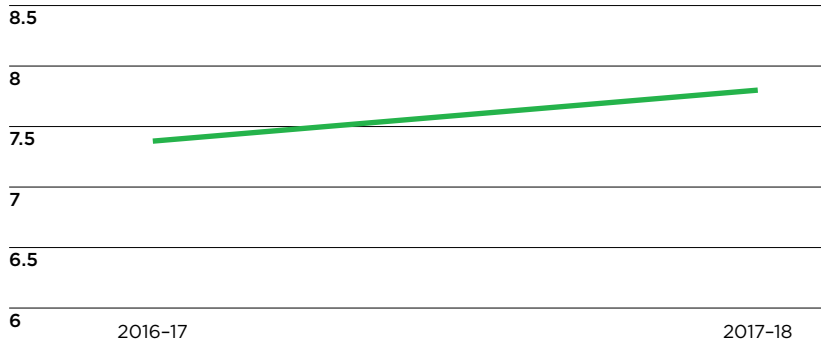


Data collection for this indicator is on a five-year cycle and will be collected again in 2023 and 2028.



Private vehicle usage (km per weekday per person)

Source: Victorian Integrated Survey of Travel and Activity (VISTA).



Target: No target has been adopted for this dataset*

Status: Not applicable

This result is trending (slightly) in the wrong direction. However, Council supports the local community to make sustainable transport choices by providing safe infrastructure and working with communities to deliver behaviour-change programs. These include Streets for People, Octopus Schools, and ongoing maintenance and renewal.

*The originally adopted target is not suitable for the available dataset.

Please note:

The strategic indicator 'Increase Council's use of water from non-drinking sources' is not reported here as the relevant dataset is still in development. The 2017-2018 figure provided in the 2018-2019 annual report has since been found to be incorrect.

GOAL 1

Future plans

A full review of Council's waste services will give greater options for our community to reuse, recycle and rehome unwanted goods.

Continue Council's Solar Saver program with a focus on supporting low-income households, and also launching a new bulk-buy stream to ensure that everyone can easily access good-quality solar confidently.

Explore the expansion of Council's electric vehicle fleet through the purchase of a sweeper and a rear loader waste collection vehicle.

This project will depend on the vehicle industry building vehicles suited to Council's needs.

Planting 6,000 trees in streetscapes by October 2021 will contribute to the mitigation of the effects of climate change.

Roll out temporary bike lanes on Council-managed roads. These will function as safe transport options that adhere to social distancing requirements and act as an alternative to private motor vehicle use.

A detailed Council Plan Action Plan for 2019-2020 can be found at darebin.vic.gov.au/CouncilPlan



GOAL 1

Rewilding Darebin



I am a lifeguard at Reservoir Leisure Centre. Being out here is great, rewilding Darebin. It's nice to be out in the open fresh air, instead of cooped up at home. To be honest, this is the first time I have done anything resembling gardening in my life, so it's nice to learn how to plant and the reasons why we're planting. I don't foresee a horticultural career change, but it has sparked an interest I never imagined."

— Bella



I am a swimming instructor at Reservoir Leisure Centre and a school crossing supervisor at Holy Name Primary School. I was also a voluntary health and safety rep at RLC, which means I have done a lot of study into what personal protective equipment staff will need when the centre reopens. I've loved being out here so far helping the Rewilding Darebin project.

"I'm actually attempting to landscape my own backyard, so this is valuable experience. I've made a mental note of all the plants and grasses I like the look of and will add them to my home."

— Libby

Many of our workers affected by COVID-19 were redeployed to help plant 30,000 trees, plants and grasses to rewild parts of Darebin.



GOAL 2

Opportunities to live well

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

STRATEGY 2.1

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

STRATEGY 2.2

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

STRATEGY 2.3

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

There are 35 actions listed under Goal 2 in the Council Plan Action Plan 2019–2020. The following section shows progress against the Big Actions from the Council Plan and provides highlights from the Action Plan. Progress comments on all 35 actions relating to this goal can be found at: darebin.vic.gov.au/CouncilPlan



Budget allocated to Goal 2

NET COST	2019–20 \$'000
Budget	18,160
Actual	18,310
Variance	(150)



GOAL 2

Services

While all departments contribute to the achievement of each of our goals, these services specifically relate to Goal 2.

Note:

The service areas in the table align with the 2019–2020 Budget and are consistent with the Council Plan 2017–2021.

Opportunities to live well

SERVICE AREA	DESCRIPTION	NET COST 2019–20 \$'000
Aged and disability	Provides a range of services to assist older people and those with a disability and their carers who wish to live independently and remain active in the community. Services and activities include general home care, personal care, respite care, home maintenance, housing support, support to navigate the My Aged Care system, dementia care, meals and community transport.	Budget 6,304 Actual 5,348 Variance 956
Families, youth and children	Responsible for a mix of service delivery, policy and community partnership projects that target Darebin's children, youth and their families. It includes school holiday programs, early childhood resources and liaison, help for early years services to support children with additional needs, a pre-school enrolment service, centralised child care waiting list, support to playgroups, a toy library, maternal and child health services, an immunisation program and youth services.	Budget 5,701 Actual 4,879 Variance 823
Recreation and leisure	Recreation policy, planning and programming; facility management; sports development and liaison; specialist recreation programming for disadvantaged groups and individuals; and information provision. Responsible for Council's major recreation facilities at the Darebin Community Sports Stadium, Darebin International Sports Centre, Northcote Aquatic and Recreation Centre and the Reservoir Leisure Centre.	Budget 1,863 Actual 3,941 Variance .. (2,078)
Learning and libraries	Responsible for our library services at Fairfield, Northcote, Preston and Reservoir and e-book, e-audiobook and e-magazine collection loans via our virtual library at darebinlibraries.vic.gov.au	Budget 4,292 Actual 4,142 Variance 150



GOAL 2

Big Actions

- On track
- Getting there, some obstacles
- Well behind schedule

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

Following a two-year process of site investigation, design work, community collaboration and feedback, a master plan to create a nature-based and biodiverse park at the former Ruthven Primary School was adopted by Council on 29 June 2020. Council decided not to proceed with a children's hub in late 2018, based on community feedback that this site should remain a natural open space.

Big Action 7: Build a multi-sports stadium

Construction of the Multi-Sports Stadium was tendered on 23 April 2020 and is scheduled to be awarded later in 2020.

Big Action 8: Renew the Northcote Aquatic and Recreation Centre

The Northcote Aquatic and Recreation Centre is at a schematic design phase by principal architect Warren Mahoney Architects. The final report and recommendations were taken to the Council meeting on 20 July 2020.

Big Action 9: Reimagine and revitalise seniors clubs

An audit of our senior citizens' centres was completed in October 2019. The refurbishment of all six centres is almost complete with works on two centres expected to be completed in July 2020.



GOAL 2

Highlights and achievements

Approximately 2,000 young people attended the 2019 Northland Jobs Fair, conducted in partnership with Northland Shopping Centre and Jobs Victoria. Employment support to young people included tips, résumé assistance and more than 1,100 mock interviews.

Architectural design for the Multi-Sports Stadium was completed and the tender for construction went to market on 23 April 2020.

Bundoora Park Farm education programs were delivered to English as a second language (ESL) students, local schools and additional needs groups. They explored the themes of environment, sustainability and changing land management practice uses from the Wurundjeri, through early European settlement, to present and future perspectives.

Celebrated local stories through the Darebin Mayor's Writing Awards 2020. The awards were adapted to support broader participation and to generate creative opportunities locally during the pandemic lockdown.

Conducted the Kindergarten and Child Care Registration Review, Stage One, in July 2019. This review invited families and early childhood services to participate in mini-design hacks (engagement events) to consider: "How might we create a fair and easy-to-use registration system that addresses the increasing complexities of families and ensures all children have equitable access?"

Council's Maternal and Child Health Service provided 30 Key Age and Stage visits between April and June 2020 to Aboriginal and Torres Strait Islander families residing in Darebin.

Darebin Arts presented Let's Take Over at Northcote Town Hall Arts Centre. Let's Take Over was an employment pathways program for disadvantaged 15 to 25-year-olds where they refined their skills as arts programmers and producers.

Delivered major capital works, including:

- constructed new playgrounds
- improved community centres such as Alphington and Jika Jika
- improved our arts facilities such as Darebin Arts Centre, Northcote Town Hall and Bundoora Homestead
- improvements at six senior citizen centres
- new athletics track at Edwardes Lake Park
- upgraded sporting pavilions including LE Cotchin and JE Moore.

Delivered the Three-Year Partnership Grants program for the first time. Fifty-seven applications were received across four categories. Seventeen organisations were awarded a total of \$424,000 to support a wide range of initiatives that met Council's environmental, wellbeing and cultural objectives.

Developed a new arts outreach initiative called Dear Darebin: A Mail Art Project, which connects members of our community who are isolated or not technologically engaged.

Developed online exercise classes and virtual Storytime and Rhyme Times in response to COVID-19 restrictions. This program has achieved high levels of engagement.



GOAL 2

Challenges

Developed the Draft Darebin Libraries and Learning Strategy in consultation with the community. The strategy will ensure libraries continue to work in partnership with our community to co-design contemporary and relevant services.

Endorsed Towards Age Friendly Darebin Report and Year 1 Implementation Plan and established a Positive Ageing Service, which connected with more than 450 community members.

Established a Community Navigation Service (which supported more than 500 people in need) in response to COVID-19, and adapted existing services to deliver COVID-safe services and programs.

Expanded the digital collections to support stay-at-home access to library resources. Usage has increased from between 32% for Kanopy to 185% for e-magazines.

Following an intensive collaborative process with local community members, Council adopted the Reimagining Ruthven Masterplan. This sets out plans for a new bushland sanctuary.

Health officers completed 1,701 assessments of registered premises to ensure compliance with relevant food and health standards.

In April 2020, the Immunisation team immunised 3,453 people – more than four times the number immunised in April 2019.

Launched a Youth Services Strategy in July 2019. The event celebrated and showcased the skills and passions of young people, with more than 120 young people and service providers in attendance.

Launched the Mayor's Writing Awards for Young People as part of Darebin's COVID-19 Community and Business Resilience and Recovery package. This new initiative celebrated and shared the creative writing of young people living and studying in the City of Darebin.

Presented the annual Sustainability Matters event as a series of three webinars. The series included topics about solar and energy efficiency, reducing waste and the circular economy.

Promoted Aboriginal and Torres Strait Islander artists via the Darebin Music Feast program. The 2019 opening party featured headliners including Emma Donovan and the Putbacks, Alice Skye and Kee'ahn.

Provided a flexible and culturally safe Maternal and Child Health Service for Aboriginal and Torres Strait Islander families, with participation relatively high at 84.11% despite the pandemic conditions.

Supported the community and business with a 'Be Kind Darebin' social media campaign, with 'Be Kind' messaging highlighting uplifting, good news stories through a difficult time.

Adjusting our services and education programs in response to COVID-19.

Prioritising Council support for those sectors hardest hit by COVID.

Supporting clients' safely during COVID, including those who withdrew from face-to-face support.

Supporting increased participation, particularly for community members experiencing disadvantage and lower participation rates in sport and physical activity.

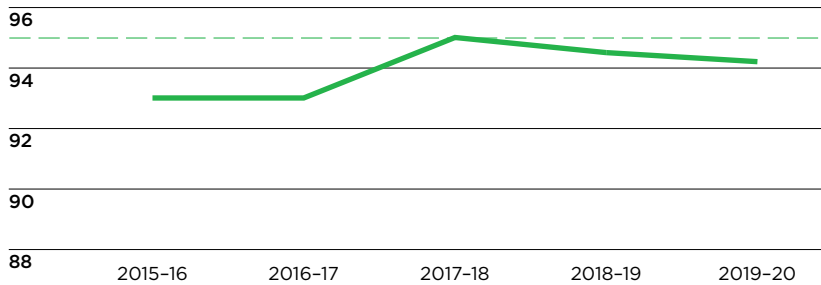


GOAL 2

Performance indicators and results

Proportion of children fully immunised up to 5 years (%)

Source: Australian Immunisation Register.

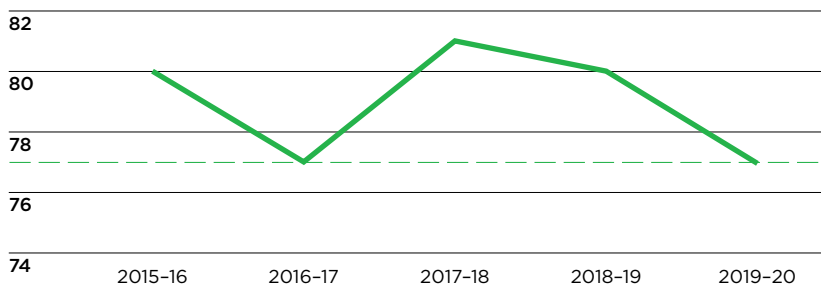


Target: 95% by 2021

Status: ▶ On track

Participation in the Maternal and Child Health Service (%)

Source: Child Development Information System.



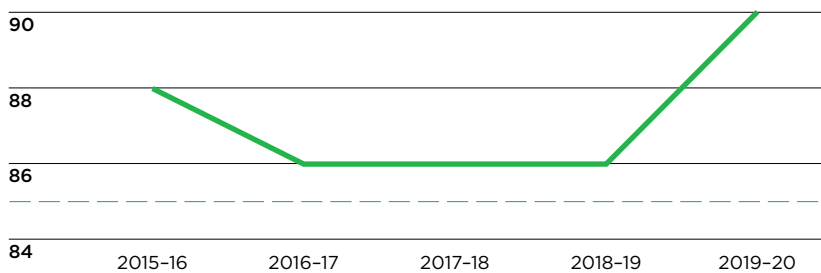
Target: Increase from 2016-2017 baseline

Status: ▶ Off track

The service stopped providing face-to-face consultations from March until mid-June. Consultations occurred over the phone and new babies and those considered vulnerable were prioritised. Many parents with older babies felt a phone consultation was not useful and did not engage. The service began face-to-face appointments in mid-June with many parents declining to return due to fears they may catch COVID-19.

Satisfaction with aged care services (%)

Source: Internal Council survey.



Target: 85% year-on-year

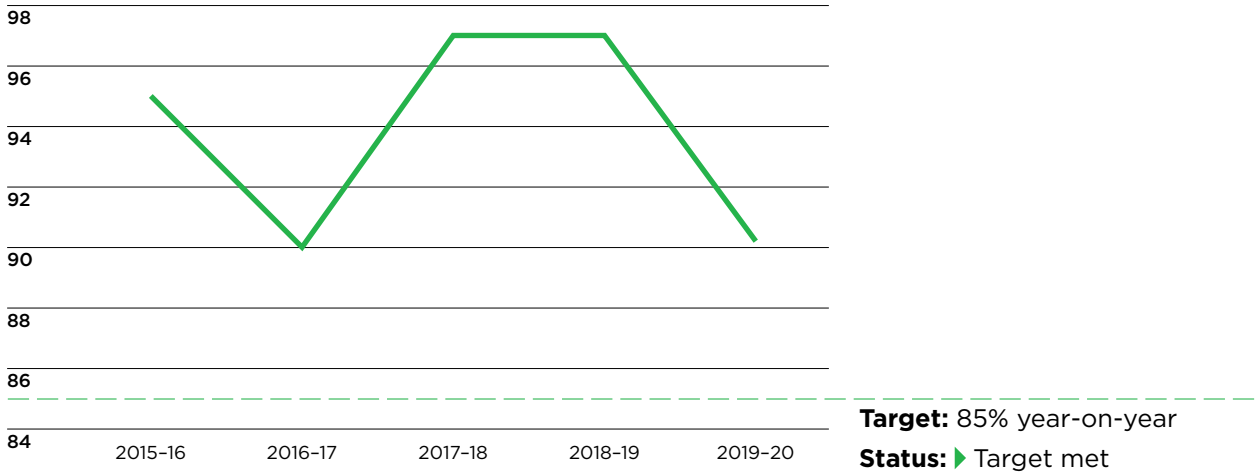
Status: ▶ Target met

The 2019-2020 result is unavailable until October 2020 due to postponement of the relevant survey owing to COVID-19 issues.



Satisfaction with Council's festivals and events (%)

Source: Darebin City Council Community Satisfaction Survey.



Please note:

The strategic indicator 'Increase kindergarten participation' is not reported this year as the relevant data is no longer available to Council.

GOAL 2

Future plans

Build on the child care and kindergarten registration review by drawing on the research, consultation and analysis to date, testing the feasibility of the options and responding accordingly (particularly to families who are vulnerable or disadvantaged).

Build the Multi-Sports Stadium.

Continue the necessary upgrades for the Reservoir Leisure Centre and Northern Aquatic and Recreation Centre redevelopment and renewal.

Continue to support the community and sectors hit hard by COVID and provide COVID safe supports and services to those in need.

Darebin Arts FUSE Festival will be awarded a \$63,216 grant from the Australia Council to present 'Talking Back'. 'Talking Back' is 28 culturally diverse artists paired to create and present a performance piece that will challenge the dominant cultural narrative.

Work with kindergarten providers in Darebin to identify options that respond to the introduction of State Government-subsidised three-year-old kindergarten programs from 2022.



GOAL 3

A liveable city

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

STRATEGY 3.1

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

STRATEGY 3.2

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

STRATEGY 3.3

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

There are 41 actions listed under Goal 3 in the Council Plan Action Plan for 2019–2020. The following section shows progress against the Big Actions from the Council Plan and provides highlights from the Action Plan. Progress comments on the 41 actions relating to this goal can be found at: darebin.vic.gov.au/CouncilPlan



Budget allocated to Goal 3

NET COST	2019–20 \$'000
Budget	23,541
Actual	23,672
Variance	(132)



GOAL 3

Services

While all departments contribute to the achievement of each of our goals, these services specifically relate to Goal 3.

Note:

The service areas in the table align with the 2019–2020 Budget and are consistent with the Council Plan 2017–2021.

A liveable city

SERVICE AREA	DESCRIPTION	NET COST 2019–20 \$'000
City development and health	Provides support and advice to Council with respect to the Darebin Planning Scheme (strategic planning) as well as delivering services to ensure compliance with building legislation and industry standards (statutory planning). Responsible for Council's environmental health service (enforcement of the <i>Food Act</i> , <i>Health Act</i> , <i>Tobacco Act</i> and <i>Environmental Protection Act</i> and associated regulations).	Budget 5,117 Actual 6,334 Variance (1,217)
Creative culture and events	Provides a program of arts and cultural events and activities and develops policies and strategies to facilitate arts practice in the municipality. Management and operation of the Bundoora Homestead Art Centre and the Darebin Art and History Collection, and coordination of Darebin Arts Centre and Northcote Town Hall Arts Centre and community venues.	Budget 5,189 Actual 4,691 Variance 499
Civic compliance	Responsible for Council's animal management, local laws, planning enforcement, traffic enforcement and School Crossings Supervision Service.	Budget 1,205 Actual 1,736 Variance (531)
Facilities and infrastructure management and maintenance	Responsible for planning, management and maintenance of roads, footpaths, drains, bridges, facilities, properties as well as network of street, directional, parking, regulatory and advisory signs. Oversees and coordinates the capital works program including the delivery of major infrastructure projects.	Budget 12,029 Actual 10,912 Variance 1,117



GOAL 3

Big Actions

- On track
- Getting there, some obstacles
- Well behind schedule

Big Action 12: Expand our land subdivision levy

■ Significant progress has been made to increase the Open Space Levy, including adoption of Breathing Space: the Darebin Open Space Strategy in September 2019 and exhibiting a proposed planning scheme amendment (Amendment C186). The amendment process has been delayed due to the effects of the COVID-19 pandemic on the Hearings and Planning Panel. Findings on a similar amendment recommended further work to support the methodology. In June 2020, Council resolved to seek an adjournment of a Planning Panel hearing. The community will be consulted on a draft of the implementation plan in early 2021.

Big Action 13: Create a Developer Contributions Scheme

■ The Developer Contribution Scheme is a multi-year project that will allow Council to collect funds from new development to contribute to the costs of infrastructure. A new draft municipal Development Contributions Plan (DCP) has been prepared. Council has now received authorisation from the Minister for Planning to exhibit its proposal to introduce the new DCP into the planning scheme. This is planned for early 2021.

Big Action 14: Create a new suburb for Northland

■ Progress on the Northland Urban Renewal Precinct (NURP) planning has been disrupted due to significant changes in State Government policy in early 2020. The Melbourne Industrial and Commercial Land Use Plan (MICALUP) identifies NURP as a regionally significant industrial area that should be retained for employment uses. The existing vision for NURP will therefore have to be reconsidered, particularly once the longer-term economic and planning effects of COVID-19 are understood. This project has not been prioritised in the 2020-2021 Council Budget and will be considered in future years.

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

■ The removal of level crossings provides the potential to open up Preston, creating a more connected suburb. To leverage this once-in-a-generation opportunity, Council is advocating for key community priorities such as useable green open space, local identity, biodiversity, design quality, liveability and active transport connections.

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

■ Council has undertaken significant urban design analysis and advocacy work on key projects within the Future Preston program: the Preston Market Precinct, where planning controls are being reviewed by the State Government; and the rail line where the rail is to be elevated and stations rebuilt. These major projects together create a once-in-a-generation opportunity to plan Preston into the future. Officers have developed a draft Future Preston Vision, covering the broader activity centre. Community engagement is now planned for early 2021 after timing adjustments are made to meet COVID-19 directions.



GOAL 3

Highlights and achievements

Adopted a Graffiti Strategy on 2 September 2019. During the financial year 33,248 square metres of graffiti was removed and nine street murals were installed.

Bundoora Homestead Art Centre and Darebin City Council developed a catalogue featuring selected works by First Nations artists from the Darebin Art Collection. Artworks by Aboriginal and Torres Strait Islander people are an important expression of a unique living tradition.

Council advocated strongly to the State Government to protect what's important at the Preston Market Precinct, and to ensure that the Level Crossing Removal designs achieve strong community outcomes. Council published its advocacy positions for both projects in 'The Heart of Preston' and 'Preston Reconnected'.

Design guidelines for townhouse and apartment development were drafted in 2019-20 and have since been adopted by Council and published as part of the Darebin Good Design Guide. These guidelines set design expectations for new residential development.

During COVID-19, pivoting our arts events and venues to provide online content.

Launched a Design Excellence program, which is working to improve the design quality of new development in the City of Darebin. This is being achieved by improving the way Council deals with planning applications, providing clearer expectations and an insistence on better architectural standards.

Provision of grants and support to the creative and arts sector and local artists heavily affected by COVID-19.

To meet the increase in demand during COVID-19, the digital library collections were expanded, enabling access to more than 3,000 e-magazine titles in 17 community languages, more than 10,000 bestselling and award-winning e-books, and more than 30,000 films and documentaries.

GOAL 3

Challenges

Changes in State Government policy around industrial land have created constraints for delivering on the vision for a new suburb at Northlands.

Continue to support the creative and arts sectors, which have been hard hit by COVID-19.

Lack of recurrent funding or other planning mechanisms by which to respond to the crisis in affordable housing in our city.

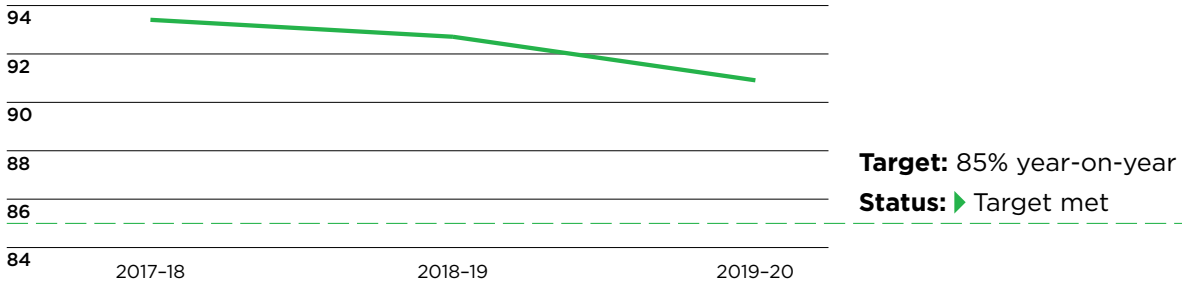


GOAL 3

Performance indicators and results

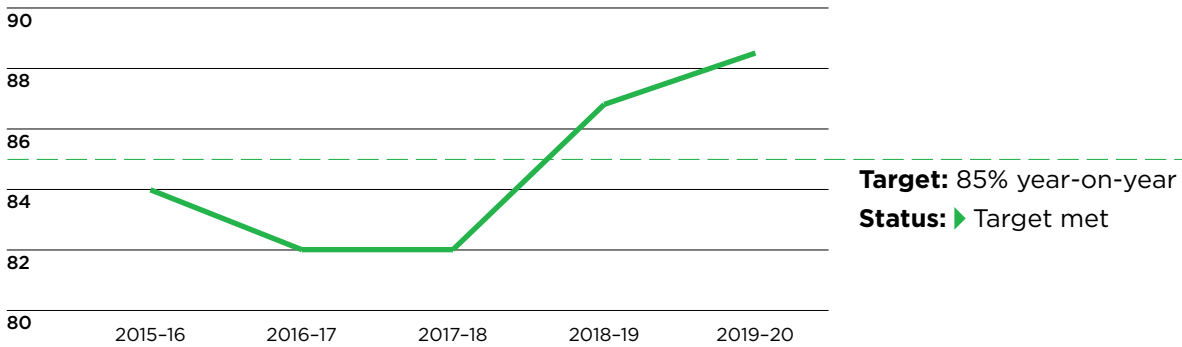
Satisfaction with public arts and cultural infrastructure (%)

Source: Darebin City Council Community Satisfaction Survey.



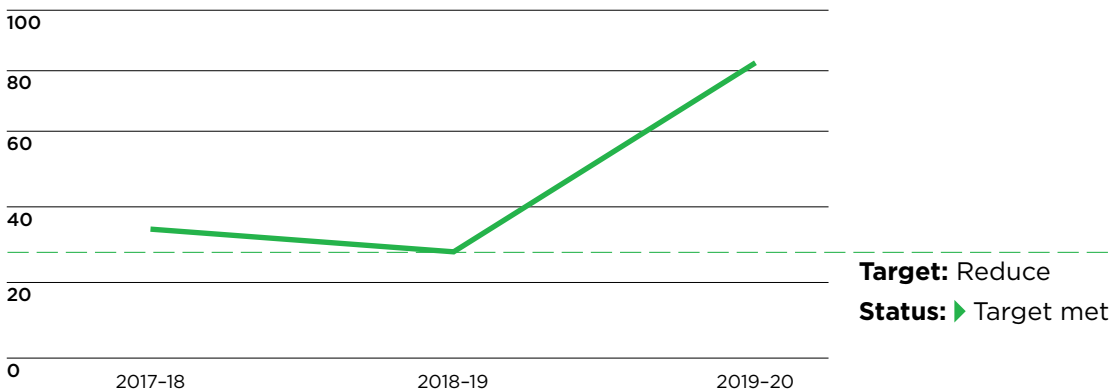
Satisfaction with condition of sealed local roads (%)

Source: Darebin City Council Community Satisfaction Survey.



Reduction in number of crashes on speed-reduced roads

Source: VicRoads crash stats website (multi-year averages on locations used to compare rates).

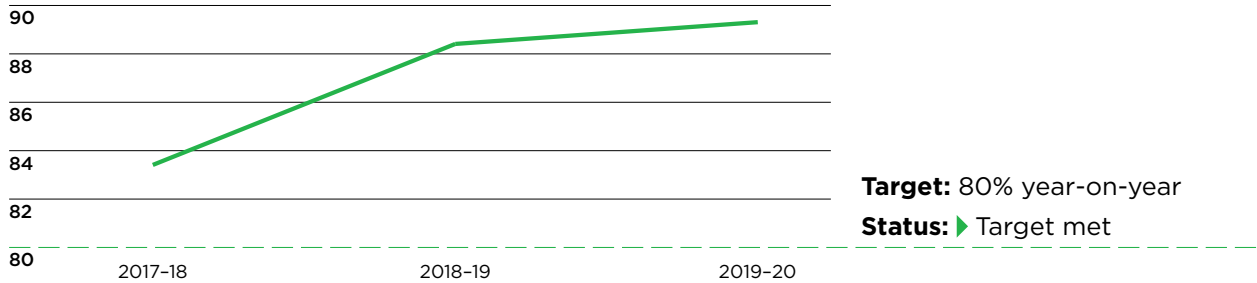


Data available in 2019–2020 for almost 50km of Darebin roads that have had a speed reduction showed there were 82 fewer crashes than measured crash rates prior to the change. This was a 193% improvement on the previous year, largely due to an increase in the total length of speed-reduced roads and the safety benefits of roads with lower speed limits



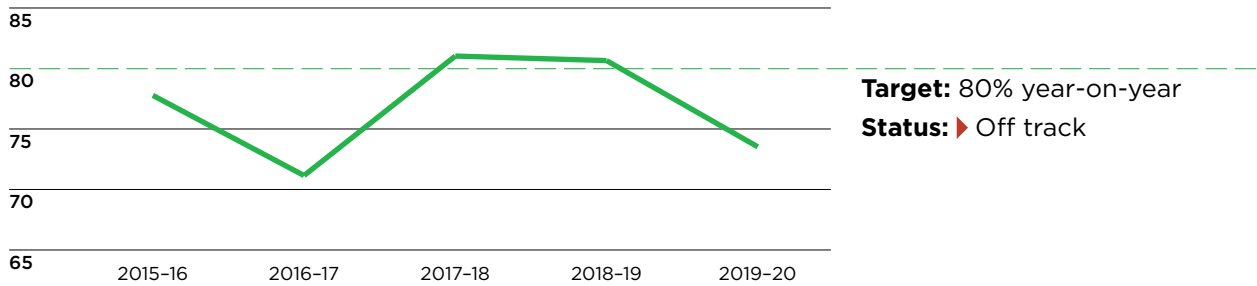
Satisfaction with public spaces (%)

Source: Darebin City Council Community Satisfaction Survey.



Perception of safety in public areas (at night) (%)

Source: Darebin City Council Community Satisfaction Survey.



The decline in the perception of safety in public areas of the municipality at night may be related, in part, to the COVID-19 pandemic. However, reasons given by respondents in the community survey did not refer directly to the pandemic. Council is addressing low scores on perceived safety with public infrastructure projects designed to improve activation and safety in specific public spaces.

GOAL 3

Future plans

Complete residential design guidelines and other initiatives to support the delivery of improved design outcomes in the planning decisions that Council makes.

Finalise investigations into the use of Council land for affordable housing and progress development of new social housing via the appointed social housing provider on a Council-owned car park in Preston.

Implement the COVID Creative Recovery package advocacy campaign that calls on the Victorian and Australian governments to actively and adequately support the live music sector and the creative workers employed in it.

Implement Year Two of the Age Friendly Darebin Plan

Improve safety of streets and roads across the city for everyone including walkers, wheelers and riders through a range of safety improvements, and by supporting schools to socially distance during drop-off and pick-up.



GOAL 4

A strong economy

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

STRATEGY 4.1

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

STRATEGY 4.2

We will enable and activate space, including vacant shop fronts and Council facilities, to accommodate different businesses and industries.

STRATEGY 4.3

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

There are 12 actions listed under Goal 4 in the Council Plan Action Plan for 2019–2020. The following section shows progress against the Big Actions from the Council Plan and provides highlights from the Action Plan. Progress comments on all 12 actions relating to this goal can be found at: darebin.vic.gov.au/CouncilPlan



Budget allocated to Goal 4

NET COST	2019–20 \$'000
Budget	1,672
Actual	2,448
Variance	(777)



GOAL 4

Services

While all departments contribute to the achievement of each of our goals, these services specifically relate to Goal 4.

Note:

The service areas in the table align with the 2019-2020 Budget and are consistent with the Council Plan 2017-2021.

A strong economy

SERVICE AREA	DESCRIPTION	NET COST 2019-20 \$'000
Economic development	Economic development develops and implements strategies and activities to foster and promote a sustainable business sector to provide local employment. We work with local trader and business associations to help them improve business performance. We work with neighbouring municipalities to develop and implement regional economic growth.	Budget 1,672 Actual 2,448 Variance (777)

GOAL 4

Big Action

- On track
- Getting there, some obstacles
- Well behind schedule

Big Action 10: Reinvigorate the Darebin Arts Centre

■ An upgrade to the Darebin Arts Centre's heating, ventilation and air-conditioning system was completed by 30 June. This upgrade will significantly improve the service delivery and experience of patrons and artists at the venue, while also providing environmentally sustainability improvements. Workforce planning has started as part of the new business model, which is in line with Council's endorsed five-year strategy of transforming Darebin Arts into a dedicated arts centre.



GOAL 4

Highlights and achievements

Started fast-tracking of footpath trading permits.

Delivered the first-ever grants to establish a network for Darebin social enterprises and delivered two workshops to build the capacity of this integral sector.

Engaged with registered food and health businesses in relaying State Government directions and information to ensure they are best prepared to protect themselves and their customers from COVID-19.

Established Business Navigation Service to help businesses respond to COVID-19.

As part of our COVID support, increased support for community-run child care centres and kindergartens including: provision of PPE; advocacy; and the establishment of a peer support network.

Provided \$530,000 in rapid response grants to 156 local businesses affected by COVID.

Reduced red tape including through a one-stop business concierge service to help businesses set up quickly, and by preparing a fast-track process for footpath trading permits when COVID-19 restrictions ease.

Supported more than 1,000 businesses during COVID through our Business Support Hotline.

GOAL 4

Challenges

Loss of employment opportunities and local businesses due to COVID-19.

Supporting the creative and cultural sector in Darebin to rebuild after the COVID-19 shutdown.

Working with local businesses to activate and support shopping precincts and with hospitality to support outdoor trade, due to COVID effects.

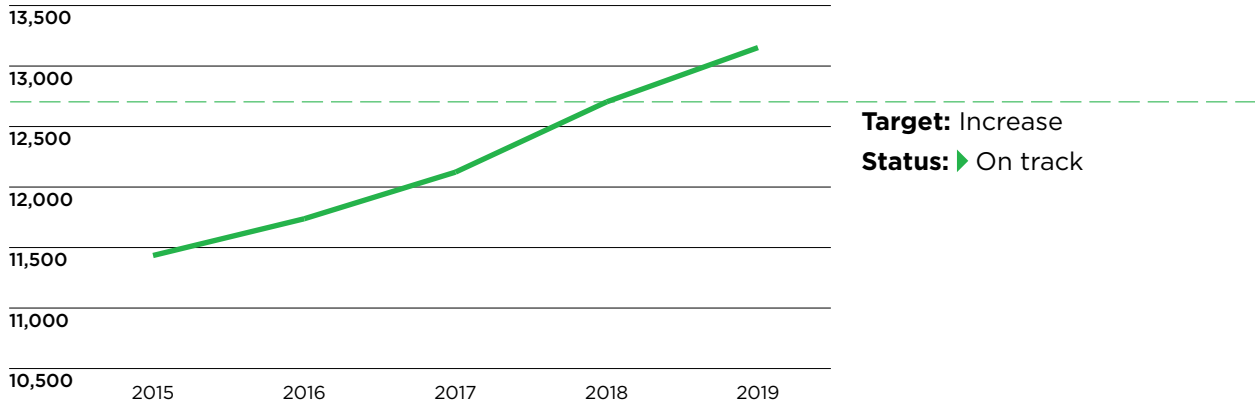


GOAL 4

Performance indicators and results

Number of registered local businesses of all kinds

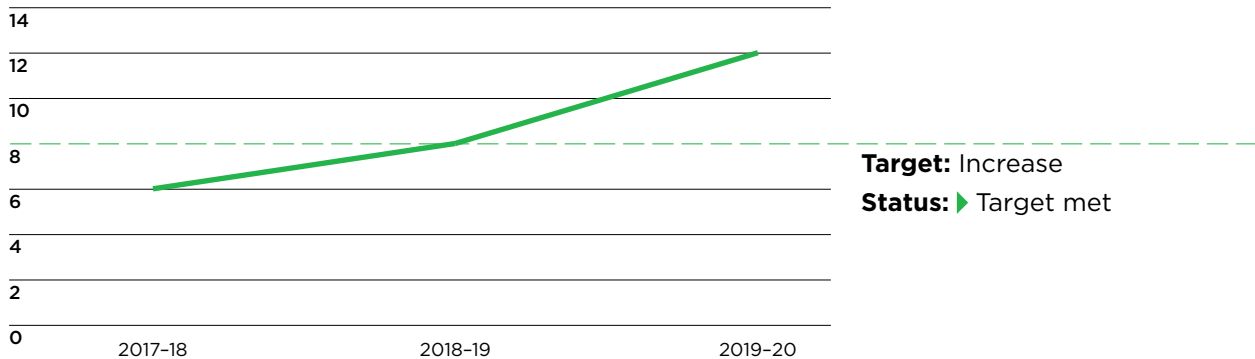
Source: Australian Bureau of Statistics, Counts of Australian Businesses, including Entries and Exits, Cat. No. 8165.0.



Data for this indicator is collected in June and released the following February, so there is a long delay between collection and release.

Number of reactivated vacant shopfronts

Source: Darebin City Council's internal records.



GOAL 4

Future plans

Additional COVID Business Recovery Grants of \$500,000 to be allocated by December 2020

Deliver a series of workshops to assist businesses to improve their digital and financial capabilities.

Deliver food handler information sessions to support new and existing food businesses in food safety education.

Facilitate outdoor hospitality trade to support businesses affected by COVID-19.

Work with businesses to activate and strengthen the shopping precincts.



GOAL 5

Involving our diverse communities

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

STRATEGY 5.1

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

STRATEGY 5.2

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

STRATEGY 5.3

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

There are 34 actions listed under Goal 5 in the Council Plan Action Plan for 2019–2020. The following section shows progress against the Big Action from the Council Plan and provides highlights from the Action Plan. Progress comments on all 34 actions relating to this goal can be found at: darebin.vic.gov.au/CouncilPlan



Budget allocated to Goal 5

NET COST	2019–20 \$'000
Budget	11,065
Actual	10,196
Variance	869



GOAL 5

Services

While all departments contribute to the achievement of each of our goals, these services specifically relate to Goal 5.

Note:

The service areas in the table align with the 2019–2020 Budget and are consistent with the Council Plan 2017–2021.

Involving our diverse communities

SERVICE AREA	DESCRIPTION	NET COST 2019–20 \$'000
Communication, advocacy and engagement	Using demographic data to undertake consultation, facilitation, engagement and evaluation to inform the promotion and advocacy of social justice, community inclusion and equity. Work with other levels of government, partners, stakeholders and media on issues that are important to the Darebin community.	Budget 2,562 Actual 2,090 Variance 472
Customer service	This service provides the customer interface for several services and a wide range of transactions. Service is accessed via customer service centres, a telephone call centre, our website and an after-hours emergency service.	Budget 2,568 Actual 2,273 Variance 295
Equity and wellbeing	This service develops policy and implements community development and community-led projects that address disadvantage and make Darebin a healthier, safer and more inclusive place for all residents.	Budget 2,928 Actual 2,881 Variance 47
People and development	Provides support to the organisation on strategic issues such as change management, workforce planning, leadership development and organisation development.	Budget 3,006 Actual 2,951 Variance 55

GOAL 5

Big Action

- On track
- Getting there, some obstacles
- Well behind schedule

Big Action 4: Advocate for better public transport*

■ Public transport advocacy work has focused on transformational projects that will boost public transport for Darebin. Advocacy highlights include seeking a new bus interchange as part of the Preston Level Crossing Removal, bringing forward construction for the northern section of the Suburban Rail Loop, and extending Tram 11 to Reservoir Station.

Council is also leading a transport package to respond to COVID-19, such as auto-on pedestrian signals at key locations.

* A well-developed transport system has particular benefits for disadvantaged segments of the population.



GOAL 5

Highlights and achievements

As a Welcoming City, Council joined other local governments across Australia to become a Refugee Welcome Zone Leadership Council. The aim is to improve conditions for asylum seekers and refugees in our community as a human right.

Council appointed a social housing provider to develop new social housing in Preston on a Council-owned site.

Endorsed the Towards Equality Framework on 16 December 2019. Towards Equality: Equity, Inclusion and Human Rights Framework 2019–2029 is Darebin City Council's guiding framework to address barriers to equity and inclusion in the community. It goes above and beyond our legislated responsibilities to position Council at the forefront in tackling disadvantage, inequity and exclusion.

Established a homelessness assertive outreach support program, delivered by Merri Outreach Support Services (MOSS), to connect rough sleepers with homelessness services and respond to their health and wellbeing needs. Also created the Community Shower Access program to provide people experiencing homelessness and rough sleeping with access to showers and pool facilities at the Reservoir Leisure Centre and the Northcote Aquatic Centre at no cost.

Implemented an \$11.8 million COVID Community and Business Resilience and Recovery package. This is the biggest initiative of its kind from any council in metropolitan Melbourne (excluding Melbourne City Council) and is intended to mitigate the impact of the pandemic on the wellbeing of Darebin residents, vulnerable community members and those already experiencing disadvantage. It has also provided immediate and ongoing support to local businesses that are continuing to experience devastating levels of disruption and uncertainty.

Prevented a further 15 gaming machines from being added to the Darebin RSL. Council was successful in initiating action in the Supreme Court to achieve the withdrawal of the machines.

Progressed implementation of the Darebin Aboriginal and Torres Strait Islander Employment Strategy and Action Plan.

Provided additional staffing and funding support to Merri Outreach Support Services (MOSS) during COVID to boost its capacity.

Provided more than \$300,000 for emergency food relief with local partners including the provision of approximately 200 grocery vouchers, 1,300 food parcels and 2,000 meals to residents each week since mid-April.

Successful implementation of the first year of Aged Friendly Darebin, including new and improved services, increased advocacy and age-friendly principles embedded in Council's plans and strategies.

GOAL 5

Challenges

Due to COVID-19, there is an increased need for emergency relief, support and social connection for the vulnerable communities within Darebin.

Increase in racism in the broader community during the pandemic.

Social disconnection and loneliness experienced by many in our community, which have been exacerbated by COVID-19 and the digital divide for many.

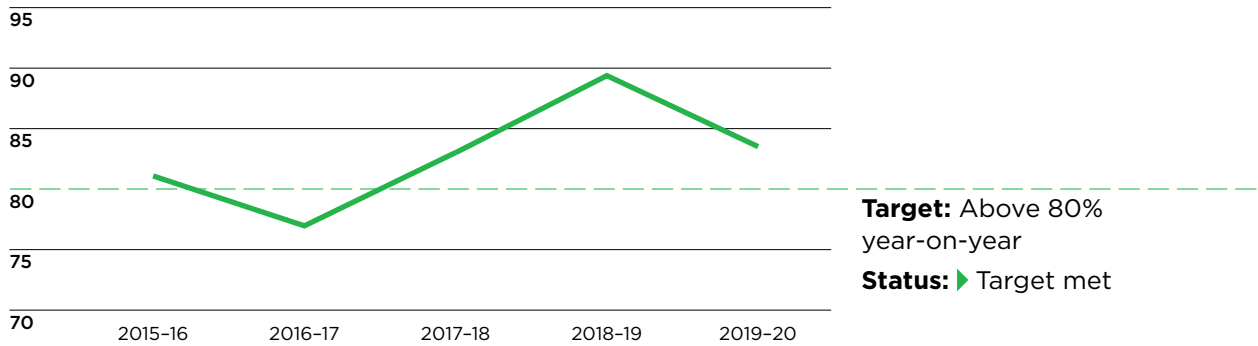


GOAL 5

Performance indicators and results

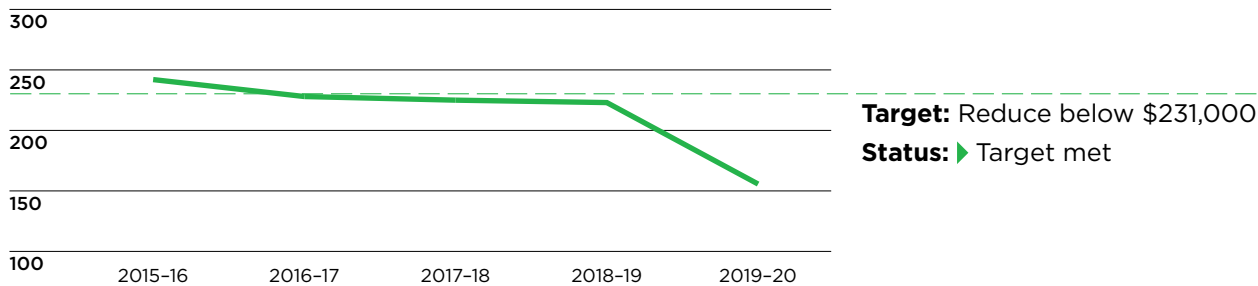
Satisfaction with Council's performance in making decisions in the interests of the community (%)

Source: Darebin City Council Community Satisfaction Survey.



Electronic gambling machine losses in Darebin (\$'000s/day)

Source: Victorian Commission for Gambling and Liquor Regulation.



Due to pandemic restrictions, venues closed on 23 March 2020 and stayed closed for the remainder of the financial year



GOAL 5

Future plans

Add to pre-employment skills development training for 150 young people by increasing the number of courses from three to five per year.

Continue to identify and implement programs that improve outcomes for our Aboriginal and Torres Strait Islanders workforce and community and activate Aboriginal and Torres Strait Islander employment.

Continue to provide a comprehensive COVID Community and Business Resilience and Recovery Package including \$1 million in grants, targeted emergency relief, support for local community organisations/ sectors and focused advocacy.

Deliver a job ready program, in partnership with a local jobs provider organisation, for diverse community members from low socio-economic backgrounds who are unemployed, under-employed or have a disability.

Deliver a package of COVID-19 recovery grants (valued at \$1 million) across business, community, sporting groups and creative industries.

Implement Year Two of Age Friendly Darebin, including a range of new services and programs to foster the full participation of older people in community life and promoting health and active ageing.

In collaboration with the Darebin Aboriginal Advisory Committee, continue to implement practical actions to fulfill our Statement of Commitment with Traditional Owners Wurundjeri Woiwurrung and the Aboriginal and Torres Strait Islander communities.

Undertake at least 20 Equity Impact Assessments to ensure that Council services, facilities and programs address the needs of the most vulnerable cohorts.



GOAL 6

A well-governed Council

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

STRATEGY 6.1

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

STRATEGY 6.2

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

STRATEGY 6.3

We will communicate our progress on the actions in this Council Plan to residents, community leaders, community organisations, business, industry and Victorian and federal governments to ensure we can all act together.

There are 20 actions listed under Goal 6 in the Council Plan Action Plan for 2019–2020. There are no Big Actions for this goal. The following section provides highlights from the Action Plan. Progress comments on all 20 actions relating to this goal can be found at: darebin.vic.gov.au/CouncilPlan



Budget allocated to Goal 6

NET COST	2019–20 \$'000
Budget	21,999
Actual	21,893
Variance	105



GOAL 6

Services

While all departments contribute to the achievement of each of our goals, these services specifically relate to Goal 6.

Note:

The service areas below align with the 2019–2020 budget and are consistent with the Council Plan 2017–2021.

A well-governed Council

SERVICE AREA	DESCRIPTION	NET COST 2019-20 \$'000
Mayor and Council	The Mayor and Councillors are responsible for the governance and leadership of the community, and for providing strategic direction to the organisation.	Budget 2,075 Actual 2,236 Variance (161)
Corporate governance	This service includes direct administrative support to the Mayor and Councillors and coordination of Council and committee meetings. It also includes the Chief Executive Officer, Executive Management team, administration of Council business, policy support and corporate risk.	Budget 5,787 Actual 5,460 Variance 327
Information technology services	This service provides Council with digital platforms to improve business performance and allows timely and informed decision-making. This service enables and enhances improved service provision to Council and the community.	Budget 6,836 Actual 6,642 Variance 194
Financial services	Provides financial services and support to internal and external customers and includes management of Council's finances, raising and collection of rates and charges, and valuation of properties.	Budget 4,009 Actual 4,140 Variance (131)
Fleet services	Responsible for oversight of the fleet required to support Council's service provision.	Budget 3,292 Actual 3,414 Variance (123)



GOAL 6

Highlights and achievements

Adopted a COVID-19 Financial Hardship Policy that provides a framework to provide financial relief to residents and businesses that may need assistance due to the impact of the pandemic.

Council continues to remain financially sustainable despite the challenges created by the capping of rate revenue increases (by the State Government) and the increased expectations and demands on Council services arising from population growth and demographic changes.

Delivered just under \$3 million worth of Council projects encompassing business system implementation and improvements, and IT infrastructure hardware renewal, updates and increased capabilities.

Developed a streamlined 'business concierge process' that makes it much easier for businesses to establish and significantly reduces the paperwork they need to do.

Developed the Social and Sustainable Procurement Policy, which aims to achieve social and sustainable outcomes through our procurement activity.

Established a COVID-19 Working from Home (WFH) working group to complete and manage all technical tasks required to move the Council workforce from an on-premise environment to a WFH environment.

From September 2019 to February 2020, Council staff came together to reshape our organisational values. This involved 150 organisational 'champions', 1,500 individual contributions from staff in Voice our Values activities and 750 staff voting on our final values. The next phase is to integrate our values into our organisational practices to deliver service excellence for our community.

Implemented an online portal ('Health Manager'), allowing registered premises to conduct their business with Council in a more efficient manner at a time that suits the owner.

Implemented electronic renewal notices for pet registrations, making it easier for residents to renew their animal registrations and thereby reducing paper waste.

Managed a high volume of calls and provided high-quality customer service continuously throughout the year. The average daily number of calls was 540, building to 700 to 800 through peak periods.

Some key service improvements in statutory planning were achieved, including: 64% reduction in median processing days (146 days in 2019, reduced to 89 days in 2020); and a 91% reduction in the number of applications with processing days that exceeded six months (269 applications in 2019, reduced to 141 applications in 2020).

Started implementation of the new Local Government Act 2020 including preparation of governance rules, Public Transparency Policy, Councillor Support and Expenses Policy, and review of delegations.

Started working on a multi-year program to review, consolidate and implement an internet presence through a new website using new technologies to better service the community.

Successfully transitioned all processes for managing planning applications to digital, which has planning permits being issued while all staff have been working from home during the pandemic.

GOAL 6

Challenges

Cybersecurity risks continue to escalate, with attacks evolving in sophistication and frequency.

Impact of COVID-19 on community engagement, particularly the lack of face-to-face options.

The COVID-19 crisis has challenged the way front-facing services are delivered, requiring new and different ways to deliver services. Every effort will continue to be made to ensure those who have difficulty accessing our services are not disadvantaged and that we continue to focus on our stakeholder needs.

GOAL 6

Future plans

Implement the Council Complaints Handling Policy.

Lead the Council Plan and long-term Community Vision process with the newly elected Council and the Darebin community.

Support the Councillor induction process after the October Council election.

Note:

There are no Big Actions or Performance Indicators for Goal 6



Governance and corporate information



► Shops on High St, Northcote



Our services

01

An overview of our governance in 2019–2020

Darebin Council is committed to open and transparent governance in accordance with the *Local Government Act 1989* (the Act). Council recognises the need for ongoing commitment and monitoring of all the reforms implemented to ensure a high level of good governance is consistently maintained throughout the coming years.

Council remains focused on ensuring decision-making processes continue to provide transparent, responsive, inclusive and participatory policies and practices and that the community has a voice in decision making. Agendas are published online in advance of scheduled meetings, encouraging greater public participation and democracy.

Council is committed to an ongoing development program for all Councillors by providing and facilitating opportunities for professional development that assists them to perform their roles as elected representatives.

The Councillor Code of Conduct strengthens the foundations of working relationships between elected representatives. It is complemented by a provision in the Act that covers principles of conduct for Council staff. The Councillor Code of Conduct is imperative to ensure all Councillors conduct themselves honourably and in the best interests of the community.

For more information, go to darebin.vic.gov.au/Your-Council/How-council-works/Organisation-and-Performance

02

Councillor allowances

The allowance paid to local government councillors recognises the work required to successfully carry out their duties. The framework for allowances payable to councillors and mayors in Victoria is based on a three-level structure of councils. The three categories are determined on Council population and recurrent revenue.

Darebin is a Category 3 Council in the structure. In this category, allowances of up to \$31,444 a year for councillors and up to \$100,434 a year for the mayor apply. Mayoral and councillor allowances are also subject to the addition of the equivalent of the superannuation guarantee, which is 9.5%. The allowance is subject to annual automatic adjustments by the Minister for Local Government.

On 25 November 2019, Councillor Rennie was re-elected to serve as Mayor of Darebin Council for another one-year term.

03

Councillor expenses

Councillors incur expenses while fulfilling their roles as elected representatives. Expenditure is regulated by the Councillor Support and Expenses Policy, as endorsed by Council, and is consistent with Section 75 of the *Local Government Act 1989*. A quarterly summary of Councillor expenses is published at darebin.vic.gov.au/Your-Council/How-council-works/Organisation-and-Performance and presented to the Audit Committee.



Councillor expenses 1 July 2019 to 30 June 2020 (\$ ex. GST)

Day-to-day activities	Cr McCarthy	Cr Greco	Cr Laurence	Cr Williams	Cr Le Cerf	Cr Messina	Cr Rennie	Cr Amir	Cr Newton	Total
Mobile	672	489	347	654	259	529	858	399	1,195	5,402
Internet	340	242	240	254	245	360	267	240	1,338	3,526
Travel	-	-	75	118	-	1,450	-	-	-	1,643
Family care	-	-	-	723	-	-	-	-	-	723
Conferences/training	322	745	-	-	176	225	276	-	1,213	2,957
Functions/events	-	-	-	-	-	-	-	-	-	-
Approved by Council resolution	-	-	-	-	-	-	-	-	-	-
Councillor allowances	31,150	34,150	34,150	34,150	34,150	34,150	109,000	34,150	34,150	382,200
Reimbursements to Council	-	-	-	-	-	-	-	-	-	-
Total net expenses	35,484	35,626	34,812	35,899	34,830	36,714	110,401	34,789	37,896	396,451

04

Conflict of interest declaration

In accordance with the *Local Government Act 1989*, Councillors and Council officers are required to disclose conflicts of interest and leave the meeting before discussions about those agenda items. During 2019–2020, there were seven conflicts of interest declared by Councillors (including one in a Planning Committee meeting) and four conflicts of interest declared by Council officers.

The requirement to disclose conflicts of interest extends to Assemblies of Councillors.

05

Assemblies of Councillors

The *Local Government Act 1989* provides for Assemblies of Councillors. An Assembly of Councillors is a scheduled meeting, briefing or workshop involving at least half of the councillors and one member of council staff. Matters are considered that are intended or likely to be the subject of a future council decision, or subject to the exercise of a function, duty or power of the council under delegation by a Special Committee or a member of council staff. An Advisory Committee with at least one councillor present is also an Assembly of Councillors.

In 2019–2020, there were 73 Assemblies of Councillors convened including Councillor briefing sessions and strategic workshops, which usually take place twice a month.

06

Council meetings

Council meetings are usually held every three weeks. The times and venues of Council meetings are fixed annually and advertised in Darebin's local newspapers and at darebin.vic.gov.au/Meetings

Council meetings are generally open to the public. Council is committed to transparent governance and meetings are only closed when reports being considered are deemed by the Chief Executive Officer and/or Council to be confidential. During 2019–2020, there were 18 Council reports considered to be confidential.

In addition to considering reports at Council meetings, the community is invited to ask or submit questions during public question time. In 2019–2020, there were 156 questions submitted. The record of Councillor attendance at Ordinary Meetings of Council and Special Council Meetings held during 2019–2020 is shown in the table on page 93.



Councillor attendance at meetings, 1 July 2019 to 30 June 2020

Date	Ordinary Meeting	Special Meeting	Number of reports	Confidential items	Questions from the gallery	Notices of motion	Cr Amir	Cr Greco	Cr Laurence	Cr Le Cerf	Cr McCarthy	Cr Messina	Cr Newton	Cr Rennie	Cr Williams
8/07/2019	-	1	1	0	-	0	1	Ap	1	Ap	1	1	1	1	1
22/07/2019	1	-	11	1	13	1	1	LoA	1	1	1	1	1	1	1
12/08/2019	1	-	4	2	6	3	1	1	1	1	1	1	1	1	1
22/08/2019	-	1	-	1	-	-	1	1	Ap	1	1	1	1	1	1
2/09/2019	1	-	12	1	15	1	Ap	LoA	1	Ap	1	1	1	1	1
23/09/2019	1	-	9	1	8	-	1	1	1	1	1	1	1	1	1
14/10/2019	1	-	17	0	14	5	1	1	1	1	1	Ap	1	1	1
6/11/2019	1	-	11	1	7	10	1	1	1	1	1	1	1	1	1
25/11/2019	-	1	6	-	-	-	1	Ap	1	1	1	1	1	1	1
2/12/2019	1	-	11	2	4	-	1	Ap	1	1	1	1	1	1	1
16/12/2019	1	-	17	1	4	1	1	Ap	Ap	1	1	1	1	1	1
3/02/2020	1	-	2	1	10	1	1	1	1	1	1	1	1	1	1
24/02/2020	1	-	7	1	16	9	1	1	1	1	1	1	1	1	1
16/03/2020	1	-	9	1	2	8	1	1	LoA	1	1	Ap	1	1	1
27/03/2020		1	3	-	-	-	1	1	LoA	1	1	1	1	1	1
06/04/2020	1	-	6	1	2	1	1	1	LoA	1	1	1	1	1	1
27/04/2020	1	-	4	0	6	1	1	1	LoA	1	1	1	1	1	1
13/05/2020	-	1	1	-	-	-	1	1	LoA	1	1	1	1	1	1
18/05/2020	1		6	2	17	5	1	1	LoA	1	1	1	1	1	1
9/06/2020	1	-	13	2	26	3	Ap	1	Ap	1	1	1	1	1	1
29/06/2020	1	-	12	0	6	3	1	1	1	Ap	1	1	1	1	1
Total	16	5	162	18	156	52	19	17	18	18	21	19	21	21	21

LoA Approved leave of absence (counted as an attendance)

Ap Apology



07

Our Council Committees

Darebin Council has four Standing Committees, known as Special Committees. These committees make decisions on behalf of Council, manage a service or facility on behalf of Council, or advise and recommend to Council on a specific area of Council's functions or responsibilities.

Our Special Committees are: the Hearing of Submissions Committee; the Planning Committee; the Bundoora Homestead Board of Management; and the Audit Committee. The Planning Committee is the only committee that can make decisions on behalf of Council. The remaining committees make recommendations to Council.

Council also has community advisory committees that provide specialist advice or recommendations. More information about our committees can be read at darebin.vic.gov.au/Your-Council/How-council-works/Councillors

08

Hearing of Submissions Committee

The Hearing of Submissions Committee is a Special Committee appointed pursuant to section 86 of the *Local Government Act 1989* to hear and report to Council on submissions received in accordance with section 223 of the Act.

The Committee comprises all Councillors and meets as required to hear submissions in relation to many of Council's powers under various Acts. The statutory procedures require Council to give public notice of each proposal and invite public submissions in relation to the proposal.

The Hearing of Submissions Committee has delegated authority to hear any person who has requested to be heard in support of their written submission made under section 223 of the Act. The Committee reports as required to a subsequent Council meeting. A separate report on each specific matter heard by the Committee is submitted for formal determination by Council.

8.1 Hearing of Submissions Committee membership and attendance in 2019–2020

From 1 July 2019 to 30 June 2020

Date	Hearing of Submissions Committee	Cr Laurence	Cr Williams	Cr McCarthy	Cr Greco	Cr Amir	Cr Le Cerf	Cr Rennie	Cr Newton	Cr Messina
15/07/2019	1	1	1	1	Ap	1	1	1	1	Ap
25/06/2020	1	Ap	1	1	1	1	1	1	1	1
Total	2	1	2	2	1	2	2	2	2	1

LoA Approved leave of absence (counted as an attendance)

Ap Apology

8.2 The year in review for the Hearing of Submissions Committee

Two meetings were held in 2019–2020 to hear submissions in relation to the proposed 2020–2021 Budget.



09

Planning Committee

The Planning Committee is a Special Committee appointed pursuant to section 86 of the *Local Government Act 1989* to assist Council in urban planning matters. It also deals with applications for permits under the *Planning and Environment Act 1987*.

Planning Committee meetings are held to consider and determine:

- applications that receive five or more objections, fail to meet the objectives of adopted Council policy or raise major policy implications, and applications for major development and change of use
- minor amendments to development plans that can be determined by the Planning Committee.

The Planning Committee has delegated authority to determine applications and has discretion to refer matters to full Council when appropriate.

9.1 Planning Committee membership and attendance 2019–2020

All Councillors were members of the Committee. Cr Rennie (Mayor 25 November 2019 to 30 June 2020) was the Chair. Councillor attendance at Planning Committee meetings is shown in the accompanying table.

Planning Committee attendance

From 1 July 2019 to 30 June 2020

Date	Planning Committee Meeting	Number of reports	Cr Amir	Cr Greco	Cr Laurence	Cr Le Cerf	Cr McCarthy	Cr Messina	Cr Newton	Cr Rennie	Cr Williams
15/07/2019	1	2	1	Ap	1	1	1	Ap	1	1	1
19/08/2019	1	4	1	1	1	1	1	1	1	1	Ap
16/09/2019	1	3	Ap	1	1	1	1	1	1	1	1
21/10/2019	1	1	1	1	Ap	1	1	1	1	1	1
18/11/2019	1	4	1	1	1	Ap	1	1	1	1	Ap
09/12/2019	1	1	1	Ap	Ap	1	1	1	1	1	1
10/03/2020	1	2	1	1	LoA	1	1	1	1	1	Ap
14/04/2020	1	4	1	1	LoA	Ap	1	1	1	1	1
11/05/2020	1	2	1	1	LoA	1	1	Ap	1	1	1
15/06/2020	1	2	1	1	Ap	Ap	1	Ap	1	1	1
	10	25	9	8	7	7	10	7	10	10	7

LoA Approved leave of absence (counted as an attendance)

Ap Apology



9.2 The year in review for the Planning Committee

The Planning Committee considered reports on 22 planning applications, two development plans and one planning scheme amendment. It also received reports on:

- numerous Victorian Civil and Administrative Tribunal (VCAT) matters, including consideration of amended plans and reports on applications appealed at VCAT
- new applications and amendments to development plans where development proposals were more complex and involved multiple stages of projects.

9.3 Key issues in 2019–2020

The Planning Committee dealt with several large and complex planning applications, including:

- a four-storey mixed use development including ground floor shops and 21 dwellings, which was refused by Council for the site at 650–652 Plenty Road, Preston
- a five-storey mixed use development including ground floor shops and 11 dwellings, which was refused for the site at 813 High Street, Reservoir
- a six-storey mixed use development including ground floor shops and 15 dwellings, which was approved for the site at 425–437 High Street, Northcote
- a 12-storey mixed use development including ground floor shops and 38 dwellings, which was approved for the site at 73–77 Plenty Road, Preston
- a planning scheme amendment C190 to extend the expiry date for the expenditure of unspent funds from the 2004 Darebin Development Contribution Plans, which was considered to allow these funds to be spent on the Darebin Multi-Sports Stadium

- a mixed-use development of two six-storey buildings including aged care and retirement village uses at 800 Plenty Road, Reservoir, which was refused
- a major development of three mixed use buildings ranging from five to eight storeys including ground floor shops and 158 dwellings, which was approved for the Arthurton Row site at 4 Arthurton Street, Northcote
- an amendment to a development plan for 198 Beavers Road, Northcote, which was approved for the redevelopment of the site to allow for 140 dwellings
- a request to extend the expiry date for two major planning permits for the redevelopment of the Preston Market, which was refused due to concerns about the impact on the level crossing removal and the review of the Preston Market Structure Plan
- an amendment to the development plan for Bell City that proposed to replace student accommodation with hotel accommodation, which was refused.

9.4 Challenges

The Planning Committee functioned efficiently and made decisions on 25 applications and a single planning scheme amendment in 2019–2020. This is a slight increase on previous years and has resulted in a stronger focus by the Committee on more significant development proposals. A challenge for Council remains gaining support for its Planning Committee decisions at VCAT, with an overall track of 47 per cent support in 2019–20 for Council decisions that were appealed at VCAT.



10

Bundoora Homestead Board of Management

The Bundoora Homestead Board of Management is a Special Committee appointed pursuant to section 86 of the *Local Government Act 1989* to manage the operation of Bundoora Homestead Art Centre, the public art gallery within the City of Darebin. The Board comprises nominated Councillors and community representatives and has delegated authority from Council to manage Bundoora Homestead. In 2019–20, the Board was chaired by JD Mittmann. In April 2020, a

report on future governance models for the Board was put to Council, recommending that the Bundoora Homestead Board of Management be immediately dissolved and reformed under a new model as an advisory panel, with existing Board Members authorised as the inaugural panel members. This report was endorsed at the Council Meeting on 6 April 2020. The newly formed Art and Heritage Advisory Panel convened for the first time in July 2020.

Bundoora Homestead Board of Management membership and attendance 2019–20

Meeting and Event dates	Kirsten Matthews	JD Mittmann (Chair)	Cr Gaetano Greco	Cr Tim Laurence	Cr Susanne Newton	Angie Bedford	Peta Clancy	Giovanna DAbaco	Cathy Henderson	Janette Lewis	Kade McDonald	Sue Thornton	Lyndel Wischer
18/10/2019 Board Meeting	Cancelled (no quorum)												
19/11/2019 Workshop	1	1	Ap	Ap	1	Ap	1	Ap	1	1	1	1	Ap
11/12/2019 Workshop	1	1	Ap	Ap	1	1	Ap	Ap	1	1	1	Ap	1
3/03/2020 Meeting	1	1	Ap	Ap	1	Ap	Ap	1	NA	Ap	Ap	1	1
	3	3	0	0	3	1	1	1	2	2	2	2	2

Ap Apology

The year in review for the Bundoora Homestead Board of Management

Highlights in 2019–20 included:

- The Board gathered on three occasions for meetings and workshops. The workshop in November 2019 focused on a strategic assessment of future governance models for the Bundoora Homestead Board of Management.
- The Board acknowledged the contribution of Janette Lewis who resigned in March 2020 after four years.
- The Board presented its 2018–19 Annual Report to Council on 23 September 2019. Council thanked the Board for its commitment and work over the past financial year.
- The Board supported Council’s Art and Collections Unit to deliver excellent public art outcomes for the community. In particular, the Board provided its advice and expertise on the future management of the Gold Head guerrilla public artwork that emerged in Darebin in early 2020.

- In April 2020, a report on future governance models for the Board was put to Council, recommending that the Bundoora Homestead Board of Management be immediately dissolved and reformed under a new model as an Art and Heritage Advisory Panel, with existing Board members authorised as the inaugural panel members. This report was endorsed at the Council meeting on 6 April 2020. The newly formed Art and Heritage Advisory Panel will have a broader remit that extends beyond the walls of Bundoora Homestead Art Centre to include visual arts offerings across the municipality.

You can find more information about Bundoora Homestead at darebin.vic.gov.au/BundooraHomestead or bundoorahomestead.com



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Audit Committee

The Audit and Risk Committee is a committee established in accordance with sections 53 and 54 of the *Local Government Act 2020* to assist Darebin City Council in fulfilling its responsibilities relating to external financial and performance reporting, risk and financial management, corporate governance, internal control systems and providing advice to drive continuous improvement.

The Audit and Risk Committee comprises three independent members and two Councillors:

- Ms Lisa Tripodi
(Chair from July 2019 to June 2020)
- Dr Marco Bini
- Mr Terry Richards
(from July to December 2019)
- Mr Craig Geddes
(from March to June 2020)
- Cr Kim Le Cerf
- Cr Susan Rennie
(from March to June 2020)
- Cr Lina Messina
(from July to December 2019).

Independent members are appointed for a two-year term, with the option of a further two-year term. The Chair is elected from among the independent members.

The Audit and Risk Committee meets four times a year. The internal and external auditors, the Chief Executive Officer, the General Manager Governance and Engagement, the Manager Governance and Performance, and the Manager Finance attend all Audit Committee meetings. Other management representatives attend as required to present reports.

Council receives six-monthly reports on matters considered by the Audit Committee.

12

Darebin community advisory committees

Council draws upon 18 community advisory committees to facilitate community participation and provide input into policy and service development. Community advisory committees typically include one Councillor and a proxy, Council officers and community representatives.

The community representatives can be residents or representatives of service authorities, support agencies or community organisations. Advisory committee representatives are appointed through an expression of interest process. Council reviews the committees' terms of reference annually before the Councillor representatives are appointed (usually at the statutory meeting of Council in November). Each committee has a Council officer who supports its operation. Community advisory committees report to Council on their special areas of expertise and interest twice a year and their advice contributes to the development and evaluation of Council strategies, policies and programs.



A list of the Darebin community advisory committees in 2019–2020

Community advisory	Appointments for 2019–2020
Active and Healthy Ageing Community Board	Cr Rennie (Mayor) (Chair) Cr Newton (Deputy Mayor) (Deputy Chair) Cr Greco (Proxy)
Climate Emergency Darebin Advisory Committee	Cr Le Cerf (Chair) Cr McCarthy (Deputy Chair) Cr Amir (Proxy)
Darebin Aboriginal Advisory Committee	Cr Rennie (Mayor) (Chair) Cr Newton (Deputy Mayor) (Deputy Chair) Cr Le Cerf (Proxy) Cr Greco (Proxy)
Darebin Arts Ambassadors	Cr Newton (Deputy Mayor) (Chair) Cr Laurence (Deputy Chair)
Darebin Community Awards Advisory Committee	Cr Rennie (Mayor) (Chair)
Darebin Disability Advisory Committee	Cr Williams (Chair) Cr Newton (Deputy Mayor) (Proxy)
Darebin Domestic Animal Management Reference Group	Cr Williams (Chair) Cr Laurence (Proxy)
Darebin Education Committee (renamed as Darebin Education Network as of January 2020)	Cr Rennie (Mayor) (Chair) Cr Amir (Proxy)
Darebin Environmental Reference Group	Cr McCarthy (Chair) Cr Messina (Proxy)
Darebin Interfaith Council	Cr Le Cerf (Chair)
Darebin Nature Trust	Cr McCarthy (Chair) Cr Greco Cr Newton
Darebin Women’s Advisory Committee	Cr Messina (Chair)
Edwardes Lake Park Reference Group	Cr Greco (Chair) Cr Laurence Cr Newton
Mayer Park Project Control Group	Cr Rennie (Mayor) (Chair)
Municipal Emergency Management Planning Committee	Cr Rennie (Mayor) (Chair)
Northland Urban Renewal Precinct Steering Committee	Cr Rennie (Mayor) (Chair) Cr Amir Cr Messina Cr Williams
Sexuality, Sex and Gender Diversity Advisory Committee	Cr Amir (Chair) Cr Newton (Deputy Mayor) (Proxy)
Welcoming Cities Community Reference Group	Cr Greco



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Community Grants program

Every year Council provides funds and assistance to not-for-profit groups and organisations through the Community Grants program.

The program aims to support community projects and activities that address priority areas of the Council Plan 2017–2021, including building social inclusion, addressing climate change and enhancing the wellbeing of Darebin residents.

Council also funds a Quick Response program that is available throughout the year for groups that missed the annual funding round.

At the meeting on 25 February 2020 Council endorsed a new Community Support Grants program model for the following grants programs:

- Small Grants with a total pool of \$150,000
- Medium Grants with a total pool of \$175,000
- Venue Support Grants with a pool of \$100,000 (in-kind)
- Three Year Partnership Grants with a pool of \$424,000
- Quick Response Grants with a pool of \$10,000
- Quick Response Venue Hire Support Grants with a pool of \$10,000 (in-kind)

Summary of applications received and approved for the 2019–2020 funding round

Annual grants program	Received	Amount requested	Budget allocated	Recommended	Amount approved
Small Grants	71	\$186,977	\$150,000	63	\$128,210
Medium: Environment and Sustainability	9	\$79,423	\$45,000	6	\$45,000
Medium: Equity, Inclusion and Wellbeing	23	\$263,738	\$65,000	7	\$65,000
Medium: Creative Projects – Artist Led Initiatives	23	\$214,117	\$65,000	7	\$65,000
	126	\$744,255	\$325,000	83	\$303,210

Summary of Three-Year Partnership applications received and approved

Three-Year Grants program	Received	Amount requested	Budget allocated	Amount recommended
Youth Partnerships	11	\$260,445	\$50,000	\$50,000
Environment and Sustainability	9	\$313,124	\$80,000	\$80,000
Equity, Inclusion and Wellbeing	30	\$1,330,698	\$230,000	\$230,000
Key Cultural Organisations	7	\$55,200	\$64,000	\$55,200
	57	\$1,959,467	\$424,000	\$424,000



Summary of 2019–2020 Venue Hire Support Grants applications received and approved

Venues	Applications received	Applications approved	Amount requested	Amount recommended
Community hubs	13	13	\$21,864	\$19,864
City and shire halls	18	15	\$51,711	\$30,584
Library meeting rooms	10	10	\$15,400	\$15,400
Northcote Town Hall and Darebin Arts Centre	11	10	\$23,454	\$18,800
Intercultural Centre	8	8	\$26,021	\$15,350
	61	56	\$138,450	\$99,998

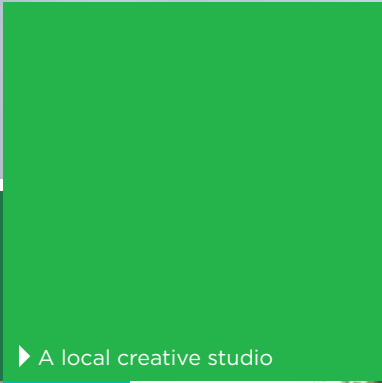
Summary of 2019–2020 Quick Response Grant applications

Applications received	Applications approved	Amount requested	Amount recommended
8	6	\$8,000	\$5,450

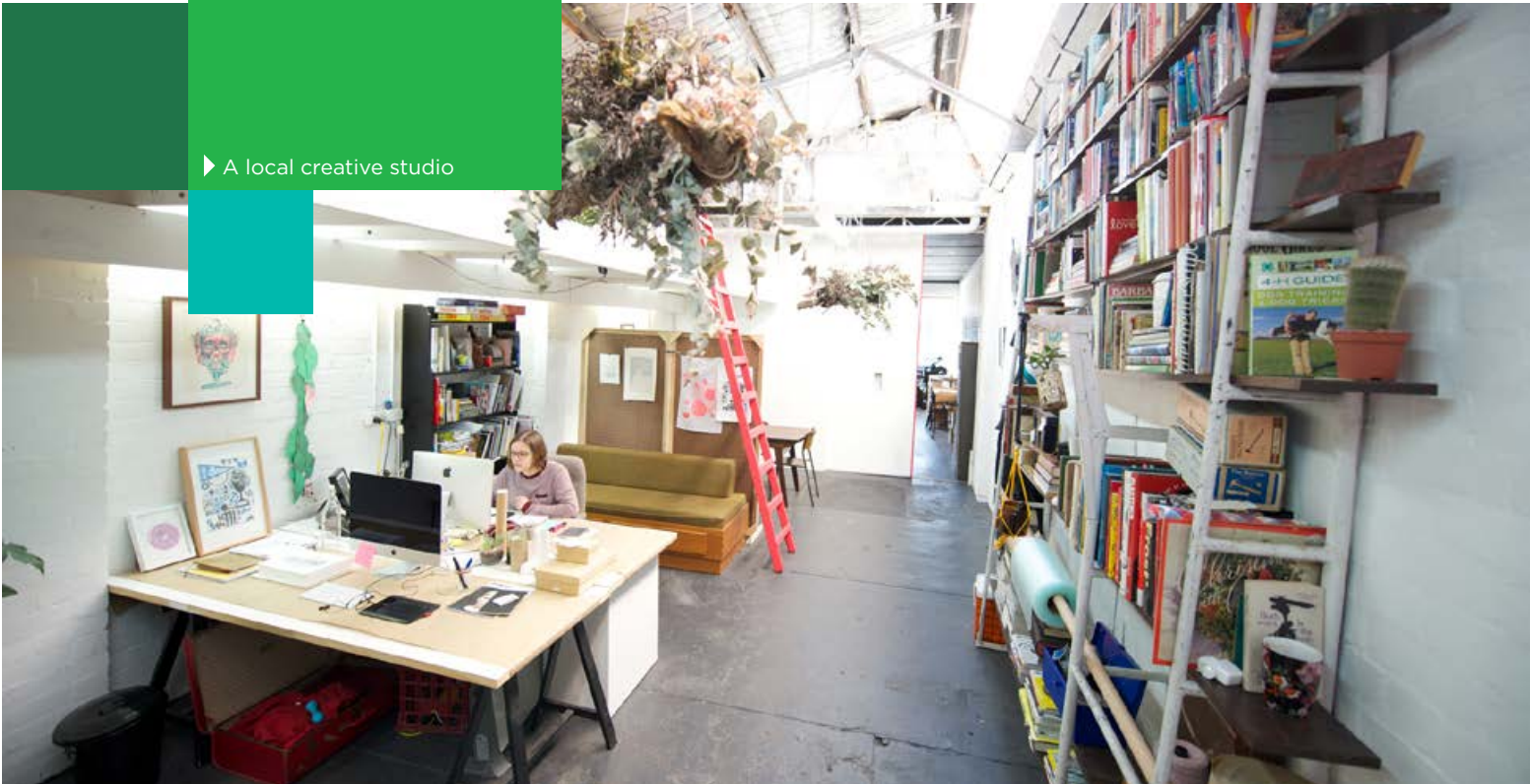
Summary of 2019–2020 Quick Response Venue Hire Support Grant applications

Applications received	Applications approved	Amount requested	Amount recommended
7	7	\$5,309	\$4,635

Further information about the Community Support program is available at darebin.vic.gov.au/Grants



▶ A local creative studio





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Documents available for inspection

In accordance with regulation 12 of the *Local Government (General) Regulations 2015*, the following are prescribed documents that are available for public inspection during office hours at the Darebin Civic Centre, 274 Gower Street, Preston. Copies of the documents can be obtained for the purposes of section 222 of the *Local Government Act 1989* (the Act) at the Darebin Civic Centre.

- A document containing details of overseas or interstate travel (other than interstate travel by land for less than three days) undertaken in an official capacity by any Councillor or member of Council staff in the previous 12 months.
- The agendas for, and minutes of, Ordinary and Special Meetings held in the previous 12 months, which are kept under section 93 of the Act, other than those agendas and minutes relating to a part of a meeting that was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act.
- The minutes of meetings of special committees established under section 86 of the Act and held in the previous 12 months, other than those minutes relating to a part of a meeting that was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2).
- A register of delegations kept under sections 87(1) and 98(4) of the Act, including the date on which the last review took place under sections 86(6) and 98(6), respectively.
- A document containing details of all leases involving land that were entered into by the Council as lessor, including the lessee and the terms and the value of the lease.
- A register maintained under section 224(1A) of the Act of authorised officers appointed under that section.
- A list of donations and grants made by Council in the previous 12 months, including the names of persons who, or bodies which, have received a donation or grant and the amount of each donation or grant.

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Other information available for inspection

- *General Local Law No. 1 of 2015* and *Governance Local Law 2017*.
- The program for applying best value principles, together with any quality or cost standards adopted by Council.
- The Council Plan, Strategic Resource Plan, Council Budget and Annual Report.
- The Councillor Code of Conduct.
- The Councillor Support and Expenses Policy.
- Election campaign donation returns by candidates at the previous Council election.
- Council's Procurement Policy.
- Certified voters' roll, which can be inspected according to section 24B of the *Local Government Act 1989*.
- Names of Councillors who submitted returns of interest during the financial year.
- Names of Council officers who were required to submit a return of interest during the financial year.
- Register of Delegations to Special Committees and to members of Council staff, including date of last review.

Requests about the information available for inspection should be directed to the General Manager, Governance and Engagement.



Statutory information

16.1 Best Value Report 2019–2020

The *Local Government Act 1989* requires that all councils comply with a series of best value principles and report to communities on how they have achieved this.

The principles are based on:

- quality and cost standards
- responsiveness to community needs
- accessibility
- continuous improvement
- community consultation
- reporting to the community.

To ensure the principles were given effect, the Darebin City Council implemented a program of continuous improvement characterised by a regular cycle of business planning and reporting.

Achievements within the Continuous Improvement Framework for 2019–2020 included:

- local government performance indicators and service indicators were incorporated into the Continuous Improvement Framework and benchmarked against previous results
- quarterly reports on progress against the Council Plan Action Plan 2019–2020 were presented to Council and posted on the website.

The PuLSE Continuous Improvement Framework continued to be implemented across the organisation in the last financial year. PuLSE encourages staff to change the way they go about their work and to turn problems into solutions. Through its capacity-building component, more than 70 staff have been trained in applying continuous improvement techniques and tools such as lean and process mapping. Improved processes are documented electronically and shared via a process library. The program objective is to empower staff to create more value for customers with fewer resources. The approach provides ongoing improvements to service provision.

Some of the process improvement activities included:

- registration of new health premises
- responding to food recalls
- onboarding and exiting staff from the organisation
- managing and responding to complaints
- street party permit process
- applications to perform at Council events.

In addition, there were numerous programs and projects that addressed the best value principles.

- Council undertook a project as part of the Victorian Small Business Reforms known as the Better Approval Project (BAP). The aim of this reform is to reduce the regulatory timeframes for businesses while still ensuring business owners remain compliant with their legislative responsibilities.

Within the initial 12 months of this project, Council has implemented the following achievements to ensure it remains a business-friendly organisation and supports item 4.1 of the 2017–2021 Council Plan:

- streamlined application process and reduced duplication of information provision through an online single application form
- introduced a concierge model to enable individual support to customers in applying for permits
- helped Council move from sequential to concurrent processing of applications
- refined existing procedures for footpath trading and temporary signage to be more efficient
- established a more collaborative approach between regulatory units that has contributed to a stronger culture within the organisation
- minimised the need for businesses to obtain retrospective consent for the use of their property.



- A review of the Maternal and Child Health Service provided a more efficient and easier way to access the service for new families. Another outcome was improving the safety of nurses, providing a safer work environment.
- A Kindergarten and Child Care Review (Stage One) was conducted in July 2019. The review invited families and early childhood services to participate in mini-design hacks to consider "How might we create a fair and easy-to-use registration system that addresses the increasing complexities of families and ensures all children have equitable access to child care and kindergarten services in the City of Darebin?"
- Aged and Disability Services responded to the first COVID-19 lockdown in March by providing more than 34,500 visits and episodes of support to clients, with staff visits including new COVID-Safe work practices. For example, the shopping service (escorted and unescorted) was adapted to COVID-Safe practice following a review.
- The transition and delivery of the entire town planning process to a fully digital capability has enabled the rapid transition to a working-from-home arrangement during the pandemic and has also delivered efficiencies, resulting in time savings and service improvements.
- In the context of social distancing, innovative video-based methods of engagement were developed for a new playspace in Edwardes Lake Park.
- Standard operating procedures have been developed for our local laws area to ensure officers adhere to a set of standards, to enhance response times and to ensure Council meets its legal responsibilities.
- Analysis has been undertaken into the effects of stray cats on the environment and causes for nuisance. Council has adopted a draft position on the introduction of a dusk-till-dawn curfew (7pm to 7am). At the end of financial year, Council was consulting with the community about this and has since adopted plans to implement a curfew effective from 1 January 2021, allowing time to communicate about the changes with the community.
- Through ongoing analysis of the effectiveness of our social media channels as the main communication tool (using data and responses to posts), we have adjusted messaging and become more strategic with what we communicate, when we communicate it and through what channel.
- Our Customer Service Centres improved accessibility for residents by:
 - achieving Community Access Accreditation (CAS)
 - implementing hearing loop services for the hearing impaired
 - completing an Autism Australia Audit and making changes to the layout at Preston
 - continuing to improve the Language Aid program, with additional languages now available.
- An Art and Heritage Advisory Panel was established following a review of the Bundoora Homestead Board of Management and future governance models. The change of governance model resulted from review and reflection on the scope of work undertaken by Council's Art and Collections Unit, which extends beyond the reach of Bundoora Homestead to support Darebin's indoor and outdoor art collection and other visual arts interventions in our community. The Panel will provide expert advice and support to achieve the visual art, public art and heritage interpretation projects, services and activities that Darebin Council provides to the community. The transition from a section 86 special committee to an advisory panel means that there are fewer costs associated with the operation of this advisory body and greater potential reach.
- In March, Council approved an \$11.8 million COVID-19 Community and Local Business Resilience and Recovery package. The package aimed to mitigate the impact of the pandemic on the wellbeing of Darebin residents. It also provided immediate and ongoing support for local businesses that were experiencing devastating disruption and uncertainty.
- Council continued to increase the number of rate notices delivered through eNotice and BPAY View and sending SMS reminders of payments due. The aim is to improve efficiency and convenience for ratepayers while providing potential to reduce postage costs.
- In response to the business disruption and continuity challenges of COVID-19, special teams (e.g. an Incident Control team) and working groups were established to ensure a structured approach, such as transitioning to online service delivery in order to maintain accessibility of services to those who need them.



16.2 Carers' recognition

Council recognises the incredible strength and dedication of the many carers in our community and takes care to meet its responsibilities under the *Carers Recognition Act 2012*. Council provides the following services and support.

- The Support for Carers program is focused on support for those who care for older people. Staff provide information, practical and general support and assistance.
- Our Carer Support Group focuses on social connection for those in a caring role. The group offers a safe place for carers to talk with and support other carers. Guest speakers are also invited to talk about things that are important to carers.
- Council supports those needing care to access flexible respite in home and in the community. Social Support Groups operate from our Northcote facility, Yanada House, and offer activity programs for people needing care so that their carers can have a break.
- Council ensures that its staff, agents and volunteers are informed about the principles and obligations of the *Carers Recognition Act* by including information on the care relationship in induction and training programs for staff working in home and community care, and other front-line positions with the community.

16.3 Charter of Human Rights and Responsibilities

The *Victorian Charter of Human Rights and Responsibilities Act 2006* sets out the rights, freedoms and responsibilities of all Victorians. Government departments and public bodies must observe the 20 civil and political rights set out in the Act when creating laws, developing policy and providing services. This means that the Victorian Government, local councils, state schools, Victoria Police and other public authorities are required to act in a way that is consistent with the rights protected under the Charter.

During 2019–2020, activities that occurred under the Charter included:

- formalising of Council's commitment to protect, respect and promote human rights (as per our legal obligation under the Charter) in a new equity, inclusion and human rights framework called Towards Equality. This will guide Council's work over the next decade (2019 to 2029) and strengthens our consideration of and focus on embedding a human rights culture in our organisation, services, programs, facilities and community
- addition of the Victorian Human Rights and Equal Opportunity Commission's Community Reporting Tool on Council's website accompanied by a range of community-facing communications to encourage residents to use the tool to make a quick and anonymous (if preferred) report of racism and other forms of harassment and discrimination
- a discrete project within Council's funded COVID-19 Community and Business Resilience and Recovery package focusing on human rights and anti-racism. This provided for a range of activities to support the community in the first months of the pandemic, especially to support communities experiencing increased racism and those dealing with increased policing under the new public health restrictions
- training and information for staff on the Charter and, specifically, the responsibilities it places on staff to protect, promote and uphold rights in their everyday work
- formal affirmation of the Darlington Statement, which establishes the human rights standards required by intersex people for their full inclusion, respect and autonomy



- development of an advocacy strategy under the COVID-19 Community and Business Recovery and Resilience package, which has been guided by human rights principles, concepts and language. It has focused on areas such as food security, international students, and refugees detained under Medivac who are accommodated in this municipality
- the significant signing on 5 September 2019 of the Statement of Commitment between Darebin Council and Traditional Owners Wurundjeri Woi-wurrung and the Aboriginal and Torres Strait Islander community to renew, formalise and strengthen Council's long-standing commitment and relationship with the diverse Aboriginal and Torres Strait Islander community of Darebin
- changes to the Equity, Inclusion and Wellbeing Planning and Audit Tool with a renewed emphasis on collegiate discussions to embed equity and human rights considerations in Council's work. This dialogue approach has deepened corporate understanding of the Charter and helped identify and address barriers to implementing a human-rights based approach.

In 2019–2020, there were no complaints relating to Darebin City Council's implementation of the *Victorian Charter of Human Rights and Responsibilities Act 2006* received by Council or the Victorian Ombudsman.

Further information about the ongoing implementation of the Act can be obtained from Council's Equity and Wellbeing Department.

16.4 Disability Access and Inclusion Plan

Over the past 12 months Council continued its strong legacy of leadership in access and inclusion. This year saw the end of the Metro Access program, as well as the Darebin Access and Inclusion Plan 2015–2019. This ambitious plan included 60 actions by 16 teams across Council. The organisation came together with the community to review the plan in December 2019. This review formed part of an ongoing co-design process to create a vision of disability access and inclusion in Darebin for the future.

Council has been working with a group of community members with a lived experience of disability to co-design the next Disability Action Plan (2020–2024). The working group has undertaken community engagement and, based on feedback, designed a plan that will support Council to continue to improve access and inclusion in Darebin. We thank our community for their ongoing support.

Highlights for 2019–2020

- Launched the first Changing Places facility in Darebin on International Changing Places Awareness Day.
- In partnership with CoHealth, hosted the Let's Talk About Sex forum, discussing relationships and sexual rights.
- In partnership with the Committee for Melbourne and Amaze, Darebin launched the StreetAbility Autism Friendly project at Preston Library. This project seeks to support local services and businesses to become autism friendly.
- The Darebin Disability Advisory Committee supported a public screening of the documentary *Defiant Lives* to build awareness of the disability rights movement in Australia and internationally.
- The Darebin Employment Service Provider Forum supported local disability employment services and inclusive businesses to discuss disability employment opportunities and innovations in Darebin.
- Council celebrated International Day of People with Disability and Human Rights Day with the screening of the powerful short film, *Amar*, and a Q&A with the incredible cast and crew.
- Council successfully applied for funding to run the You am I work experience project. This project has been put on hold due to the pandemic.
- Ongoing support provided to community networks during the pandemic, including compiling accessible COVID-19 information and resources.
- The Darebin Disability Advisory Committee met throughout the year to review projects and strategies and provide advice. The committee has been supported to meet virtually during the pandemic.
- A range of training opportunities were provided to Darebin staff including: Disability Awareness Training, Mental Health First Aid, Autism Awareness Training, Accessible Document Training, Understanding Access Legislation and Universal Design in Buildings, and Diversity and Inclusion Training.

For further information relating to Darebin's Access and Inclusion Plan, contact our Aged and Disability department.



16.5 Domestic Animal Management Plan

The Domestic Animal Management Plan 2017-2021 was adopted by Council on 17 October 2017 and guides Council and the community towards the goal of responsible animal ownership and management. The Plan was developed in accordance with the *Domestic Animals Act 1994* and the Victorian Government's requirements.

Key highlights and achievements in 2019-2020

- In collaboration with our rescue groups and animal welfare partners such as Maneki Neko Cat Rescue and the Cat Protection Society of Victoria, Darebin Council entered a Neonatal Care program to rescue kittens that were below 400 grams in weight. This program has supported 24 neonatal kittens.
- By offering education and alternative solutions for nuisance cat issues, the total number of cats coming into Council's care has been reduced. In 2019, there were 269 cat cage requests, with only 102 requests in 2020. This 38% reduction was partly due to the COVID-19 outbreak in March 2020, but also partly due to a targeted de-sexing program introduced in 2019, mainly funded by the RSPCA with monies bequeathed to it. Darebin, Moreland and Whittlesea councils were all beneficiaries of this program, which saw 77 cats de-sexed and returned to owners within high-volume complaint areas. Darebin Council was about to embark on a wider de-sexing program in February 2020 before the pandemic. Five vet clinics had entered into agreements to help with this de-sexing program.
- Council assessed the options for better managing cats within the Darebin community by introducing a dusk-to-dawn cat curfew in line with a commitment made in our Domestic Animal Management Plan 2017-2021. Since the end of June 2020, Council has considered community feedback that showed good community support and decided to proceed with a cat curfew to formally start on 1 January 2021.
- Of the 1,029 animals (343 dogs and 686 cats) that were impounded, 247 dogs and 523 cats were either reclaimed or adopted during the year, with our contractor for shelter services (the RSPCA) rehoming treatable domestic animals, to meet the requirements of Council's policy.
- Council's continuing commitment to responsible pet ownership, as outlined in the Domestic Animal Management Plan, has led to the following achievements:
 - a return to owner of a registered animal free of charge (once-a-year) program, resulting in 35 dogs and eight cats going directly home without needing to be impounded
 - a review and update of Council's assessment procedures for dealing with and assessing dangerous dogs, restricted breeds and dog attack investigations
 - an increase in the hours staff are patrolling on-leash and off-leash parks
 - an expanded discount animal de-sexing program
 - an increase in pet education programs via school visits and Town Hall education sessions
 - an enhanced staff training program
 - a commitment to doorknock areas with low registration numbers.



16.6 Food Act Ministerial Directions

In accordance with section 7E of the *Food Act 1984*, Council is required to publish a summary of any Ministerial Directions received during the financial year. No Ministerial Directions were received in 2019–2020.

16.7 Infrastructure and development contributions

In accordance with sections 46GM and 46QD of the *Planning and Environment Act 1987*, Council must provide a report on infrastructure and development contributions, including levies and works-in-kind.

Infrastructure contributions

In 2019–2020, no levies were received, no works-in-kind were accepted, and there was no expenditure of funds from Infrastructure Contributions Plans.

Development contributions

In 2019–2020, no levies were received and no works-in-kind were accepted under Development Contributions Plans (DCPs). Expenditure of DCP levies is detailed below.

Land, works, services or facilities delivered in 2019–2020 from DCP levies collected

Project description	DCP name (year approved)	DCP fund expended	Works-in-kind accepted	Council's contribution	Other contributions	Total project expenditure	% of item delivered
Multi-Sports Stadium	City of Darebin Development Contributions Plan, June 2004 (Revised 2015) as amended by Planning Scheme Amendment C148 May 2016	\$3,577,580	\$0	\$0	\$0	\$3,577,580	74%

16.8 Freedom of information

The *Freedom of Information Act 1982* grants the community the right to access certain Council documents. This general right of access is limited by exceptions and exemptions that have been prescribed to protect public interests and the private and business affairs of people about whom Council holds information.

The Act has four main functions:

- to provide a general right of access to documents
- to enable individuals to amend incorrect information about them held by agencies
- to provide rights of appeal in relation to the previous two functions
- to require agencies to publish certain details about themselves and their functions.

FOI Part II Statements

Part II of the *FOI Act* requires Council to publish a range of information about our functions and procedures, the types of documents we keep, reports and publications, and freedom of information arrangements. This information is set out at darebin.vic.gov.au

Written requests for documents under the *Freedom of Information Act 1982* must be addressed to:

Freedom of Information Officer
Darebin City Council
PO Box 91
PRESTON VIC 3072

or foi@darebin.vic.gov.au



FOI requests received

	2016-2017	2017-2018	2018-2019	2019-2020
New requests	37	39	44	40
Access granted in full	3	9	3	0
Access granted in part	20	19	21	30
Access denied in full	0	5	1	2
Requests not finalised at the end of the reporting period	8	1	3	1
Withdrawn	2	0	2	0
Requests outside the Act	0	1	3	0
Requests, no documents existed	1	1	0	0
Others: not processed, not proceeded with, Act did not apply	3	3	1	7
Application fees collected	\$834.20	\$787.50	\$924.80	\$947.20
Charges collected	\$875.50	\$910.60	\$644.50	\$847.60

16.9 Information privacy

Council believes the responsible handling of personal information is a key aspect of good corporate governance and is strongly committed to protecting an individual's right to privacy. Council takes the necessary steps to ensure the personal information that customers and residents share with us remains confidential.

Council is committed to ensuring that personal information received by the organisation is collected and handled in a responsible manner and in accordance with the Information Privacy Principles incorporated within the *Privacy and Data Protection Act 2014* and the *Health Records Act 2001*. Council's Information Privacy and Health Privacy policies are available at darebin.vic.gov.au/Privacy

Darebin City Council received four privacy complaints in 2019-2020.

16.10 Protected disclosures

The *Protected Disclosure Act 2012* commenced operation on 10 February 2013. It was renamed on 1 January 2020 as the *Public Interest Disclosures Act 2012* (the Act). The purpose of the Act is to facilitate disclosures of improper conduct or detrimental action and to provide the appropriate level of protection for people who make disclosures. Darebin City Council fully supports the Act, having a high regard for transparency and accountability. Further information about the application of the *Public Interest Disclosures Act 2012*, including how to make a disclosure, is available on our website at darebin.vic.gov.au/Your-Council/How-council-works/Organisation-and-Performance

During 2019-2020, no protected disclosures or public interest disclosures were received by Council. No protected disclosures or public interest disclosures were referred to Council by the Independent Broad-based Anti-Corruption Commission.

16.11 Contracts

Compliance with Council's procurement and *Local Government Act* requirements remained strong in 2019-2020.

Council did not enter into any contracts valued at \$150,000 or more for goods or services or \$200,000 or more for works without first giving public notice and engaging in a competitive process of a kind specified in section 186 of the *Local Government Act 1989*.



16.12 Report against the *Road Management Act 2004*

In its role as a road authority, Council must comply with the requirements of the *Road Management Act 2004*. The aim of the Act is to provide a safe and efficient road network through a coordinated approach and a legal framework for the management of public roads.

The *Road Management Act 2004* gives road authorities the option of developing a Road Management Plan. This Plan provides a policy defence against claims for damages from road users and articulates the intervention levels that will be implemented to maintain the integrity of Council's road assets, ensuring that these assets are safe for all road users.

The Road Management Plan:

- establishes a management system for Council's road management functions that is based on policy, operational objectives and available resources
- establishes the relevant standards or policies in relation to the discharge of duties in the performance of those road management functions
- details the management systems that Council proposes to implement in the discharge of its duty to inspect, maintain and repair those public roads for which Council is responsible.

Council adopted its initial Road Management Plan in 2004, revised it in 2009 and 2013, and adopted the latest version on 19 June 2017. Under section 54(5) of the *Road Management Act 2004*, "a road authority must in accordance with the regulations conduct a review of its Road Management Plan at prescribed intervals". *Road Management (General) Regulations 2016*, Part 3, requires Council to complete its review of the Road Management Plan within six months after each general election or by the next 30 June, whichever is later.

Council uses mobile devices to collect the data that result from our inspections carried out by the Inspections Officer live in the field. This data is uploaded directly into Council's asset management system and is used to produce a GPS record of the inspection, a temporary repair works request and the permanent repair work orders in real time and within the timeframes set out in the 2017 Plan.

In accordance with section 22 of the *Road Management Act 2004* we are required to publish a copy or summary of any Ministerial Directions received during the financial year. No Ministerial Directions were received during the financial year.



17

Local Government Performance Reporting Framework Indicators

The following statement provides the results of the prescribed service performance indicators and measures, including explanation of material variances.

Code	Service measure	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Actual	Material variations and comments
Aquatic facilities						
AF2	Service standard Health inspections of aquatic facilities [Number of authorised officer inspections of Council aquatic facilities/Number of Council aquatic facilities]	4.00	4.00	4.00	2.00	The staged restrictions of COVID-19 closed swimming facilities for much of the second half of the reporting period, resulting in a lower number of inspections from previous years.
AF6	Utilisation Utilisation of aquatic facilities [Number of visits to aquatic facilities/Municipal population]	5.33	5.33	5.33	3.34	The Northcote Aquatic and Recreation Centre (NARC), managed externally by YMCA Victoria, and Reservoir Leisure Centre (RLC), managed directly by Council, have been significantly affected by COVID-19 restrictions. In response, both facilities closed on 17 March 2020. They reopened temporarily in June with the easing of COVID-19 restrictions. Limited numbers of patrons were allowed at any one time, as well as other limitations regarding access and service provision.
AF7	Service cost Cost of aquatic facilities [Direct cost of aquatic facilities less income received/Number of visits to aquatic facilities]				\$2.47	A new measure therefore only one year of data is available. While there was an improvement in attendance data pre-COVID, the closure of services from March saw the numbers significantly lower than in previous years.
Animal management						
AM1	Timeliness Time taken to action animal management requests [Number of days between receipt and first response action for all animal management requests/Number of animal management requests]	1.78	2.12	2.09	1.71	Council is committed to delivering a high-quality risk-based animal management service, with request response times averaging less than two days.
AM2	Service standard Animals reclaimed [Number of animals reclaimed/Number of animals collected] x100	40.23%	37.15%	40.10%	28.76%	Council has actively sought to offer a return-to-owner service for any registered animal it encounters at large as a first offence. This service has helped significantly reduce the number of lost and at large animals entering the shelter.



Code	Service measure	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Actual	Material variations and comments
AM5	Service standard Animals rehomed [Number of animals rehomed/ Number of animals collected] x100				46.20%	A new measure therefore only one year of data is available. Through its contract with the RSPCA, Council endeavours to reduce animal intake numbers. A key focus has been on ways to reduce cat numbers, such as partnerships with local rescue groups, de-sexing programs in hot spot areas, and a neo-natal kitten program.
AM6	Service cost Cost of animal management service per population [Direct cost of the animal management service/ Population]	\$7.18	\$8.11	\$8.48	\$8.89	Note: The ratio of \$8.89 does not take into consideration the income streams derived from animal registrations, infringements issued, and reclaim monies paid at the time of collection from the pound.
AM7	Health and safety Animal management prosecutions [Number of successful animal management prosecutions/ Number of animal management prosecutions] x 100				0.00%	A new measure therefore only one year of data is available. Over 2019-20, Council did not take any animal management prosecutions to court. However, some particularly dangerous animals were surrendered to Council (and destroyed). Others were declared 'menacing', which gives Council the power to enforce that a dog wear a muzzle and/or a lead while outside of the property.
Food safety						
FS1	Timeliness Time taken to action food complaints [Number of days between receipt and first response action for all food complaints/Number of food complaints]	2.09	2.14	2.14	3.11	All complaints were actioned in a timely manner, although slightly delayed compared with the previous years. The main reason for this delay was that there was an unexpected increase in the number of complaints by 18%. Council will monitor this over time.
FS2	Service standard Food safety assessments [Number of registered Class 1 food premises and Class 2 food premises that receive an annual food safety assessment in accordance with the <i>Food Act 1984</i> /Number of registered Class 1 food premises and Class 2 food premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i>] x100	99.16%	98.39%	95.39%	89.96%	Council's result in achieving 90% of scheduled food safety assessments in the reporting period is an outstanding result given their increased complexity and resource disruptions due to COVID-19.
FS3	Service cost Cost of food safety service [Direct cost of the food safety service/Number of food premises registered or notified in accordance with the <i>Food Act 1984</i>]	\$527.66	\$530.59	\$512.14	\$541.69	This result is reasonably consistent with previous years, with a small increase in operating and supplier costs to deliver the service.



Code	Service measure	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Actual	Material variations and comments
FS4	Health and safety Critical and major non-compliance outcome notifications Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up/Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	92.13%	100.00%	100.00%	100.00%	Council's commitment to addressing high-risk, non-compliant premises in food safety is demonstrated by achieving 100% in consecutive years.
Governance						
G1	Transparency Council decisions made at meetings closed to the public [Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a Special Committee consisting only of Councillors, closed to the public/Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a Special Committee consisting only of Councillors] x100	6.37%	4.11%	3.07%	4.75%	These decisions are often related to awarding contracts and considering legal advice. Compared with last year, the overall number of resolutions made at meetings closed to the public increased only marginally from 11 to 14. The reason for the increase in the overall ratio was the fall in the number of total resolutions made at all relevant meetings.
G2	Consultation and engagement Satisfaction with community consultation and engagement [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	65.00	68.00	70.80	69.10	This score is at the very high end of the expected range. During 2019-20, Council adopted the Community Engagement Strategy and Framework. This was implemented along with a toolkit to help staff members put engagement into practice.
G3	Attendance Councillor attendance at Council meetings [The sum of the number of Councillors who attended each ordinary and special Council meeting/(Number of ordinary and special Council meetings) x (Number of Councillors elected at the last Council general election)] x100	94.02%	95.24%	97.08%	93.12%	
G4	Service cost Cost of governance [Direct cost of the governance service/Number of Councillors elected at the last Council general election]	\$52,913.78	\$53,774.22	\$54,342.78	\$55,189.33	
G5	Satisfaction Satisfaction with Council decisions [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	65.00	67.00	70.80	69.00	To improve the clarity and consistency of decision making, Council revised the Meeting Governance Rules (<i>Meeting Procedure and Common Seal</i>) Local Law No.1. The document was adopted at the 16 March 2020 Council meeting.



Code	Service measure	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Actual	Material variations and comments
Libraries						
LB1	Utilisation Physical library collection usage [Number of library collection item loans/Number of library collection items]	5.71	5.71	5.64	4.47	The closure of library branches due to the COVID-19 pandemic has had a significant impact. Resources were redirected to our digital collection to support stay-at-home measures.
LB2	Resource standard Recently purchased library collection [Number of library collection items purchased in the past five years/Number of library collection items] x100	70.14%	71.29%	65.65%	64.92%	In response to the COVID-19 restrictions, Council redirected collections spending to digital purchases to support stay-at-home measures, most of which are not able to be included in this measure.
LB4	Participation Active library borrowers in municipality [Number of active library borrowers in the past three years/The sum of the population for the past three years] x100	15.01%	14.68%	15.60%	14.32%	The closure of library branches in mid-March due to the COVID-19 pandemic had a significant impact. Many existing customers made good use of digital library collections and online programs and content during the stay-at-home measures. However, the average number of new members dropped by up to 66% during the closure as some customers prefer to access physical collections only.
LB5	Service cost Cost of library service per population [Direct cost of the library service/Population]	\$34.26	\$33.47	\$33.15	\$33.10	While some operational costs were reduced as a result of the COVID-19 stay-at-home measures, Darebin Libraries significantly increased its digital collection provision (and spending) to support customers during this time. Compared with the previous year, digital collection performance improved by between 38-66%.
Maternal and Child Health (MCH)						
MC2	Service standard Infant enrolments in the MCH Service [Number of infants enrolled in the MCH Service (from birth notifications received)/ Number of birth notifications received] x100	103.47%	102.88%	102.73%	101.61%	Guidelines are in place to ensure all infants born or transferred into Darebin are enrolled in the Maternal and Child Health Service.
MC3	Service cost Cost of the MCH Service [Cost of the MCH Service/Hours worked by MCH nurses]	\$73.73	\$77.41	\$77.38	\$76.76	The Maternal and Child health staff took less annual leave due to COVID-19, which resulted in full coverage for the service without using casual relief staff.
MC4	Participation Participation in the MCH Service [Number of children who attend the MCH Service at least once (in the year)/ Number of children enrolled in the MCH Service] x100	78.47%	81.40%	79.99%	76.91%	Some families informed the service that due to concerns about the COVID-19 pandemic they elected not to participate. However, they continued to be enrolled in the service to enable the child to participate at a later date.



Code	Service measure	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Actual	Material variations and comments
MC5	Participation Participation in the MCH Service by Aboriginal children [Number of Aboriginal children who attend the MCH Service at least once (in the year)/Number of Aboriginal children enrolled in the MCH Service] x100	91.53%	90.91%	90.80%	84.11%	Aboriginal children enrolled in the MCH Service have the option of attending this service or the MCH Service provided by the Victorian Aboriginal Health Service. Since March 2020, some families have elected not to attend the services in person due to the COVID-19 pandemic and instead were offered virtual telehealth support.
MC6	Satisfaction Participation in four-week Key Age and Stage visit [Number of four-week key age and stage visits/ Number of birth notifications received] x100				94.19%	A new measure therefore only one year of data is available. All families with babies four weeks old were contacted and offered a four-week Key Age and Stage visit. In response to the COVID-19 restrictions the families were offered the option to conduct these visits at the centre or over the phone or telehealth.
Roads						
R1	Satisfaction Sealed local road requests [Number of sealed local road requests/Kilometres of sealed local roads] x100	18.54	19.92	43.59	43.12	The quantity of community requests fluctuates from year to year. Possible variations include increased requests relating to rights of way, infrastructure permits from private works, and requests regarding other road authorities.
R2	Condition Sealed local roads maintained to condition standards [Number of kilometres of sealed local roads below the renewal intervention level set by Council/Kilometres of sealed local roads] x100	99.88%	99.94%	99.57%	99.28%	The intervention levels for sealed local roads have a higher standard than those adopted in previous years. However, the length of roads requiring intervention is still well within acceptable limits.
R3	Service cost Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction/Square metres of sealed local roads reconstructed]	\$315.38	\$103.35	\$249.65	\$342.33	Two projects were the focus for 2019-20: Edwin Street, Fairfield, and Flinders Street, Thornbury. New road pavement, asphalt, concrete kerbing and concrete footpaths were provided. Costs for the Edwin Street project were relatively high due to the requirement to remove natural rock from the foundations prior to reconstruction. A year-on-year comparison is not always a reliable indicator of performance.
R4	Service cost Cost of sealed local road resealing [Direct cost of sealed local road resealing/Square metres of sealed local roads resealed]	\$15.34	\$24.74	\$23.44	\$25.12	Each of Council's roads are generally resurfaced every 15 to 20 years. In 2019-20, Council resealed 31,305 square metres of roads using recycled content (plastic waste and steel slag) in order to maintain a smooth and waterproof surface.



Code	Service measure	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Actual	Material variations and comments
R5	Satisfaction Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	70.00	70.00	71.50	72.00	In 2019-20, 31,305 square metres of sealed local roads were resealed with a layer of asphalt. This maintains a smooth and waterproof surface and helps to improve safety by increasing skid resistance in poor weather. Each of Council's roads are resurfaced every 15 to 20 years. Council gets very little feedback about community dissatisfaction with road condition.
Statutory planning						
SP1	Timeliness Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	116.00	127.00	124.50	113.00	This is a 10% improvement on the previous year and reflects focused work to improve processes including by digitising elements. Council is aiming to improve this further.
SP2	Service standard Planning applications decided within required time frames [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days)/ Number of planning application decisions made] x100	46.18%	31.23%	27.70%	34.57%	This is an improvement on the 27.7% result from the previous year and is the result of service improvement initiatives. Council is aiming to improve this further.
SP3	Service cost Cost of statutory planning service [Direct cost of the statutory planning service/Number of planning applications received]	\$2,821.56	\$3,246.35	\$3,413.72	\$3,734.41	The cost per application has increased despite the overall cost of the service falling significantly. This is due to an adjustment made in the LGPRF definitions meaning that fewer application types are now counted in the data.
SP4	Decision making Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application/Number of VCAT decisions in relation to planning applications] x100	41.33%	46.05%	44.90%	41.18%	This year's result (41.18%) is close to that for the previous year (44.9%). The result, however, does not include a number of cases that were settled where parties have reached an agreed position before VCAT. In the majority of cases, the agreement comes with improved design outcomes for proposed developments. It is worth noting that the total number of appeals lodged to VCAT during 2019-20 has dropped from 81 to 51. This may be due to processing delays at VCAT because of COVID restrictions, which may lead to more cases being heard during 2020-21.



Code	Service measure	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Actual	Material variations and comments
Waste collection						
WC1	Satisfaction Kerbside bin collection requests [Number of kerbside garbage and recycling bin collection requests/Number of kerbside bin collection households] x1,000	101.65	99.78	63.64	97.94	There has been a large increase in bin requests due to ageing bins and increased tenements across the city.
WC2	Service standard Kerbside collection bins missed [Number of kerbside garbage and recycling collection bins missed/Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	7.80	7.70	7.80	8.63	There was a significant increase on last year's figure of 7.80. This is due to a consistent increase in on-road parking and ever-increasing levels of parking congestion in the municipality (in part due to more people working from home due to COVID-19).
WC3	Service cost Cost of kerbside garbage bin collection service [Direct cost of the kerbside garbage bin collection service/ Number of kerbside garbage collection bins]	\$96.30	\$94.70	\$96.07	\$98.11	The small increase on last year's result of \$96.07 is due to increased gate fees at landfill and an increase in staff costs.
WC4	Service cost Cost of kerbside recyclables collection service [Direct cost of the kerbside recyclables bin collection service/Number of kerbside recyclables collection bins]	\$26.63	\$22.30	\$26.82	\$40.88	The increase on last year's figure of \$26.82 is directly related to the increase in gate fees and the lack of a State Government grant to offset the increase.
WC5	Waste diversion Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins/Weight of garbage, recyclables and green organics collected from kerbside bins] x100	47.95%	49.10%	46.39%	50.81%	This is a significant increase on the result for the previous year of 46.39%. This can be attributed to an increase in green waste tonnages (FOGO) due to more people being at home under pandemic conditions, higher rainfall than in the previous year and the significant education programs Council runs each year.



18

Governance and Management Checklist

Governance and management items	Assessment
<p>1. Community Engagement Policy (a policy outlining Council's commitment to engaging with the community on matters of public interest)</p>	<p>Policy Date of operation of current policy: 1 November 2019 Community Engagement Strategy and Framework was adopted by Council on 6 November 2019.</p>
<p>2. Community Engagement Guidelines (guidelines to assist staff to determine when and how to engage with the community)</p>	<p>Guidelines Date of operation of current guidelines: 1 January 2020 As part of the implementation of the Community Engagement Strategy and Framework, a toolkit was developed to assist staff members to put the strategy and framework into practice.</p>
<p>3. Strategic Resource Plan (a plan under section 126 of the <i>Local Government Act 1989</i> [the Act] outlining the financial and non-financial resources required for at least the next four financial years)</p>	<p>Not adopted in accordance with section 126 of the Act due to late amendments resulting mainly from COVID-19. Date of adoption: 15 July 2020</p>
<p>4. Annual Budget (a plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)</p>	<p>Not adopted in accordance with section 130 of the Act due to late amendments resulting mainly from COVID-19. Date of adoption: 15 July 2020</p>
<p>5. Asset management plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)</p>	<p>Incomplete set of plans Date of operation of current plan(s): Roads, 20 June 2016 Updates and renewal of existing plans are scheduled for the 2020–2021 financial year.</p>
<p>6. Rating Strategy (a strategy setting out the rating structure of Council to levy rates and charges)</p>	<p>Strategy Date of operation of current strategy: 15 July 2020</p>
<p>7. Risk Policy (policy outlining Council's commitment and approach to minimising the risks to its operations)</p>	<p>Policy Date of operation of current policy: 20 December 2016</p>
<p>8. Fraud Policy (a policy outlining Council's commitment and approach to minimising the risk of fraud)</p>	<p>Policy Date of operation of current policy: 12 November 2019</p>
<p>9. Municipal Emergency Management Plan (a plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)</p>	<p>Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> Date of preparation: 13 July 2018</p>
<p>10. Procurement Policy (a policy under section 186A of the Act outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)</p>	<p>Prepared and approved in accordance with section 186A of the Act. Date of approval: 14 October 2019</p>
<p>11. Business Continuity Plan (a plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)</p>	<p>Plan Date of operation of current plan: 15 April 2020</p>
<p>12. Disaster Recovery Plan (a plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)</p>	<p>No plan Reason for no plan: The Disaster Recovery Plan dated 1 May 2018 is currently being reviewed. Development of a new plan is expected to start in 2020–2021.</p>



Governance and management items	Assessment
<p>13. Risk Management Framework (a framework outlining Council's approach to managing risks to its operations)</p>	<p>Framework Date of operation of current framework: 20 December 2016</p>
<p>14. Audit Committee (an advisory committee of Council under section 139 of the Act whose role is to oversee the integrity of Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical and regulatory requirements)</p>	<p>Established in accordance with section 139 of the Act Date of establishment: 23 March 2020</p>
<p>15. Internal audit (independent accounting professionals engaged by Council to provide analyses and recommendations aimed at improving governance, risk and management controls)</p>	<p>Engaged Date of engagement: 16 April 2019</p>
<p>16. Performance Reporting Framework (a set of indicators measuring financial and non-financial performance indicators referred to in section 131 of the Act)</p>	<p>Framework Date of operation of current framework: 28 June 2016</p>
<p>17. Council Plan reporting (a report reviewing the performance of Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)</p>	<p>Report Date of reports: 2018-2019 Action Plan Progress Report 23 September 2019: Q1 16 December 2019, Q2 16 March 2020, Q3 18 May 2020.</p>
<p>18. Financial reporting (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)</p>	<p>Statements presented to Council in accordance with section 138(1) of the Act Date statements presented: 2018-2019 Annual Financial Report, 2 September 2019: Q1 16 December 2019, Q2 16 March 2020, Q3 18 May 2020.</p>
<p>19. Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)</p>	<p>Reports Date of reports: 26 August 2019, 11 November 2019, 23 March 2020, 15 June 2020.</p>
<p>20. Performance reporting (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act)</p>	<p>Reports Date of reports: 3 September 2019</p>
<p>21. Annual report (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements)</p>	<p>Considered at a meeting of Council in accordance with section 134 of the Act Date statements presented: 14 October 2019</p>
<p>22. Councillor Code of Conduct (a code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)</p>	<p>Reviewed in accordance with section 76C of the Act Date reviewed: 13 February 2017</p>
<p>23. Delegations (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)</p>	<p>Reviewed in accordance with section 98(6) of the Act Date of review: 13 August 2018</p>
<p>24. Meeting procedures (a local law governing the conduct of meetings of Council and Special Committees)</p>	<p>Meeting procedures local law made in accordance with section 91(1) of the Act Date local law made: 16 March 2020</p>



19: Year ended 30 June 2020

Certification of the Governance and Management Checklist

I certify that this information presents fairly the status of Council's governance and management arrangements.

A handwritten signature in black ink, appearing to read 'Sue Wilkinson'.

Sue Wilkinson
Chief Executive Officer

Dated: 3 September 2020

A handwritten signature in black ink, appearing to read 'Susan Rennie'.

Cr Susan Rennie
Mayor

Dated: 3 September 2020



Annual Financial Report

▶ Eastern Grey Kangaroos at
Ngarri-djarrang Grassland
Reserve, Reservoir





Guide to the Financial Statements

For the year ended 30 June 2020

This guide provides an overview of each of the statements including the 2019–20 financial statements for the Darebin City Council and the key financial results. The guide is best read in conjunction with the financial overview.

Financial Statements

The Financial Statements report on how the Council performed financially during the year and the overall financial position at the end of the year. The Financial Statements include five main statements:

- Comprehensive Income Statement
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Works.

The Financial Statements also contain 36 Notes, which set out Council's accounting policies and details of the line item amounts contained in each of the five main statements.

Comprehensive Income Statement

The Comprehensive Income Statement measures Council's financial performance for the year ending 30 June 2020 and shows the value of revenues, such as rates, that Council earned and the value of expenses, such as employee costs and materials and services, Council incurred in delivering services. These expenses only relate to the operations of Council and do not include the costs associated with the purchase, renewal, upgrade or expansion of Council assets.

This statement is prepared on an 'accrual' basis and includes both cash and non-cash items. All revenue and expenses for the year are reflected in the statement even though some revenue may not yet be received (such as fees invoiced but not yet received) and some expenses may not yet be paid (such as supplier invoices not yet paid for goods and services already received).

The surplus or deficit for the year is the key figure to look at on the Comprehensive Income Statement to assess Council's financial performance. It is calculated by deducting the total expenses for the year from total revenues. While Council is a 'not-for-profit' organisation, it should nonetheless generate a surplus to ensure future financial sustainability. A surplus means revenue was greater than expenses.

For the 2019–20 year the Darebin City Council recorded a surplus of \$6.20 million.

Balance Sheet

The Balance Sheet is a one-page summary that provides a snapshot of the financial situation of Council as at 30 June 2020. It details Council's net worth and discloses details about assets such as cash, investment, building, land, parks, roads and drains that it owns, and liabilities such as amounts owed to creditors and employees, and the equity. The bottom line of this statement is net assets (total assets less total liabilities). This is the net worth of Council built up over many years.

The assets and liabilities are separated into current and non-current. Current refers to assets or liabilities that will fall due in the next 12 months or that cannot be deferred for greater than 12 months. Non-current are all those assets and liabilities that are held for a longer term than 12 months.

The net current assets, or working capital, is an important measure of Council's ability to meet its debts as and when they fall due. The equity section of the Balance Sheet shows Council's reserves and the total of all the surpluses that have accumulated over the years. The total of the equity section represents the net financial worth of Council.

At 30 June 2020 the Balance Sheet shows Council to be in a healthy financial position, with \$73.53 million in cash and financial assets and net assets of \$1.52 billion. Council's liquidity or current ratio is 2.16:1 (current assets: current liabilities). This means that for every \$1 of current liabilities, Council has \$2.16 of current assets to settle these liabilities. This demonstrates that the Darebin City Council has adequate funds on hand to pay current liabilities as they fall due.



Guide to the Financial Statements

For the year ended 30 June 2020

Statement of Changes in Equity

The Statement of Changes in Equity shows the changes that happened during the year for each of the amounts shown in the equity section of the Balance Sheet. The main reasons for such changes in equity include:

- A surplus (profit) or deficit (loss) recorded in the Comprehensive Income Statement;
- The use of monies from reserves set aside in cash and investments for future replacement of specific types of assets or a specific purpose; and
- An increase in the value of non-current assets resulting from the revaluation of those assets.

At 30 June 2020 the Statement of Changes in Equity shows an increase in equity, or net worth, of \$77.04 million during the 2019-20 financial year, representing the recorded comprehensive result for the year which has been impacted by the net asset revaluation increment of \$70.85 million.

Cash Flow Statement

The Cash Flow Statement shows all cash amounts received and all cash payments made during the year. It also shows the change in Council's bank balance during the year and the balance at the end of the year. The cash flows are separated into three different activities.

Cash flows from operating activities are those cash receipts and payments arising from delivering the various services of Council. The net cash provided from operating activities is an important result in the statement, as it shows the ability of Council to generate a cash surplus that can be used to fund the purchase or construction of long-term assets such as property and infrastructure. If this amount is negative, it means Council will be unable to fund future capital expenditure or pay its debts as and when they fall due.

Cash flows from investing activities are those cash receipts and payments arising from the purchase and sale of Council's non-current assets.

Cash flows from financing activities are those cash receipts and payments arising from the raising of new borrowings and the repayment thereof.

The Cash Flow Statement shows that in 2019-20 Council generated a \$24.57 million cash inflow from operating activities. A cash outflow of \$37.02 million was incurred on investing activities and financing activities incurred \$35,000 cash outflow. Total cash balances decreased by \$12.48 million during the year to \$42.92 million at 30 June 2020.

Statement of Capital Works

The Statement of Capital Works details all amounts expended on capital works by asset class and by type of asset expenditure. The Statement of Capital Works shows that, in 2019-20, \$44.05 million was expended on capital works.



Guide to the Financial Statements

For the year ended 30 June 2020

Notes to the Financial Statements

The Financial Statements contain 36 notes that form an important and informative section of the report. To enable readers to understand the basis on which the values shown in the statements are established, it is necessary to detail Council's accounting policies. These are described in Note 1.

Apart from the accounting policies, the notes also give details behind many of the summary figures contained in the statements. Most notable for 2019–20 is the impact of the COVID-19 pandemic on Council's operations and the results reported in the annual financial report.

It is important that the notes be read at the same time as the statements. To assist readers, where additional information in a statement is included in a note, the number of the note is shown next to that value. For example, in the Comprehensive Income Statement, a reference to Note 3.1 is shown next to Rates and Charges. Note 3.1 shows items that make up the Rates and Charges value for the current and previous year.

Performance Statement

The Victorian Government developed a performance reporting framework to ensure that all councils across Victoria measure and report their performance in a consistent way. The framework became mandatory from 1 July 2014 and this Performance Statement is a required part of all councils' 2019–20 Annual Reports.

The Performance Statement contains information about the performance of Council for the financial year and is a key section of the Annual Report whereby Council makes itself accountable to the community.

The primary purpose of the Performance Statement is to communicate Council's performance to the community in the context of prior performance and for the financial performance indicators, in the context of forecast performance.

Certifications by the Principal Accounting Officer, Councillors and Chief Executive Officer

The Certification of the Principal Accounting Officer is made by the person responsible for the financial management of Council and is made separately in respect of each Statement. The person must state whether in their opinion the Statements have met all the statutory and professional reporting requirements.

The Certification of Councillors is made by two Councillors on behalf of Council and the Chief Executive Officer and is made separately in respect of each Statement. The Councillors and the Chief Executive Officer must state that in their opinion the Statements are fair and not misleading or inaccurate.

Independent Audit Reports

The Independent Audit Report is the external and independent opinion of the Victorian Auditor-General and provides the reader with a totally independent view about Council's compliance with the statutory and professional requirements as well as the fairness aspects of the Statements.

The Victorian Auditor-General issues two Audit Reports – a combined Report on the Financial Statements and a separate Report on the Performance Statement. Each of the Audit Reports is addressed to the Councillors of the Darebin City Council.



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Certification of the Financial Statements

For the year ended 30 June 2020

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2014*, Australian Accounting Standards and other mandatory professional reporting requirements.

Damian Hogan CPA
Principal Accounting Officer

Melbourne
7 September 2020

In our opinion, the accompanying financial statements present fairly the financial transactions of the Darebin City Council for the year ended 30 June 2020 and the financial position of the Council as at that date.

As at the date of signing, we are not aware of any circumstance which would render any particulars in the financial report to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify the financial statements in their final form.

Susan Rennie
Councillor

Kim Le Cerf
Councillor

Sue Wilkinson
Chief Executive Officer

Melbourne
7 September 2020



Independent Auditor's Report

For the year ended 30 June 2020



Independent Auditor's Report

To the Councillors of Darebin City Council

Opinion I have audited the financial report of Darebin City Council (the council) which comprises the:

- balance sheet as at 30 June 2020
- comprehensive income statement for the year then ended
- statement of changes in equity for the year then ended
- statement of cash flows for the year then ended
- statement of capital works for the year then ended
- notes to the financial statements, including significant accounting policies
- certification of the financial statements.

In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2020 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the *Local Government Act 1989* and applicable Australian Accounting Standards.

Basis for Opinion I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

My independence is established by the *Constitution Act 1975*. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Councillors's responsibilities for the financial report The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the *Local Government Act 1989*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.



Independent Auditor's Report

For the year ended 30 June 2020

Auditor's responsibilities for the audit of the financial report

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
17 September 2020



Sarfchu Chummar

as delegate for the Auditor-General of Victoria



Comprehensive Income Statement

For the year ended 30 June 2020

	Note	2020 \$'000	2019 \$'000
Income			
Rates and charges	3.1	133,221	130,621
Statutory fees and fines	3.2	8,094	9,515
User fees	3.3	7,971	10,171
Grants - operating	3.4	16,373	16,058
Grants - capital	3.4	2,252	4,521
Contributions	3.5	9,659	8,773
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	3.6	566	2,294
Fair value adjustments for investment property	6.2	(20)	(30)
Other income	3.7	3,126	4,687
Total income		181,242	186,610
Expenses			
Employee costs	4.1	86,244	81,592
Materials and services	4.2	57,637	56,461
Depreciation	4.3	22,560	22,044
Amortisation - intangible assets	4.4	526	315
Amortisation - right of use assets	4.5	125	0
Bad and doubtful debts	4.6	1,821	2,197
Finance costs - leases	4.7	8	0
Other expenses	4.8	6,125	4,715
Total expenses		175,046	167,324
Surplus/(deficit) for the year		6,196	19,286
Other comprehensive income			
Items that will not be classified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	9.1	70,850	(95,779)
Total comprehensive result		77,046	(76,493)

The above Comprehensive Income Statement should be read with the accompanying notes.



Balance Sheet

As at 30 June 2020

	Note	2020 \$'000	2019 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1 (a)	42,920	55,399
Trade and other receivables	5.1 (c)	17,175	13,820
Other financial assets	5.1 (b)	30,606	33,701
Inventories	5.2 (a)	60	94
Other assets	5.2 (b)	2,528	2,684
Total current assets		93,289	105,698
Non-current assets			
Trade and other receivables	5.1 (c)	4,387	3,751
Other financial assets	5.1 (b)	236	236
Property, infrastructure, plant and equipment	6.1	1,464,388	1,372,804
Right-of-use assets	5.7	237	263
Investment property	6.2	2,790	2,810
Intangible assets	5.2 (c)	1,086	982
Total non-current assets		1,473,124	1,380,846
Total assets		1,566,413	1,486,544
Liabilities			
Current liabilities			
Trade and other payables	5.3 (a)	17,491	15,464
Trust funds and deposits	5.3 (b)	4,527	4,571
Unearned income	5.3 (c)	29	41
Provisions	5.4	21,107	20,294
Lease liability	5.7	97	112
Total current liabilities		43,251	40,482
Non-current liabilities			
Provisions	5.4	1,876	1,810
Lease liability	5.7	144	156
Total non-current liabilities		2,020	1,966
Total liabilities		45,271	42,448
Net assets		1,521,142	1,444,096
Equity			
Accumulated surplus		560,464	551,827
Reserves	9.1	960,678	892,269
Total equity		1,521,142	1,444,096

The above Balance Sheet should be read with the accompanying notes.



Statement of Changes in Equity

For the year ended 30 June 2020

	Note	Total \$'000	Accumulated Surplus \$'000	Asset Revaluation Reserve \$'000	Other Reserves \$'000
2020					
Balance at beginning of the financial year		1,444,101	551,832	865,796	26,473
Impact of change in accounting policy - AASB 16 Leases	5.7	(5)	(5)	0	0
Adjusted opening balance		1,444,096	551,827	865,796	26,473
Surplus/(deficit) for the year		6,196	6,196	0	0
Net asset revaluation increment/(decrement)	9.1 (a)	70,850	0	70,850	0
Transfers to other reserves	9.1 (b)	0	(8,340)	0	8,340
Transfers from other reserves	9.1 (b)	0	10,781	0	(10,781)
Balance at end of financial year		1,521,142	560,464	936,646	24,032
2019					
Balance at beginning of the financial year		1,520,614	540,836	961,575	18,203
Surplus/(deficit) for the year		19,266	19,266	0	0
Net asset revaluation increment/(decrement)	9.1 (a)	(95,779)	0	(95,779)	0
Transfers to other reserves	9.1 (b)	0	(12,960)	0	12,960
Transfers from other reserves	9.1 (b)	0	4,690	0	(4,690)
Balance at end of financial year		1,444,101	551,832	865,796	26,473

The above Statement of Changes in Equity should be read with the accompanying notes.



Statement of Cash Flows

For the year ended 30 June 2020

	Note	2020 Inflows/ (Outflows) \$'000	2019 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		127,703	126,041
Statutory fees and fines		6,911	7,016
User fees (inclusive of GST)		10,275	12,898
Grants - operating		16,047	16,043
Grants - capital		2,252	4,521
Contributions - monetary		9,186	8,365
Interest received		2,040	2,791
Net trust funds and deposits		(71)	(753)
Other receipts		1,295	2,014
Net GST refund/(payment)		9,495	7,482
Employee costs		(86,624)	(82,276)
Materials and services (inclusive of GST)		(73,751)	(69,831)
Short-term, low value and variable lease payments		(211)	(182)
Net FSPL receipt/(payment)		27	(11)
Net cash provided by/(used in) from operating activities	9.2	24,574	34,118
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.1	(41,014)	(33,642)
Proceeds from sale of property, infrastructure, plant and equipment		892	2,849
Proceeds from sale of investments		3,095	8,585
Repayment of loans and advances		9	9
Net cash provided by/(used in) investing activities		(37,018)	(22,199)
Cash flows from financing activities			
Interest paid - lease liability		(8)	0
Repayment of lease liabilities		(27)	0
Net cash provided by/(used in) financing activities		(35)	0
Net increase/(decrease) in cash and cash equivalents		(12,479)	11,919
Cash and cash equivalents at the beginning of the financial year		55,399	43,480
Cash and cash equivalents at the end of the financial year	5.1	42,920	55,399
Financing arrangements	5.5		
Restrictions on cash assets	5.1		

The above Statement of Cash Flows should be read with the accompanying notes.



Statement of Capital Works

For the year ended 30 June 2020

	Note	2020 \$'000	2019 \$'000
Property			
Land		0	1,710
Total land		0	1,710
Buildings		15,182	7,628
Building improvements		1,342	2,734
Total buildings		16,524	10,362
Total property		16,524	12,072
Plant and equipment			
Plant, machinery and equipment		3,303	2,574
Fixtures, fittings and furniture		327	127
Computers and telecommunications		1,811	718
Library books		399	477
Total plant and equipment		5,840	3,896
Infrastructure			
Roads		4,452	5,265
Bridges		2,165	2,050
Footpath and cycleways		6,896	4,915
Drainage		2,114	1,324
Land improvements		2,901	768
Parks, open space and streetscapes		3,156	2,381
Off street car parks		0	71
Total infrastructure		21,684	16,774
Total capital works expenditure		44,048	32,742
Represented by:			
New asset expenditure		10,888	6,841
Asset renewal expenditure		23,537	18,395
Asset expansion expenditure		1,401	838
Asset upgrade expenditure		8,222	6,668
Total capital works expenditure		44,048	32,742

The above Statement of Capital Works should be read with the accompanying notes.



Notes to the financial report

For the year ended 30 June 2020

Introduction

The Darebin City Council was established by an Order of the Governor in Council on 22 June 1994 and is a body corporate. Council's main office is located at 274 Gower Street, Preston.

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 2020*, and the *Local Government (Planning and Reporting) Regulations 2014*.

Significant accounting policies

(a) Basis of accounting

The accrual basis of accounting has been used in the preparation of these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of Australian Accounting Standards that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.1)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.1)
- the determination of employee provisions (refer to Note 5.4)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities (refer to Note 3)
- the determination, in accordance with AASB 16 Leases, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.7)
- other areas requiring judgments

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation (except where transitional requirements of AASB 15 Revenue from Contracts with Customers, AASB 16 Leases and AASB 1058 Income of Not-for-Profit Entities do not require restatement of comparatives under the modified retrospective approach adopted by the Council), and disclosure has been made of any material changes to comparatives.

Impact of COVID-19 crisis on Darebin City Council operations and 2019-20 financial report

On 30 January 2020, COVID-19 was declared as a global pandemic by the World Health Organization. Since then, various measures have been taken by all three levels of government in Australia to reduce the spread of COVID-19. A State of Disaster for Victoria came into effect 2 August 2020. Stage 4 restrictions for greater Melbourne will apply until Sunday 13 September 2020.

Council provides important services to the community and some of these services are permitted to continue operating under Stage 4 restrictions while others must be modified, reduced or temporarily suspended. Currently, Council is still operating some essential services such as maternal and child health and immunisation under outlined social distancing protocols. Other deemed non-essential services such as libraries, aquatic facilities and other community centres have been closed. Each council is responsible for making decisions about its services in accordance with the restrictions.

- In response to significant government directives amid the COVID-19 outbreak, the leisure centres, golf courses, art venues, libraries and community centres were closed. These closures resulted in a decrease in Council user fee revenue by \$2.9 million and also decreased associated expenses by \$3.0 million.
- Council activated its COVID-19 Resilience and Recovery Plan in response to this crisis on 27 March 2020. This resulted in an increase in expenses of \$2.7 million.
- Council adopted a COVID-19 Financial Hardship Policy that enables ratepayers to defer the 4th instalment of the 2019/20 rates. The financial impact to date from deferral of rates revenue and interest-free period is \$4.2 million. This has also resulted in the debtor balance as at 30 June 2020 increasing by \$4.2 million compared to last year.



Notes to the financial report

For the year ended 30 June 2020

Note 1 Performance against budget

The budget comparison notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variances. Council has adopted a materiality threshold of 10 percent or where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by Council on 24 June 2019. The budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for revenue and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

These notes are prepared to meet the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2014*.

1.1 Income and Expenditure

	Budget 2020 \$'000	Actual 2020 \$'000	Variance 2020 \$'000	Variance 2020 %	Ref
Income					
Rates and charges	136,152	133,221	(2,931)	-2%	
Statutory fees and fines	10,507	8,094	(2,413)	-23%	I1
User fees	11,092	7,971	(3,121)	-28%	I2
Grants - operating	15,330	16,373	1,043	7%	
Grants - capital	2,454	2,252	(202)	-8%	
Contributions	5,700	9,659	3,959	69%	I3
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	568	566	(2)	0%	
Fair value adjustments for investment property	0	(20)	(20)	+100%	
Other income	3,105	3,126	21	1%	
Total income	184,908	181,242	(3,666)	-2%	
Expenses					
Employee costs	88,112	86,244	1,868	2%	
Materials and services	54,530	57,637	(3,107)	-6%	E1
Bad and doubtful debts	1,322	1,821	(499)	-38%	E2
Finance costs - leases	0	8	(8)	+100%	
Depreciation	23,246	22,560	686	3%	E3
Amortisation - intangible assets	289	526	(237)	-82%	E3
Amortisation - right of use assets	0	125	(125)	+100%	E4
Other expenses	5,019	6,125	(1,106)	-22%	E5
Total expenses	172,518	175,046	(2,528)	-1%	
Surplus/(deficit) for the year	12,390	6,196	(6,194)	-50%	



Notes to the financial report

For the year ended 30 June 2020

Note 1 Performance against budget (continued)

(i) Explanation of material variations

Var Ref	Item	Explanation
I1	Statutory fees and fines	Statutory fees and fines were not achieved due to the slow-down of economic activity within metropolitan Melbourne impacting on Building and Planning fees (\$1.51 million), the impact of COVID-19 has resulted in a decrease in traffic infringements raised (\$0.93 million).
I2	User fees	COVID-19 has forced the temporary closure of many facilities across the municipality, which has resulted in a decrease in user fees across many services, Reservoir Leisure Centre (\$0.90 million), Arts Precincts (\$0.71 million), Bundoora Park Farm (\$0.29 million). The slow-down of economic activity within metropolitan Melbourne has impacted on Planning fees (\$0.14 million)
I3	Contributions - monetary	Contributions - monetary were exceeded due to the receipt of small-scale technology certificates (STC) for the Solar Saver special charge (\$2.59 million), the receipt of contributions for the construction of the Beavers Rd bridge (\$1.0 million). The slow-down of economic activity within metropolitan Melbourne has impacted on Public Open Space contributions (\$0.35 million).
E1	Materials and services	Materials and services were exceeded due to a higher than anticipated major maintenance expenditure that was originally anticipated as capital works expenditure. This includes purchases or projects not recognised as assets in accordance with Council's asset capitalisation policy thresholds (see Note 6). Projects include, Urban Forest Strategy (\$0.4 million), minor building works (\$1.2 million), library resources (\$0.4 million) and IT Strategy implementation (\$1.2 million).
E2	Bad and doubtful debts	Bad and doubtful debts were exceeded mainly due to a higher provision for doubtful debts required for traffic fines, animal registrations and miscellaneous local law fines (\$0.3 million) and an increase in provision for leisure service licence agreements (\$0.2 million).
E3		Depreciation and amortisation was not achieved due to lower than anticipated capitalisation of plant and computer equipment (\$0.6 million).
E4	Amortisation - Right of Use assets	Some property and equipment previously captured under an operating lease are now required to be amortised over the life of that lease under AASB 16 Leases. Amortisation of right of use assets was not budgeted for in 2019/20.
E5	Other expenses	Other expenses were exceeded due mainly to the contributions and community support funding provided under Council's COVID-19 community and business resilience and recovery package (\$0.8 million).



Notes to the financial report

For the year ended 30 June 2020

Note 1 Performance against budget (continued)

1.2 Capital Works

	Budget 2020 \$'000	Actual 2020 \$'000	Variance 2020 \$'000	Variance 2020 %	Ref
Property					
Buildings	19,087	15,182	(3,905)	-20%	CW1
Building improvements	2,370	1,342	(1,028)	-43%	CW2
Total Buildings	21,457	16,524	(4,933)	-23%	
Total Property	21,457	16,524	(4,933)	-23%	
Plant and Equipment					
Plant, machinery and equipment	3,867	3,303	(564)	-15%	CW3
Fixtures, fittings and furniture	300	327	27	+100%	
Computers and telecommunications	2,802	1,811	(991)	-35%	CW4
Library books	820	399	(421)	-51%	CW5
Total Plant and Equipment	7,789	5,840	(1,949)	-25%	
Infrastructure					
Roads	4,263	4,452	189	4%	
Bridges	2,240	2,165	(75)	-3%	
Footpaths and cycleways	5,266	6,896	1,630	31%	CW6
Drainage	2,101	2,114	13	1%	
Land improvements	4,496	2,901	(1,595)	-35%	CW7
Recreational, leisure and community facilities	110	162	52	47%	CW8
Parks, open space and streetscapes	4,502	2,994	(1,508)	-33%	CW9
Total Infrastructure	22,978	21,684	(1,294)	-6%	
Total Capital Works Expenditure	52,224	44,048	(8,176)	-16%	
Represented by:					
New asset expenditure	26,376	10,888	(15,488)	-59%	
Asset renewal expenditure	14,345	23,537	9,192	64%	
Asset expansion expenditure	1,825	1,401	(424)	-23%	
Asset upgrade expenditure	9,678	8,222	(1,456)	-15%	
Total Capital Works Expenditure	52,224	44,048	(8,176)	-16%	



Notes to the financial report

For the year ended 30 June 2020

Note 1 Performance against budget (continued)

(i) Explanation of material variations

Var Ref	Item	Explanation
CW1	Buildings	The budget for buildings was not achieved largely due to delays completing works on the Bundoora Homestead (\$1.1 million), Bill Lawry Oval pavilion (\$1.0 million), Northcote Townhall (\$1.8 million) Northcote Aquatic & Recreation Centre design (0.6 million) and Reservoir Leisure Centre (\$0.5 million).
CW2	Building improvements	The budget for building improvements was not achieved largely due to delays in environmentally sustainable building upgrades at Council facilities (\$0.3 million) and essential safety compliance works at various locations (\$0.3 million).
CW3	Plant, machinery and equipment	The budget for plant, machinery and equipment was not achieved due to delays in the delivery of several heavy vehicles purchased late in the reporting period (\$0.5 million) and several purchases not recognised as assets (\$0.2 million) in accordance with Council's policy (see Note 6).
CW4	Computers and telecommunications	The budget for computers and telecommunications was not achieved due to cancellation of the parking technology project (\$0.4 million) and several purchases that were not recognised as assets (\$1.2 million) in accordance with Council's policy (see Note 6).
CW5	Library books	The budget for library books was not achieved due to several purchases not recognised as assets (\$0.4 million) in accordance with Council's policy (see Note 6).
CW6	Footpaths and cycleways	The budget for footpaths and cycleways was exceeded due to additional funding allocated to cycling facilities (\$0.5 million) and the footpath renewal program (\$0.9 million).
CW7	Land improvements	The budget for land improvements was not achieved due to identified savings on completing the Edwardes Lake Park athletic track (\$0.7 million) and the decision to postpone the resurfacing of KP Hardiman Reserve hockey fields (\$1.0 million).
CW8	Recreational, leisure and community facilities	The budget for recreation, leisure and community facilities was exceeded largely due to additional sports safety fencing (\$0.1 million).
CW9	Parks, open space and streetscapes	The budget for parks, open space and streetscapes was not achieved largely due to delays completing works including play space upgrades (\$0.3 million), identified savings on completing the Inner City Netball program (\$0.3 million) and several purchases that were not recognised as assets (\$0.7 million) in accordance with Council's policy (see Note 6).



Notes to the financial report

For the year ended 30 June 2020

Note 2 Analysis of Council results by program

2 (a) Council delivers its functions and activities through the following programs

City Sustainability and Strategy

The City Sustainability and Strategy Division's role is to plan for the long term future of Darebin and to ensure sustainable social, environmental, economic and community wellbeing benefits for our community. The City Sustainability and Strategy Division includes the following departments: City Development; City Futures; City Safety and Compliance; and Environment and Sustainable Transport. Significant items allocated to the Division include; public open space contributions.

Operations and Capital

The Operations and Capital Division provides major operational services and the management of capital works. The Operations and Capital Division includes the following departments: Assets and Capital Delivery; City Works; and Parks and Open Spaces. Significant items allocated to the Division include: contributed assets infrastructure asset depreciation and net gain on sale of assets.

Community

The Community Division provides high quality community focused programs, service delivery and communication to residents. The Community Division includes the following departments: Aged and Disability; Creative Culture and Events; Equity and Wellbeing; Families, Youth and Children; and Recreation and Libraries.

Governance and Engagement

The Governance and Engagement Division's role is to act as a business partner by understanding the organisation's needs, risks and limitations and to provide timely specialist advice as well as smart, agile customer oriented support. The Governance and Engagement Division includes the following departments: Communications and Engagement; Finance; Information Services; People and Development; and Governance and Performance. Significant items allocated to the Division include: general rates and charges, interest on rates and investments, Victorian Grants Commission funding and fair value adjustment for investment property.

2 (b) Summary of revenues, expenses, assets and capital expenses by program

	Income \$'000	Expenses \$'000	Surplus / (Deficit) \$'000	Grants included in income \$'000	Total assets \$'000
2020					
City Sustainability and Strategy	15,163	34,554	(19,391)	1,565	190,229
Operations and Capital	4,687	62,989	(58,302)	939	862,146
Community	18,391	49,424	(31,033)	11,570	271,499
Governance and Engagement	143,055	28,133	114,922	4,551	169,013
Non-attributable	0	0	0	0	73,526
	181,296	175,100	6,196	18,625	1,566,413
2019					
City Sustainability and Strategy	23,776	33,505	(9,729)	1,007	175,231
Operations and Capital	7,077	60,838	(53,761)	4,463	819,042
Community	21,355	48,007	(26,652)	11,030	249,668
Governance and Engagement	134,402	24,994	109,408	4,079	153,240
Non-attributable	0	0	0	0	89,100
	186,610	167,344	19,266	20,579	1,486,281



Notes to the financial report

For the year ended 30 June 2020

Note 3 Funding for the delivery of our services

	2020 \$'000	2019 \$'000
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3.1 Rates and charges

Council uses 'capital improved value' as the basis of valuation of all properties within the municipal district. Capital improved value means the sum that land and all its improvements might be expected to realise at the time of valuation, if offered for sale on any reasonable terms and conditions.

The valuation base used to calculate general rates for 2019/20 was \$55,463,427,066 (2018/19: \$59,109,797,470).

General rates	127,405	123,214
Cultural and recreational properties	38	44
Green waste services	2,630	2,526
Special rates and charges	1,703	3,517
Supplementary rates and rate adjustments	770	747
Interest on rates and charges	675	573
Total rates and charges	133,221	130,621

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2019, and the valuation was first applied in the rating year commencing 1 July 2019.

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

Council adhered to the The Fair Go Rates System (FGRS) maximum amount increase rates set at 2.5%. The cap applies to both general rates and municipal charges and is calculated on the basis of Council's average rates and charges.

3.2 Statutory fees and fines

Animal registration	822	667
Building services	802	957
Environmental health	798	770
Statutory planning	1,537	1,928
Traffic enforcement	2,477	3,461
Infringement court recoveries	1,284	1,265
Other statutory fees and fines	374	467
Total statutory fees and fines	8,094	9,515

Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.



Notes to the financial report

For the year ended 30 June 2020

Note 3 Funding for the delivery of our services (continued)

	2020 \$'000	2019 \$'000
3.3 User fees		
Aged and health services	929	1,023
Arts and culture	715	1,925
Family, children and community programs	166	180
Golf course attendance	984	1,024
Leisure centres and recreation	2,949	3,544
Library	134	197
Recycling	0	15
Registrations and other permits	1,800	2,167
Other fees and charges	294	96
Total user fees	7,971	10,171
User fees by timing of revenue recognition		
User fees recognised over time	668	819
User fees recognised at a point in time	7,303	9,352
Total user fees	7,971	10,171

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.



Notes to the financial report

For the year ended 30 June 2020

Note 3 Funding for the delivery of our services (continued)

	2020 \$'000	2019 \$'000
3.4 Funding from other levels of government		
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	11,778	11,211
State funded grants	6,847	9,368
Total grants	18,625	20,579
(a) Operating Grants		
Recurrent – Commonwealth Government		
Diesel fuel rebate scheme	89	83
Centre based care	328	315
General home care	6,106	5,927
Financial assistance grant – general purpose	3,636	3,182
Financial assistance grant – local roads	914	896
Recurrent – State Government / other		
Centre based care	13	13
Disability resource	180	176
Family support	510	471
General home care	723	652
Health and safety	120	117
Immunisation	139	132
Libraries	1,045	1,009
Maternal and child health	1,513	1,340
Metro access	25	145
Playgroup initiatives	132	243
School crossings	500	489
Youth services	42	41
Other programs	8	7
Total recurrent operating grants	16,023	15,238
Non-recurrent – Commonwealth Government		
Non-recurrent – State Government / other		
Arts	57	0
Child care / kindergartens	94	55
Disability inclusion in sport	0	72
Gender equity early years	0	73
Housing strategy	0	88
Recycling	0	138
Talking back	63	0
Youth services	0	96
Other programs	136	298
Total non-recurrent operating grants	350	820
Total operating grants	16,373	16,058



Notes to the financial report

For the year ended 30 June 2020

Note 3 Funding for the delivery of our services (continued)

	2020 \$'000	2019 \$'000
3.4 Funding from other levels of government (continued)		
(b) Capital Grants		
Recurrent – Commonwealth Government		
Roads to Recovery	706	648
Recurrent – State Government / Other		
Minor works	0	18
Total recurrent capital grants	706	666
Non-recurrent – Commonwealth Government		
Edwardes Lake Park synthetic surface	0	160
Non-recurrent – State Government / Other		
Bill Lawry Oval pavilion	0	425
Blackspot funding	259	94
BT Connor Reserve lighting	0	135
Cycling facilities	619	0
E-waste facility	100	0
Mayer Park lighting	15	135
Minor works	40	25
Multi-Sports Stadium	0	916
Pavilion upgrades	35	0
Public safety infrastructure	300	91
Rathcown Road / Tee Street bridge	0	535
Safe travel	130	0
Inner City Netball Program	48	1,058
Streets for People	0	281
Total non-recurrent capital grants	1,546	3,855
Total capital grants	2,252	4,521
Total grants	18,625	20,579

(c) Unspent grants received on condition that they be spent in a specific manner

Operating Grants

Balance at start of year	3,270	4,366
Received during the financial year and remained unspent at balance date	2,879	2,112
Received in prior years and spent during the financial year	(3,162)	(3,208)
Balance at end of year	2,987	3,270

Capital Grants

Balance at start of year	2,228	682
Received during the financial year and remained unspent at balance date	265	1,993
Received in prior years and spent during the financial year	(2,228)	(447)
Balance at end of year	265	2,228

Grant income is recognised at the point in time when Council satisfies its performance obligations as specified in the underlying agreement.



Notes to the financial report

For the year ended 30 June 2020

Note 3 Funding for the delivery of our services (continued)

	2020 \$'000	2019 \$'000
3.5 Contributions		
(a) Monetary		
Drainage and open space	5,353	5,795
Small-scale technology certificates	1,878	1,927
Other operating	803	379
Other capital and minor works	1,152	264
Monetary	9,186	8,365
Non-monetary	473	408
Total contributions	9,659	8,773

Contributions of non-monetary assets were received in relation to the following asset classes.

Land under roads	79	52
Roads	57	69
Drainage	337	287
Total non-monetary contributions	473	408

Monetary and non-monetary contributions are recognised as revenue when Council obtains control over the contributed asset.

3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment

Proceeds of sale – right of ways	522	2,135
Proceeds of sale – other assets	364	595
Write down value of assets disposed	(266)	(436)
Write-off of property, infrastructure and plant and equipment	(54)	(20)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	566	2,294

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

3.7 Other income

Interest on investments, loans and advances	1,232	1,962
Property rental and leases	599	711
Workers' compensation insurance recovery	276	340
Insurance recovery	149	170
Other recovery of costs	870	1,504
Total other income	3,126	4,687

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.



Notes to the financial report

For the year ended 30 June 2020

Note 4 The cost of delivering services

	2020 \$'000	2019 \$'000
4.1		
(a) Employee costs		
Wages, salaries and related on-costs	68,970	65,312
Casual staff	6,788	6,714
Superannuation	8,294	7,837
Personal gratuity leave	117	169
WorkCover	1,773	1,259
Fringe benefits tax	302	301
Total employee costs	86,244	81,592
(b) Superannuation		
Council made contributions to the following funds:		
Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	653	778
	653	778
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	4,643	4,612
Employer contributions – other funds	2,998	2,447
	7,641	7,059
Employer contributions payable at reporting date	820	548

Refer to Note 9.3 for further information relating to Council's superannuation obligations.



Notes to the financial report

For the year ended 30 June 2020

Note 4 The cost of delivering services (continued)

	2020 \$'000	2019 \$'000
4.2 Materials and services		
Advertising, marketing and promotions	646	628
Apprentices and trainees	337	415
Banking fees and charges	393	406
Building repairs and maintenance	5,770	6,226
General repairs and maintenance	3,329	2,763
Consultants	3,338	3,177
Contract payments for goods and services	18,249	18,650
Facility rental and hire	396	382
Fleet parts, consumables and registration	930	872
Fuel and oil	930	971
Insurances and excess	1,812	1,544
Information technology	3,669	3,268
Licence fees	123	119
Materials and consumables	2,247	2,292
Memberships and subscriptions	314	336
Minor equipment purchases	379	434
Office administration	958	1,080
Waste management and tipping	8,902	8,312
Other supplies and services	856	357
Utilities	4,059	4,229
Total materials and services	57,637	56,461

4.3 Depreciation

Property	6,283	6,016
Plant and equipment	4,101	4,379
Infrastructure	12,176	11,649
Total depreciation	22,560	22,044

Refer to Note 5.2 (c) and 6.1 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

4.4 Amortisation - intangible assets

Intangibles	526	315
Total amortisation - intangible assets	526	315



Notes to the financial report

For the year ended 30 June 2020

Note 4 The cost of delivering services (continued)

	2020 \$'000	2019 \$'000
4.5 Amortisation - right of use assets		
Property	22	0
Other equipment	103	0
Total amortisation - right of use assets	125	0

Refer to Note 5.7 for further information relating to Council's right of use assets.

4.6 Bad and doubtful debts

Parking fine debtors	112	243
Parking-related debtors - Fines Victoria	1,398	1,530
Other debtors	311	424
Total bad and doubtful debts	1,821	2,197

Movement in provision for doubtful debts

Balance at the beginning of the year	8,148	6,269
New provisions recognised during the year	2,030	2,155
Amounts already provided for and written off as uncollectible	(330)	(276)
Balance at end of year	9,848	8,148

4.7 Finance costs - leases

Interest - lease liability	8	0
Total finance costs - leases	8	0

4.8 Other expenses

Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	75	75
Auditors' remuneration - internal audit	170	32
Community grants and other contributions	3,551	2,216
Councillors' emoluments	384	376
Fire Services Property levy	124	119
Short-term, low value lease payments	232	182
Legal expenses	1,023	1,264
Fines Victoria processing costs	185	166
Special rate payments	381	285
Total other expenses	6,125	4,715



Notes to the financial report

For the year ended 30 June 2020

Note 5 Our financial position

	2020 \$'000	2019 \$'000
5.1 Financial assets		
(a) Cash and cash equivalents		
Cash on hand	11	19
Cash at bank	12,979	2,028
Money market call accounts	23,124	34,109
Term deposits	6,806	19,243
	42,920	55,399
Restrictions		
Council's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:		
- Developer contribution scheme	3,940	5,070
- Drainage development reserve	23	23
- Public resort and recreation reserve	15,188	13,526
- Fire Services Property Levy payable	42	15
- Contractor and security deposits (see Note 5.3 (b))	4,485	4,556
Total restricted funds	23,678	23,190
Total unrestricted cash and cash equivalents	19,242	32,209
Intended allocations		
Although not externally restricted the following amounts have been allocated for specific future purposes by Council:		
- Cash held to fund carried forward capital works	4,642	7,631
- Car park development reserve	227	227
- Unspent conditional grants	3,252	5,500
Total funds subject to intended allocations	8,121	13,358
(b) Other financial assets		
Current		
Term deposits	30,606	33,701
Non-current		
Unlisted shares in corporations at cost	236	236
Total other financial assets	30,842	33,937
Total financial assets	73,762	89,336

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 90 days or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, being market value, at balance date. Term deposits are measured at amortised cost. Unlisted shares are valued at the lower of cost and net realisable amount. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

The shares in unlisted corporations reflect Council's holdings in Maps Group Limited and Regional Kitchen Pty Ltd. Council's shareholding in Regional Kitchen Pty Ltd was transferred to Western Health on 7 August 2020. Pursuant to the Share Sale Agreement dated 16 July 2020, a purchase price of \$1 will be payable to each shareholder.



Notes to the financial report

For the year ended 30 June 2020

Note 5 Our financial position (continued)

	2020 \$'000	2019 \$'000
5.1 Financial assets (continued)		
(c) Trade and other receivables		
Current		
Statutory receivables		
Rates debtors	11,699	8,275
Special rate assessment	606	462
Infringement debtors	10,020	8,837
GST receivable	1,608	1,765
Less: Provision for doubtful debts – infringements	(9,257)	(7,828)
Non statutory receivables		
Other debtors	3,082	2,620
Less: Provision for doubtful debts – other	(592)	(320)
Loans and advances	9	9
Total current trade and other receivables	17,175	13,820
Non-current		
Statutory receivables		
Special rate assessment	4,229	3,584
Non statutory receivables		
Loans and advances	158	167
Total non-current trade and other receivables	4,387	3,751
Total trade and other receivables	21,562	17,571

Short-term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long-term receivables are carried at amortised cost using the effective interest rate method.

(d) Ageing of receivables

At balance date other debtors representing financial assets were past due but not impaired. The ageing of the Council's trade and other receivables (excluding statutory receivables) was:

Current (not yet due)	0	13
Past due by up to 30 days	1,275	1,400
Past due between 31 and 60 days	678	109
Past due between 61 and 90 days	13	53
Past due above 90 days	1,116	1,045
Total trade and other receivables	3,082	2,620

(e) Ageing of individually impaired trade and other receivables

At balance date, other debtors representing financial assets with a nominal value of \$1,116,000 (2019: \$1,045,000) were impaired. The amount of the provision raised against these debtors was \$592,000 (2019: \$320,000). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements. The ageing of receivables that have been individually determined as impaired at reporting date was:

Past due between 31 and 180 days	592	320
Total trade and other receivables	592	320



Notes to the financial report

For the year ended 30 June 2020

Note 5 Our financial position (continued)

	2020 \$'000	2019 \$'000
5.2 Non-financial assets		
(a) Inventories		
Inventories held for distribution	34	57
Inventories held for sale	26	37
Total inventories	60	94

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

(b) Other assets		
Accrued income	130	584
Prepayments	2,398	2,100
Total other assets	2,528	2,684

(c) Intangible assets		
Software and system development costs	959	855
Water-use licences	127	127
Total intangible assets	1,086	982

	Software \$'000	Water rights \$'000	Total \$'000
Gross carrying amount			
Balance at 1 July 2019	5,782	127	5,909
Other additions	630	0	630
Balance at 30 June 2020	6,412	127	6,539
Accumulated amortisation and impairment			
Balance at 1 July 2019	(4,927)	0	(4,927)
Amortisation expense	(526)	0	(526)
Balance at 30 June 2020	(5,453)	0	(5,453)
Net book value at 30 June 2019	855	127	982
Net book value at 30 June 2020	959	127	1,086

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life. Amortisation is generally calculated on a straight-line basis at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate. Water-use licences entitle Council to irrigate specific parcels of land within the municipality. Current licences are valued at historical cost.



Notes to the financial report

For the year ended 30 June 2020

Note 5 Our financial position (continued)

	2020 \$'000	2019 \$'000
5.3 Payables		
(a) Trade and other payables		
Trade payables	17,491	14,158
Employee costs	0	1,306
Total trade and other payables	17,491	15,464
(b) Trust funds and deposits		
Contractor and security deposits	4,286	4,359
Fire Services Property Levy payable	42	15
Retention amounts	199	197
Total trust funds and deposits	4,527	4,571
(c) Unearned income		
Unearned income	29	41
Total unearned income	29	41

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in Council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

Purpose and nature of items

Contractor and security deposits: deposits are taken by Council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits, and the use of civic facilities and other Council assets.

Fire Services Property Levy: Council is the collection agent for Fire Services Property Levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the State Government in line with that process.

Retention amounts: Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.



Notes to the financial report

For the year ended 30 June 2020

Note 5 Our financial position (continued)

5.4 Provisions

	Employee \$'000	Other \$'000	Total \$'000
2020			
Balance at beginning of the financial year	22,059	45	22,104
Additional provisions	7,239	0	7,239
Amounts used	(6,665)	(45)	(6,710)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	349	0	349
Balance at the end of the financial year	22,982	(0)	22,982
2019			
Balance at beginning of the financial year	21,477	45	21,522
Additional provisions	7,973	0	7,973
Amounts used	(7,493)	0	(7,493)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	102	0	102
Balance at the end of the financial year	22,059	45	22,104

	2020 \$'000	2019 \$'000
(a) Employee provisions		
Current employee provisions expected to be wholly settled within 12 months		
Annual leave	4,812	4,473
Long service leave	1,779	1,718
Personal gratuity	277	255
	6,868	6,446
Current employee provisions expected to be wholly settled after 12 months		
Annual leave	2,842	2,547
Long service leave	9,475	9,434
Personal gratuity	1,922	1,822
	14,239	13,803
Total current employee provisions	21,107	20,249
Non-current		
Long service leave	1,876	1,810
Total non-current employee provisions	1,876	1,810
Current	21,107	20,294
Non-current	1,876	1,810
Total aggregate carrying amount of employee provisions	22,983	22,104



Notes to the financial report

For the year ended 30 June 2020

Note 5 Our financial position (continued)

5.4 Provisions (continued)

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Wages and salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulated sick leave expected to be wholly settled within 12 months of the reporting date, are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. LSL is measured at present value. Unconditional LSL is disclosed as a current liability. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability.

Personal gratuity leave

Liabilities for personal gratuity leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

The following assumptions were adopted in measuring present values of employee benefits:

	2020 %	2019 %
Weighted average rates of increase in employee costs	3.0	2.9
Weighted average discount rates	0.5	1.1

Weighted average settlement period	2020 Years	2019 Years
Long service leave	3.8	3.7
Annual leave	2.3	2.3

	2020 \$'000	2019 \$'000
(b) Other provisions		
Current	0	45

5.5 Financing arrangements

	2020 \$'000	2019 \$'000
Credit card facility	45	45
Used facilities	18	21
Unused facilities	27	24

Council had no access to a bank overdraft facility at balance date.



Notes to the financial report

For the year ended 30 June 2020

Note 5 Our financial position (continued)

5.6 Commitments

Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
2020					
Operating					
Animal welfare services	411	411	1,645	342	2,809
Information systems and technology	1,792	0	0	0	1,792
Internal audit	182	182	198	0	561
Collection/processing of recyclable waste (i)	3,513	519	0	0	4,032
Insurance	1,772	0	0	0	1,772
Traffic signal maintenance	81	83	0	0	164
Waste disposal	3,605	0	0	0	3,605
Total	11,355	1,195	1,843	342	14,735
Capital					
Construction works	3,813	0	0	0	3,813
Total	3,813	0	0	0	3,813
2019					
Operating					
Animal welfare services	411	411	1,645	828	3,295
Information systems & technology	1,627	0	0	0	1,627
Collection/processing of recyclable waste (i)	144	140	459	0	743
Collection/processing of hard waste (i)	209	0	0	0	209
Golf course management and maintenance	400	0	0	0	400
Insurance	462	0	0	0	462
Valuations	1,566	0	0	0	1,566
Waste disposal	142	0	0	0	142
Traffic signal maintenance	80	81	80	0	241
Tree management	1,421	0	0	0	1,421
Total	6,782	632	2,184	828	10,426
Capital					
Construction works	12,674	0	0	0	12,674
Total	12,674	0	0	0	12,674

Note (i): All or part of these commitments are calculated based on a contracted rate multiplied by estimated level of service consumption.



Notes to the financial report

For the year ended 30 June 2020

Note 5 Our financial position (continued)

5.7 Leases

Policy applicable before 1 July 2019

As a lessee, Council classifies leases as operating or finance leases based on its assessment of whether the lease transferred significantly all of the risks and rewards incidental to ownership of the underlying asset to Council.

Operating lease payments, including any contingent rentals, were recognised as an expense in the Comprehensive Income Statement on a straight-line basis over the lease term, except where another systematic basis is more representative of the time pattern of the benefits derived from the use of the leased asset. The leased asset was not recognised in the balance sheet.

All incentives for the agreement of a new or renewed operating lease were recognised as an integral part of the net consideration agreed for the use of the leased asset, irrespective of the incentive's nature or form or the timing of payments.

In the event that lease incentives were received to enter into operating leases, the aggregate cost of incentives was recognised as a reduction of rental expense over the lease term on a straight-line basis, unless another systematic basis was more representative of the time pattern in which economic benefits from the leased asset were consumed.

Policy applicable after 1 July 2019

Council has applied AASB 16 Leases using a modified retrospective approach with the cumulative effect of initial application recognised as an adjustment to the opening balance of accumulated surplus at 1 July 2019, with no restatement of comparative information. Council applied the approach consistently to all leases in which it is a lessee.

On transition to AASB 16 Leases, Council elected to apply the practical expedient to 'grandfather' the assessment of which transactions are leases. Council has applied this practical expedient to all of its contracts and therefore applied AASB 16 Leases only to contracts that were previously identified as leases.

At inception of a contract, all entities would assess whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- The customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- The customer has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments;
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Council has elected to apply the temporary option available under AASB 16 Leases which allows not-for-profit entities to not measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.



Notes to the financial report

For the year ended 30 June 2020

Note 5 Our financial position (continued)

5.7 Leases (continued)

	Property \$'000	Other P&E \$'000	Total \$'000
Right-of-use assets			
Balance at 1 July 2019	103	160	263
Additions	0	99	99
Amortisation charge	(22)	(103)	(125)
Balance at 30 June 2020	81	156	237

2020
\$'000

Lease Liabilities

Maturity analysis - contractual undiscounted cash flows

Less than one year	97
One to five years	144
More than five years	0
Total undiscounted lease liabilities as at 30 June	241

Lease liabilities included in the Balance Sheet at 30 June

Current	97
Non-current	144
Total lease liabilities	241

Short-term and low value leases

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of AUD\$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

2020
\$'000

Expenses relating to:

Short-term leases	0
Leases of low value assets	232
Total	232

Variable lease payments (not included in measurement of lease liabilities)

Non-cancellable lease commitments - Short-term and low-value leases

Commitments for minimum lease payments for short-term and low-value leases are payable as follows:

Payable within one year	348
Payable later than one year but not later than five years	737
Total lease commitments	1,085



Notes to the financial report

For the year ended 30 June 2020

Note 5 Our financial position (continued)

5.7 Leases (continued)

i. Leases classified as operating leases under AASB 117 Leases

At transition, lease liabilities were measured at the present value of the remaining lease payments, discounted at Council's incremental borrowing rate as at 1 July 2019. Right-of-use assets are measured at an amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments. Council applied this approach to all applicable leases.

Council used the following practical expedients when applying AASB 16 Leases to leases previously classified as operating leases under AASB 117 Leases.

- Applied a single discount rate to a portfolio of leases with similar characteristics.
- Adjusted the right-of-use assets by the amount of AASB 137 Provisions, Contingent Liabilities and Contingent Assets onerous contract provision immediately before the date of initial application, as an alternative to an impairment review.
- Applied the exemption not to recognise right-of-use assets and liabilities for leases with less than 12 months of lease term.
- Used hindsight when determining the lease term if the contract contains options to extend or terminate the lease.

ii. Leases previously classified as finance leases

For leases that were classified as finance leases under AASB 117 Leases, the carrying amount of the right-of-use asset and the lease liability at 1 July 2019 are determined at the carrying amount of the lease asset and lease liability under AASB 117 Leases immediately before that date.

Council is not required to make any adjustments on transition to AASB 16 Leases for leases in which it acts as a lessor, except for a sub-lease. Council accounted for its leases in accordance with AASB 16 Leases from the date of initial application.

Impact on financial statements

On transition to AASB 16 Leases, Council recognised an additional \$263,000 of right-of-use assets and \$268,000 of lease liabilities, recognising the difference in retained earnings.

When measuring lease liabilities, Council discounted lease payments using its incremental borrowing rate at 1 July 2019. The weighted-average rate applied is 2.8%.

	2019
Operating lease commitment at 30 June 2019 as disclosed in Council's financial statements	811
Discounted using the incremental borrowing rate at 1 July 2019	(31)
Finance lease liability recognised as at 30 June 2019	780
Recognition exemption for:	
- short-term leases	0
- leases of low-value assets	(512)
Extension and termination options reasonably certain to be exercised	0
Residual value guarantees	0
Lease liabilities recognised as at 1 July 2019	268



Notes to the financial report

For the year ended 30 June 2020

Note 6 Assets we manage

6.1 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	At Fair Value 30 June 2019 \$'000	Additions \$'000	Contributions \$'000	Revaluation \$'000	Depreciation \$'000	Disposal \$'000	Write-off \$'000	Transfer \$'000	At Fair Value 30 June 2020 \$'000
Land	645,701	0	79	68,215	0	0	0	0	713,995
Buildings	207,664	8,634	0	2,634	(6,283)	0	(30)	2,068	214,687
Plant and equipment	16,804	5,210	0	0	(4,101)	(266)	(23)	0	17,624
Infrastructure	493,553	18,336	394	0	(12,176)	0	0	1,545	501,652
Work in progress	9,082	11,237	0	0	0	0	0	(3,889)	16,430
	1,372,804	43,417	473	70,849	(22,560)	(266)	(53)	(276)	1,464,388

Council's property assets have been valued by Council's certified valuers as at 30 June 2020. Due to the global decline in property values in 2019, Council undertook a desktop valuation of land in 2019 and an average decrease of 12% was applied to the 2018 valuation. The 2020 valuation is representative of a 3% decrease on the 2018 land values.

Summary of Work in Progress

	Opening WIP \$'000	Additions \$'000	Transfers \$'000	Write-offs \$'000	Closing WIP \$'000
Buildings	5,312	7,890	(2,068)	0	11,134
Plant and equipment	0	0	0	0	0
Infrastructure	3,770	3,348	(1,822)	0	5,296
Total	9,082	11,238	(3,890)	0	16,430



Notes to the financial report

For the year ended 30 June 2020

Note 6 Assets we manage (continued)

6.1 Property, infrastructure, plant and equipment (continued)

(a) Property

	Land: specialised \$'000	Land: non specialised \$'000	Total Land \$'000	Buildings: heritage \$'000	Buildings: specialised \$'000	Buildings: non specialised \$'000	Work in progress \$'000	Total Buildings \$'000	Total Property \$'000
At fair value 1 July 2019	609,168	36,533	645,701	45,566	325,303	11,790	5,312	387,971	1,033,672
Accumulated depreciation at 1 July 2019	0	0	0	(28,414)	(139,844)	(6,737)	0	(174,995)	(174,995)
	609,168	36,533	645,701	17,152	185,459	5,053	5,312	212,976	858,677
Movements in fair value									
Additions	0	0	0	1,481	7,153	0	7,890	16,524	16,524
Contributed assets	79	0	79	0	0	0	0	0	79
Revaluation increments/ decrements	63,293	4,922	68,215	(340)	8,847	3,478	0	11,985	80,200
Fair value of assets disposed	0	0	0	0	0	0	0	0	0
Write-off	0	0	0	0	(165)	0	0	(165)	(165)
Transfers	0	0	0	393	1,675	0	(2,068)	(0)	(0)
	63,372	4,922	68,294	1,534	17,510	3,478	5,822	28,344	96,638
Movements in accumulated depreciation									
Depreciation and amortisation	0	0	0	(282)	(5,786)	(215)	0	(6,283)	(6,283)
Accumulated depreciation of disposals	0	0	0	0	135	0	0	135	135
Revaluation increments/ decrements	0	0	0	341	(8,969)	(724)	0	(9,351)	(9,351)
Impairment losses recognised in operating result	0	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0	0
	0	0	0	59	(14,620)	(939)	0	(15,499)	(15,499)
At fair value 30 June 2020	672,540	41,455	713,995	47,100	342,813	15,268	11,134	416,315	1,130,310
Accumulated depreciation at 30 June 2020	0	0	0	(28,355)	(154,464)	(7,676)	0	(190,494)	(190,494)
	672,540	41,455	713,995	18,745	188,349	7,592	11,134	225,821	939,816



Notes to the financial report

For the year ended 30 June 2020

Note 6 Assets we manage (continued)

6.1 Property, infrastructure, plant and equipment (continued)

(b) Plant and Equipment

	Plant machinery and equipment \$'000	Computers and telecomms \$'000	Fixtures fittings and furniture \$'000	Library books \$'000	Artwork & historical collections \$'000	Other \$'000	Work in progress \$'000	Total plant and equipment \$'000
At fair value 1 July 2019	17,129	22,581	7,884	9,657	1,867	6,787	0	65,905
Accumulated depreciation at 1 July 2019	(9,927)	(19,670)	(7,076)	(7,511)	0	(4,917)	0	(49,101)
	7,202	2,911	808	2,146	1,867	1,870	0	16,804
Movements in fair value								
Additions	2,607	1,562	327	399	47	268	0	5,210
Contributed assets	0	0	0	0	0	0	0	0
Revaluation increments/decrements	0	0	0	0	0	0	0	0
Fair value of assets disposed	(1,210)	0	0	0	0	0	0	(1,210)
Write-off	(23)	0	0	0	0	0	0	(23)
Transfers	0	0	0	0	0	0	0	0
	1,374	1,562	327	399	47	268	0	3,977
Movements in accumulated depreciation								
Depreciation and amortisation	(1,751)	(1,250)	(164)	(619)	0	(317)	0	(4,101)
Accumulated depreciation of disposals	944	0	0	0	0	0	0	944
	(807)	(1,250)	(164)	(619)	0	(317)	0	(3,157)
At fair value 30 June 2020	18,503	24,143	8,211	10,056	1,914	7,055	0	69,882
Accumulated depreciation at 30 June 2020	(10,734)	(20,920)	(7,240)	(8,130)	0	(5,234)	0	(52,258)
	7,769	3,223	971	1,926	1,914	1,821	0	17,624



Notes to the financial report

For the year ended 30 June 2020

Note 6 Assets we manage (continued)

6.1 Property, infrastructure, plant and equipment (continued)

(c) Infrastructure

	Roads \$'000	Footpaths and cycleways \$'000	Bridges \$'000	Drainage \$'000	Land improvements \$'000	Parks, open spaces and streetscapes \$'000	Off street car parks \$'000	Work in progress \$'000	Total Infrastructure \$'000
At fair value 1 July 2019	307,180	126,797	10,667	186,882	52,762	41,002	8,352	3,770	737,412
Accumulated depreciation at 1 July 2019	(75,917)	(41,306)	(1,303)	(79,268)	(17,232)	(20,596)	(4,467)	0	(240,089)
	231,263	85,491	9,364	107,614	35,530	20,406	3,885	3,770	497,323
Movements in fair value									
Additions	3,546	6,833	304	1,876	2,830	2,947	0	3,348	21,684
Contributed assets	57	0	0	337	0	0	0	0	394
Revaluation increments/ decrements	0	0	0	0	0	0	0	0	0
Fair value of assets disposed	0	0	0	0	0	0	0	0	0
Write-off	0	0	0	0	0	0	0	0	0
Transfers	728	125	0	115	110	467	0	(1,822)	(277)
	4,331	6,958	304	2,328	2,940	3,414	0	1,526	21,801
Movements in accumulated depreciation									
Depreciation and amortisation	(4,305)	(2,145)	(129)	(1,567)	(1,247)	(2,678)	(105)	0	(12,176)
Revaluation increments/ decrements	0	0	0	0	0	0	0	0	0
	(4,305)	(2,145)	(129)	(1,567)	(1,247)	(2,678)	(105)	0	(12,176)
At fair value 30 June 2020	311,511	133,755	10,971	189,210	55,702	44,416	8,352	5,296	759,213
Accumulated depreciation at 30 June 2020	(80,222)	(43,451)	(1,432)	(80,835)	(18,479)	(23,274)	(4,572)	0	(252,265)
	231,289	90,304	9,539	108,375	37,223	21,142	3,780	5,296	506,948



Notes to the financial report

For the year ended 30 June 2020

Note 6 Assets we manage (continued)

6.1 Property, infrastructure, plant and equipment (continued)

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Asset recognition thresholds and depreciation periods

	Depreciation Period	Threshold Limit \$
Land and land improvements		
land	-	5,000
land improvements	50 years	5,000
Buildings		
heritage buildings	50 - 80 years	5,000
buildings	50 - 80 years	5,000
building improvements	50 - 80 years	5,000
leasehold improvements	Life of lease	5,000
Plant and equipment		
vehicles	3 to 10 years	5,000
plant, machinery and parks equipment	5 - 20 years	3,000
fixtures, fittings and furniture	10 years	3,000
computers and telecommunications	3 - 5 years	3,000
library books, tapes, videos and DVDs	3 - 8 years	All
Infrastructure		
road pavements and seals	20 - 30 years	All
road substructure	80 - 120 years	All
road formation and earthworks	-	All
road kerb, channel and minor culverts	40 - 60 years	All
bridges deck	50 - 100 years	All
bridges substructure	50 - 100 years	All
footpaths and cycleways	30 - 50 years	All
drainage including pipes, pits and gross pollutant traps	100 - 120 years	5,000
recreational, leisure and community facilities	10 - 50 years	5,000
waste management	50 years	5,000
parks, open space and streetscapes	10 - 50 years	5,000
off street car parks	10 - 50 years	5,000
Intangible assets		
software and system development costs	3 - 5 years	1,000



Notes to the financial report

For the year ended 30 June 2020

Note 6 Assets we manage (continued)

6.1 Property, infrastructure, plant and equipment (continued)

Land under roads

Council recognises land under roads it controls at fair value.

Depreciation and amortisation

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to Council in a manner that reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight-line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed below and are consistent with the prior year unless otherwise stated.

Repairs and maintenance

Routine maintenance, repair costs and minor renewal costs are expensed as incurred. Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Leasehold improvements

Leasehold improvements are recognised at cost and are amortised over the unexpired period of the lease or the estimated useful life of the improvement, whichever is the shorter. At balance date, leasehold improvements are amortised over the lease period.

Valuation of land and buildings

Valuation of land and buildings were undertaken by a qualified valuer Mr A Lee, AAPI, (Valuer General's contract valuer). The last valuation was undertaken as at 30 June 2020. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the Comprehensive Income Statement.

The state of the property market within the review period is most influenced by the recent COVID-19 pandemic and resulting declaration of a State of Emergency. There is much uncertainty as to the impact of COVID-19 and its influence on the property market in the future.

Council's certified valuers have placed more weight on the sales that occurred in the most recent months from February to June 2020, when applying the values per square metre for this year as at 30 June 2020. Council's certified valuers have determined that the sales evidence in this period has provided reliable observations on how the property market has performed during the COVID-19 pandemic period.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the Comprehensive Income Statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

The date of the current valuation is detailed in the following table. A full revaluation of these assets was conducted in 2019/20.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2020 are as follows:

Assets measured at fair value	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000	Date of Valuation
Land	0	41,455	672,540	713,995	June 2020
Buildings	0	7,592	207,095	214,687	June 2020
	0	49,047	879,635	928,683	

No transfers between levels occurred during the year.



Notes to the financial report

For the year ended 30 June 2020

Note 6 Assets we manage (continued)

6.1 Property, infrastructure, plant and equipment (continued)

Valuations of infrastructure

Infrastructure includes road surface and substructures, footpaths, kerb and channel, traffic devices parking bays, off-street car parks, drainage pipes, pits, gross pollutant traps and bridges. The valuations for infrastructure assets were determined by Mr P Wansborough, B Eng (Civil), Co-ordinator Infrastructure Planning. The valuations were performed as at 30 June 2018 on the basis of fair value being the current replacement cost less accumulated depreciation at the date of the valuation.

Road and off-street car park replacement cost is calculated with reference to a representative range of unit costs received from contractors and other relevant sources. Accumulated depreciation has been assessed with reference to the AUSTRROADS National Pavement Condition Indicators and road condition surveys.

Bridge replacement cost is based on the major components of the structure and sourced from representative bridge construction projects. Accumulated depreciation has been assessed based on knowledge of Council's bridge network and industry standards.

Drainage replacement cost is calculated with reference to a representative range of unit costs received from contractors and other relevant sources. Accumulated depreciation has been assessed based on knowledge of Council's drainage network and industry standards.

Land improvements are valued using the depreciated replacement cost method. This cost represents the replacement cost of the building/component after applying depreciation rates on a useful life basis. Replacement costs relate to costs to produce the property to an "as new" standard. Economic obsolescence has also been factored into the depreciated replacement cost calculation.

Land improvements includes playing surfaces, retarding basins and other land improvements. The valuations for land improvements were determined by Mr D Archer, AAPI, the City Valuer. The valuations were performed as at 30 June 2018 on the basis of fair value being the current replacement cost less accumulated depreciation at the date of the valuation.

The next scheduled full revaluation for this purpose will be conducted in 2020/21.

There were no changes in valuation techniques throughout the period to 30 June 2020.

For all assets measured at fair value, the current use is considered the highest and best use.

Details of Council's infrastructure and information about the fair value hierarchy as at 30 June 2020 are as follows:

Assets measured at fair value	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000	Date of Valuation
Roads	0	0	231,289	231,289	June 2018
Footpaths and cycleways	0	0	90,304	90,304	June 2018
Bridges	0	0	9,539	9,539	June 2018
Drainage	0	0	108,375	108,375	June 2018
Land improvements	0	0	37,223	37,223	June 2018
Parks, open spaces and streetscapes	0	0	21,142	21,142	June 2018
Off-street carparks	0	0	3,780	3,780	June 2018
	0	0	501,652	501,652	

No transfers between levels occurred during the year.



Notes to the financial report

For the year ended 30 June 2020

Note 6 Assets we manage (continued)

6.1 Property, infrastructure, plant and equipment (continued)

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads

Specialised land and land under roads are valued using a market-based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 10% and 90%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$20 and \$5,324 per square metre.

Specialised buildings

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis and ranges from \$500 to \$10,000 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 50 years to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 30 years to 120 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets. Current replacement cost for infrastructure is calculated as follows:

- Roads and off-street car parks range between \$28 to \$418 per square metre.
- Shared paths and cycleways range between \$48 to \$417 per square metre.
- Drainage assets range between \$92 to \$1,785 per unit.
- Bridge assets range varies depending on construction type

	2020 \$'000	2019 \$'000
Reconciliation of specialised land		
Land under roads	1,205	1,126
Community facilities	62,217	60,540
Council administration and depots	27,145	24,992
Off-street car parks	14,371	12,703
Parks and reserves	567,602	509,807
Total specialised land	672,540	609,168

6.2 Investment property

	2020 \$'000	2019 \$'000
Balance at beginning of financial year	2,810	2,840
Fair value adjustments	(20)	(30)
Balance at end of financial year	2,790	2,810

Investment property is held to generate long-term rental yields. Investment property is measured initially at cost, including transaction costs. Costs incurred subsequent to initial acquisition are capitalised when it is probable that future economic benefit in excess of the originally assessed performance of the asset will flow to Council. Subsequent to initial recognition at cost, investment property is carried at fair value, determined annually by independent valuers. Changes to fair value are recorded in the Comprehensive Income Statement in the period that they arise. Rental income from the leasing of investment properties is recognised in the Comprehensive Income Statement on a straight line basis over the lease term.

Valuation of investment property

The valuation of investment property has been determined by Mr A Lee, AAPI (Valuer General's contract valuer), who has recent experience in the location and category of the property being valued. The valuation is at fair value, based on the current market value for the property.



Notes to the financial report

For the year ended 30 June 2020

Note 7 People and relationships

7.1 Council and key management remuneration

(a) Related parties

Council is the parent entity.

(b) Key management personnel

Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:

Councillors

Stephanie Amir (1/7/2019 - current)
Gaetano Greco (1/7/2019 - current)
Tim Laurence (1/7/2019 - current)
Kim Le Cerf (1/7/2019 - current)
Trent McCarthy (1/7/2019 - current)
Lina Messina (1/7/2019 - current)
Susanne Newton (1/7/2019 - current)
Susan Rennie (Mayor 1/7/2019 - current)
Julie Williams (1/7/2019 - current)

Chief Executive Officer

Sue Wilkinson (1/7/2019 - current)

Other key management personnel

GM Operations and Capital
Sam Hewett (29/7/2019 - current)
GM City Sustainability and Strategy
Rachael Ollivier (1/7/2019 - current)
GM Governance and Engagement
Ingrid Bishop (1/7/2019 - current)
GM Community
Kerry McGrath (10/2/2020 - current)
Cathy Henderson (1/7/2019 - 26/11/2019)

	2020 Number	2019 Number
Total number of councillors	9	9
Chief Executive Officer and other key management personnel	6	5
Total key management personnel	15	14

(c) Remuneration of key management personnel

Total remuneration of key management personnel was as follows:

	2020 \$'000	2019 \$'000
Short-term benefits	1,740	1,664
Long-term benefits	41	42
Post-employment benefits	122	129
Total	1,903	1,835



Notes to the financial report

For the year ended 30 June 2020

Note 7 People and relationships (continued)

7.1 Council and key management remuneration (continued)

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

	2020 Number	2019 Number
\$30,000 - \$39,999	8	7
\$60,000 - \$69,999	0	1
\$70,000 - \$79,999	0	1
\$100,000 - \$109,999	1	0
\$110,000 - \$119,999	1	0
\$150,000 - \$159,999	1	0
\$220,000 - \$229,999	0	1
\$240,000 - \$249,999	1	1
\$270,000 - \$279,999	0	1
\$280,000 - \$289,999	1	0
\$290,000 - \$299,999	0	1
\$300,000 - \$309,999	1	0
\$350,000 - \$359,999	0	1
\$380,000 - \$389,999	1	0
	15	14

(d) Senior officers' remuneration

A senior officer is an officer of Council, other than key management personnel, who:

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$151,000.

The number of senior officers is shown below in their relevant income bands:

	2020 Number	2019 Number
< \$151,000	2	3
\$151,000 - \$159,999	7	2
\$160,000 - \$169,999	2	4
\$170,000 - \$179,999	8	6
\$180,000 - \$189,999	2	3
\$190,000 - \$199,999	2	2
\$200,000 - \$209,999	3	0
\$210,000 - \$219,999	0	1
\$220,000 - \$229,999	2	1
\$230,000 - \$239,999	1	1
\$270,000 - \$279,999	1	0
Total	30	23

	2020 \$'000	2019 \$'000
Total remuneration for the year for senior officers included above amounted to	5,314	4,008



Notes to the financial report

For the year ended 30 June 2020

Note 7 People and relationships (continued)

7.2 Related party disclosure

(a) Transactions with related parties

During the period Council had no reportable transactions with related parties.

(b) Outstanding balances with related parties

There are no balances outstanding at the end of the reporting period in relation to transactions with related parties.

(c) Loans to/from related parties

Council does not make loans to or receive loans from related parties. No guarantees have been provided.

(d) Commitments to/from related parties

Council has no outstanding commitments to/from other related parties.



Notes to the financial report

For the year ended 30 June 2020

Note 8 Managing uncertainties

8.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed by way of a note and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

(a) Contingent assets

Operating lease receivables

Council has entered into commercial property leases on its investment property, consisting of surplus freehold buildings. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 30 years. All leases include a CPI based revision of the rental charge annually.

Future minimum rentals receivable under non-cancellable operating leases at the end of the year are as follows:

	2020 \$'000	2019 \$'000
Not later than one year	362	210
Later than one year and not later than five years	1,512	359
Later than five years	1,741	741
	3,615	1,310

(b) Contingent liabilities

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme. Matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Future superannuation contributions

In addition to the disclosed contributions, Council has paid unfunded liability payments to Vision Super totalling \$45,000 during the 2019/20 year (2018/19 \$73,000). There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2019. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2021 are \$883,000.

Former landfill sites

Council has responsibility for several facilities contained on former landfill sites. Council may have to carry out site rehabilitation works in the future. At balance date, Council is unable to accurately assess the financial implications of such works.

Legal matters

Council is presently involved in several confidential legal matters, which are being conducted through Council's solicitors. As these matters are yet to be finalised, and the financial outcomes are unable to be reliably estimated, no allowance for these contingencies has been made in the financial report.

Building cladding

Council has several building that may require rectification works as a result of flammable building cladding. Council is currently working with the Victorian Building Authority and Cladding Safety Victoria on monitoring and potential remediation of non-compliant cladding.

Liability Mutual Insurance

Council is a participant of the MAV Liability Mutual Insurance (LMI) scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.



Notes to the financial report

For the year ended 30 June 2020

Note 8 Managing uncertainties (continued)

8.2 Change in accounting standards

The following new Australian Accounting Standards have been issued that are not mandatory for the 30 June 2020 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.

AASB 1059 Service Concession Arrangements: Grantors (AASB 1059) (applies 2020/21 for LG Sector)

AASB 1059 addresses the accounting for a service concession arrangement by a grantor that is a public sector entity by prescribing the accounting for the arrangement from the grantor's perspective. It requires the grantor to:

- recognise a service concession asset constructed, developed or acquired from a third party by the operator, including an upgrade to an existing asset of the grantor, when the grantor controls the asset;
- reclassify an existing asset (including recognising previously unrecognised identifiable intangible assets and land under roads) as a service concession asset when it meets the criteria for recognition as a service concession asset;
- initially measure a service concession asset constructed, developed or acquired by the operator or reclassified by the grantor at current replacement cost in accordance with the cost approach to fair value in AASB 13 Fair Value Measurement. Subsequent to the initial recognition or reclassification of the asset, the service concession asset is accounted for in accordance with AASB 116 Property, Plant and Equipment or AASB 138 Intangible Assets, as appropriate, except as specified AASB 1059;
- recognise a corresponding liability measured initially at the fair value (current replacement cost) of the service concession asset, adjusted for any other consideration between the grantor and the operator; and
- disclose sufficient information to enable users of financial statements to understand the nature, amount, timing and uncertainty of assets, liabilities, revenue and cash flows arising from service concession arrangements.

Based on Council's current assessment, there is expected to be no impact on the transactions and balances recognised in the financial statements as the Council is not a grantor in a service concession arrangement.

AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material (applies 2020/21 for LG Sector)

The Standard principally amends AASB 101 Presentation of Financial Statements and AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors. The amendments refine the definition of material in AASB 101. The amendments clarify the definition of material and its application by improving the wording and aligning the definition across AASB Standards and other publications. The impacts on the local government sector are expected to be minimal.

AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework (applies 2020/21 for LG Sector)

This Standard sets out amendments to Australian Accounting Standards, Interpretations and other pronouncements to reflect the issuance of the Conceptual Framework for Financial Reporting (Conceptual Framework) by the AASB. The impacts on the local government sector are expected to be minimal.



Notes to the financial report

For the year ended 30 June 2020

Note 8 Managing uncertainties (continued)

8.3 Financial instruments

(a) Objectives and policies

Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument are disclosed in the notes of the financial statements. Risk management is carried out by senior management under policies approved by Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Council's exposures to market risk are primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Our interest rate liability risk arises primarily from long term loans and borrowings at fixed rates that exposes us to fair value interest rate risk. Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 1989*. We manage interest rate risk by adopting an investment policy that ensures:

- diversification of investment product,
- monitoring of return on investment,
- benchmarking of returns and comparison with budget.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause us to make a financial loss. We have exposure to credit risk on some financial assets included in our balance sheet. To help manage this risk, Council:

- has a policy for establishing credit limits for the entities it deals with;
- may require collateral where appropriate; and
- only invests surplus funds with financial institutions that have a recognised credit rating specified in our investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets that are individually determined to be impaired.

Council may also be subject to credit risk for transactions that are not included in the balance sheet, such as when we provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1.

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral against these financial assets.



Notes to the financial report

For the year ended 30 June 2020

Note 8 Managing uncertainties (continued)

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of our operational liquidity requirements or when we will not have sufficient funds to settle a transaction when required, we will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- has a liquidity policy that targets a minimum and average level of cash and cash equivalents to be maintained;
- has readily accessible standby facilities and other funding arrangements in place;
- has a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitors budget to actual performance on a regular basis; and
- sets limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1, and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, the Council believes the following movements are 'reasonably possible' over the next 12 months (base rates are sourced from the Reserve Bank of Australia):

- A parallel shift of +0.5% and -0.5% in market interest rates (AUD) from year-end rates of 1.49%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.



Notes to the financial report

For the year ended 30 June 2020

Note 8 Managing uncertainties (continued)

8.4 Fair value measurement

Fair value hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, rather, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1: Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2: Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3: Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by reassessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. At balance date, Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from two to three years. The valuation is performed either by experienced Council officers or independent experts.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Impairment of assets

At each reporting date, Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared with the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the Comprehensive Income Statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

8.5 Events occurring after balance date

Council's shareholding in Regional Kitchen Pty Ltd was transferred to Western Health on 7 August 2020. Pursuant to the Share Sale Agreement dated 16 July 2020, a purchase price of \$1 will be payable to each shareholder.



Notes to the financial report

For the year ended 30 June 2020

Note 9 Other matters

9.1 Reserves

	Balance at beginning of reporting period \$'000	Increment (decrement) on revaluation \$'000	Share of increment (decrement) on revaluation by an associate \$'000	Balance at end of reporting period \$'000
(a) Asset revaluation				
2020				
Property				
Land	519,212	68,215	0	587,427
Buildings	92,570	2,635	0	95,204
	611,782	70,850	0	682,632
Plant and equipment				
Other	6,143	0	0	6,143
Infrastructure				
Roads	168,881	0	0	168,881
Drainage	72,614	0	0	72,614
Bridges	6,376	0	0	6,376
	247,871	0	0	247,871
Total asset revaluation reserves	865,796	70,850	0	936,646
2019				
Property				
Land	612,078	(92,866)	0	519,212
Buildings	95,483	(2,913)	0	92,570
	707,561	(95,779)	0	611,782
Plant and equipment				
Other	6,143	0	0	6,143
Infrastructure				
Roads	168,881	0	0	168,881
Drainage	72,614	0	0	72,614
Bridges	6,376	0	0	6,376
	247,871	0	0	247,871
Total asset revaluation reserves	961,575	(95,779)	0	865,796

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.



Notes to the financial report

For the year ended 30 June 2020

Note 9 Other matters (continued)

9.1 Reserves (continued)

	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting period \$'000
(b) Other reserves				
2020				
Car park development	228	0	0	228
Capital works	1,775	0	0	1,775
Developer Contribution Scheme	5,070	0	1,130	3,940
Drainage development	23	0	0	23
Information technology	1,422	0	0	1,422
Plant replacement	753	2,089	2,283	559
Public open space and recreation	13,525	5,353	3,691	15,187
Unspent grants and contributions	3,677	898	3,677	898
Total other reserves	26,473	8,340	10,781	24,032
2019				
Car park development	228	0	0	228
Capital works	1,775	0	0	1,775
Developer Contribution Scheme	5,631	0	561	5,070
Drainage development	23	0	0	23
Information technology	0	1,422	0	1,422
Plant replacement	424	2,065	1,736	753
Public open space and recreation	10,122	5,796	2,393	13,525
Unspent grants and contributions	0	3,677	0	3,677
Total other reserves	18,203	12,960	4,690	26,473



Notes to the financial report

For the year ended 30 June 2020

Note 9 Other matters (continued)

9.1 Reserves (continued)

Nature and purpose of reserves

Statutory and discretionary reserves:

Car park development

The Car Park Development reserve is used to provide funding for future development and ongoing maintenance of car parks within the municipality. Funding is derived from unspent contributions from commercial developers for cash in lieu of constructed car parks. This funding is initially recognised in the Comprehensive Income Statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent.

Capital works

The Capital Works reserve was established with effect from 19 March 2018 by Council resolution for the purpose of financing future capital works projects. Funding is derived from identified capital works project savings. Council may expend funds from the reserve for the purposes of major capital works.

Developer Contribution Scheme

The Developer Contribution Scheme reserve is used to provide for the future funding of Council's asset base. These assets include community facilities, parkland, and the drainage and road networks. Funding is provided by way of a developer's contribution, whereby the developer funds only the renewal of assets from that location. This funding is initially recognised in the Comprehensive Income Statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent.

Drainage development

The Drainage Development reserve is used to provide partial funding for the replacement of Council's drainage network. Funding is provided from developer contributions for drainage which is initially recognised in the Comprehensive Income Statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent.

Plant replacement

The Plant Replacement reserve was established to ensure adequate funds are available to purchase plant at the optimum replacement point. Transfers to and from the reserve are based upon plant depreciation or replacement charges less the net plant purchases as per the approved plant replacement program.

IT technology reserve

The Information Technology reserve was established by Council resolution for the purpose of financing Council's IT strategy over the coming years. Funding is derived from identified IT-related capital works project savings. Council may expend funds from the reserve for the purposes of information technology development and implementation projects.

Public open space and recreation

The Public Open Space and Recreation reserve is used to provide funding for future purchases and improvements of open space. Funding is provided from developers' contributions for open space that are initially recognised in the Comprehensive Income Statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent.

Unspent grant and contributions funding

The Unspent Grant and Contributions reserve is used to fund future grant funded projects. Grant funding is received in advance from both federal and state government authorities to fund projects. Revenue from grants and contributions is initially recognised in the Comprehensive Income Statement and then transferred to the reserve from accumulated surplus to facilitate the tracking of the total funds received but not yet spent.



Notes to the financial report

For the year ended 30 June 2020

Note 9 Other matters (continued)

9.2 Reconciliation of cash flows from operating activities to surplus/(defecit)

	2020 \$'000	2019 \$'000
Surplus / (Deficit) for the year	6,196	19,266
Depreciation and amortisation	23,211	22,359
Net (gain)/loss on disposal of property, infrastructure, plant and equipment	(566)	(2,294)
Bad and doubtful debts	1,821	2,197
Fair value adjustments for investment property	20	30
Contributions – non-monetary assets	(473)	(408)
Write-off of property, plant and equipment	0	20
Personal leave gratuity	0	0
Finance costs – leases	8	0
	24,021	21,904
Change in operating assets and liabilities		
Decrease (increase) in trade and other receivables	(5,808)	(6,286)
Decrease (increase) in inventories	34	(5)
Decrease (increase) in accrued income	435	389
Decrease (increase) in prepayments	(298)	45
Decrease (increase) in other assets	21	0
Increase (decrease) in trade and other payables	(879)	(1,024)
Increase (decrease) in trust funds and deposits	(71)	(753)
Increase (decrease) in provisions	923	582
	(5,643)	(7,052)
Net cash provided by/(used in) operating activities	24,574	34,118



Notes to the financial report

For the year ended 30 June 2020

Note 9 Other matters (continued)

9.3 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2019, this was 9.5% as required under Superannuation Guarantee legislation).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding arrangements

Council makes employer contributions to the defined benefit category of the Fund at rates determined by the Trustee on the advice of the Fund's Actuary.

As at 30 June 2018, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 106.0%. The financial assumptions used to calculate the VBIs were:

- Net investment returns 6.5% pa
- Salary information 3.5% pa
- Price inflation (CPI) 2.0% pa

Vision Super has advised that the VBI for the LASF Defined Benefit sub-plan is 104.6% as at 30 June 2019.

The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2018 interim actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

Regular contributions

On the basis of the results of the 2018 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2020, this rate was 9.5% of members' salaries (9.5% in 2018/2019). This rate will increase in line with any increase to the contribution rate.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound up, the defined benefit obligations of that employer will be transferred to that employer's successor.



Notes to the financial report

For the year ended 30 June 2020

Note 9 Other matters (continued)

9.3 Superannuation (continued)

The 2018 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2018 and a full actuarial investigation was conducted as at 30 June 2017.

The Fund's actuarial investigation identified the following for the Defined Benefit category of which Council is a contributing employer:

	2018 \$m	2017 \$m
A VBI surplus	\$131.9	\$69.8
A total service liability surplus	\$218.3	\$193.5
A discounted accrued benefits surplus	\$249.1	\$228.8

The VBI surplus means that the market value of the Fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2018.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2018.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2018.

Council was notified of the 30 June 2020 VBI during August 2020. (2019: August 2019)

The 2019 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2019 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2019.

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2020 are detailed below:

Scheme	Type of Scheme	Rate	2020 \$'000	2019 \$'000
Vision super	Defined benefit	9.50%	653	778
Vision super	Accumulation fund	9.50%	4,643	4,612
Other funds	Accumulation fund	9.50%	2,998	2,447

In addition to the above contributions, Council has paid unfunded liability payments to Vision Super totalling \$45,000 paid during the 2019/20 year (2018/19 \$73,000).

There were \$820,000 of contributions outstanding and nil loans issued from or to the above schemes as at 30 June 2020.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2021 is \$647,000.



Performance Statement

For the year ended 30 June 2020

Description of municipality

The City of Darebin (Darebin) is situated over an area between 5 and 15 kilometres north of Melbourne's Central Business District. This area covers 53 square kilometres of land and stretches from Melbourne's inner northern suburbs of Northcote and Fairfield out to the traditional middle-ring suburbs of Reservoir and Bundoora. Darebin has a population of 164,181 which is projected to increase to 192,142 over the next 20 years. Darebin is home to one of the largest, most diverse communities in Victoria in terms of cultures, languages (148 languages are spoken), religions, socio-economic backgrounds, employment status, occupation and housing needs. Darebin's largest industries include education, training, retail trade, health care and social assistance.



Sustainable Capacity Indicators

For the year ended 30 June 2020

Key: Indicator Measure

		Results				Material variations
		2017	2018	2019	2020	
Population						
C1	Expenses per head of municipal population [Total expenses / Municipal population]	\$967	\$1,013	\$1,035	\$1,066	No material variation from the previous year
C2	Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$3,934	\$4,552	\$4,499	\$4,571	No material variation from the previous year
C3	Population density per length of road [Municipal population / Kilometres of local roads]	305	311	318	323	No material variation from the previous year
Own-source revenue						
C4	Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$940	\$936	\$973	\$932	No material variation from the previous year
Recurrent grants						
C5	Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$117	\$104	\$98	\$102	No material variation from the previous year
Disadvantage						
C6	Relative socio-economic disadvantage [Index of Relative Socio-economic Disadvantage by decile]	5.0	7.0	7.0	7.0	The Commonwealth Government calculates an index of relative socio-economic disadvantage which outlines an overall measure of disadvantage across the municipality. Darebin has risen in the relative ranking indicating a general improvement in economic conditions between 2011–2016.
Workforce turnover						
C7	Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	9.6%	12.0%	14.2%	10.5%	Terminations and resignation were higher in previous year due to organisational reviews.

Definitions

adjusted underlying revenue means total income other than –

(a) non-recurrent grants used to fund capital expenditure; and

(b) non-monetary asset contributions; and

(c) contributions to fund capital expenditure from sources other than those referred to in paragraphs (a) and (b)

infrastructure means non-current property, plant and equipment excluding land

local road means a sealed or unsealed road for which Council is the responsible road authority under the *Road Management Act 2004*

population means the resident population estimated by Council

own-source revenue means adjusted underlying revenue other than revenue that is not under the control of Council (including government grants)

relative socio-economic disadvantage, in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

SEIFA means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website



Service Performance Indicators

For the year ended 30 June 2020

Key: ■ Service ■ Indicator ■ Measure

		Results				Material variations
		2017	2018	2019	2020	
Aquatic Facilities						
Utilisation						
AF6	Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	5.4	5.3	5.3	3.3	Currently two leisure centres operate within the City of Darebin: Northcote Aquatic and Recreation Centre (NARC), which is managed externally by YMCA Victoria, and Reservoir Leisure Centre (RLC) which is managed directly by Council. In response to COVID-19 pandemic, facilities closed on 17 March 2020. No operations took place for the months of April and May. Both facilities reopened, in line with the easing of COVID-19 restrictions, in June, albeit with limited access and services operational.
Animal Management						
Health & safety						
AM4	Animal management prosecutions [Number of successful animal management prosecutions]	8	3	2	N/A	As of 1 July 2019, AM4 has been replaced by AM7
AM7	Animal management prosecutions [Number of successful animal management prosecutions / Total number of animal management prosecutions] x100	N/A	N/A	N/A	0.0%	Over 2019–20, Council did not take any animal management prosecutions to court. However, some particularly dangerous animals were surrendered to Council (and destroyed). Others were declared 'menacing' which gives Council the power to enforce that a dog wear a muzzle and/or a lead while outside of the property.
Food Safety						
FS4	Critical and major non-compliance notifications [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100	92.1%	100.0%	100.0%	100.0%	Darebin's commitment to addressing high-risk, non-compliant premises in food safety is demonstrated by achieving 100% in consecutive years.
Governance						
Satisfaction						
G5	Satisfaction with Council decisions [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	65.0	66.7	70.8	69.0	To improve the clarity and consistency of decision making, Council revised the <i>Meeting Governance Rules (Meeting Procedure and Common Seal) Local Law No.1</i> . The document was adopted at the 16 March 2020 Council meeting.



Service Performance Indicators

For the year ended 30 June 2020

Key: ■ Service ■ Indicator ■ Measure

		Results				Material variations
		2017	2018	2019	2020	
Libraries Participation						
LB4	Active library borrowers in municipality [Number of active library borrowers in the past three years / The sum of the population for the past three years] x100	15.0%	14.7%	15.6%	14.3%	The closure of library branches due to the COVID-19 pandemic has had a significant impact. Many existing customers made good use of digital library collections during the stay-at-home measures; however, the average number of new members dropped by up to 66% during the closure and some customers prefer to access physical collections only.
Maternal & Child Health Participation						
MC4	Participation in the MCH Service [Number of children who attend the MCH Service at least once (in the year) / Number of children enrolled in the MCH Service] x100	78.5%	81.4%	80.0%	76.9%	Some families informed the service that due to concerns about the COVID-19 pandemic they elected not to participate. However, they continued to be enrolled in the service to allow for the child to participate at a later date.
MC5	Participation in the MCH Service by Aboriginal children [Number of Aboriginal children who attend the MCH Service at least once (in the year) / Number of Aboriginal children enrolled in the MCH Service]x100	91.5%	90.9%	90.8%	84.1%	Aboriginal children enrolled in the MCH Service have the option of attending this service or the MCH Service provided by the Victorian Aboriginal Health Service. Since March 2020, some families have elected not to attend the services due to the COVID-19 pandemic.
Roads Satisfaction						
R5	Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	70.4	69.9	71.5	72.0	In 2019-20, 31,305 square metres of sealed local roads were resealed with a layer of asphalt. This maintains a smooth and waterproof surface and helps to improve safety by increasing skid resistance in poor weather. Each of Council's roads are resurfaced every 15 to 20 years.
Statutory Planning Decision making						
SP4	Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	41.3%	46.1%	44.9%	41.2%	This year's result is close to that for the previous year (44.9%) and does not include a number of cases that were settled with consent with improved design outcomes being achieved for the proposed development. VCAT was postponed from March - June 2020, which meant that the number of cases heard was lower.
Waste Collection Waste diversion						
WC5	Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	48.0%	49.1%	46.4%	50.8%	This is a significant increase on the result for the previous year of 46.39%. This can be attributed to an increase in green waste tonnages due to more people being at home under pandemic conditions and higher rainfall than in the previous year.



Service Performance Indicators

For the year ended 30 June 2020

Definitions

Aboriginal child means a child who is an Aboriginal person

Aboriginal person has the same meaning as in the *Aboriginal Heritage Act 2006*

active library member means a member of a library who has borrowed a book from the library

annual report means an annual report prepared by a council under sections 131, 132 and 133 of the Act

CALD means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English

class 1 food premises means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 1 food premises under section 19C of that Act

class 2 food premises means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 2 food premises under section 19C of that Act

Community Care Common Standards means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth

critical non-compliance outcome notification means a notification received by Council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to Council by an authorised officer under that Act, of a deficiency that poses an immediate serious threat to public health

food premises has the same meaning as in the *Food Act 1984*

local road means a sealed or unsealed road for which Council is the responsible road authority under the *Road Management Act 2004*

major non-compliance outcome notification means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to a council by an authorised officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

MCH means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age

population means the resident population estimated by council

target population has the same meaning as in the Agreement entered into for the purposes of the *Home and Community Care Act 1985* of the Commonwealth

WorkSafe reportable aquatic facility safety incident means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the *Occupational Health and Safety Act 2004*



Financial Performance Indicators

For the year ended 30 June 2020

Key: Dimension Indicator Measure

	Results				Forecasts				Material variations
	2017	2018	2019	2020	2021	2022	2023	2024	
Efficiency	\$				\$				
E1 Average residential rate per residential property assessment [Residential rate revenue / Number of residential property assessments]	1,487	1,519	1,553	N/A	N/A	N/A	N/A	N/A	As of 1 July 2019, E1 has been replaced by E4.
Expenditure level	\$				\$				
E2 Expenses per property assessment [Total expenses / Number of property assessments]	2,175	2,290	2,344	2,413	2,317	2,376	2,398	2,423	Total expenditure increased by \$7.75 million from previous year, including impact of COVID-19 expenses \$2.70 million.
Workforce turnover	%				%				
E3 Resignations and terminations compared to average staff [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	9.6	12.0	14.2	N/A	N/A	N/A	N/A	N/A	As of 1 July 2020, E3 has been moved to the Sustainability capacity subset (C7).
Revenue level	\$				\$				
E4 Average rate per property assessment [Total rate revenue / Number of property assessments]	N/A	N/A	N/A	1,756	1,828	1,854	1,875	1,896	As of 1 July 2019, this indicator has replaced E1.
Working capital	%				%				
L1 Current assets compared to current liabilities [Current assets / Current liabilities] x100	259.6	242.0	261.8	215.7	212.9	129.3	108.5	103.8	Current assets impacted by decreased cash and cash equivalents arising mainly from greater completion of the planned capital works program and measures provided under Council's COVID-19 Community and Business Resilience and Recovery Package. Future years are impacted by the planned capital expenditure for the Multi-Sports Stadium, Northcote Aquatic and Recreation Centre, and Reservoir Leisure Centre.
Unrestricted cash	%				%				
L2 Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	116.8	127.0	130.7	97.0	108.4	23.5	10.8	6.8	Greater completion rate of the planned capital works program and Council's COVID-19 Community and Business Resilience and Recovery Package has impacted unrestricted cash. Future years are impacted by the planned capital expenditure for the Multi-Sports Stadium, Northcote Aquatic and Recreation Centre, and Reservoir Leisure Centre.



Financial Performance Indicators

For the year ended 30 June 2020

Key: Dimension Indicator Measure

	Results				Forecasts				Material variations
	2017	2018	2019	2020	2021	2022	2023	2024	
Obligations	%				%				
Asset renewal	%				%				
O1 Asset renewal compared to depreciation [Asset renewal expenses / Asset depreciation] x100	79.0	101.6	83.4	N/A	N/A	N/A	N/A	N/A	As of 1 July 2019, O1 has been replaced by O5.
Loans & borrowings	%				%				
O2 Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	0.00	0.00	0.00	0.00	0.00	8.48	30.87	27.28	Future years of borrowing planned to fund capital expenditure at Northcote Aquatic and Recreation Centre and Reservoir Leisure Centre.
O3 Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	0.00	0.00	0.00	0.00	0.00	0.08	1.18	3.55	Future years of borrowing planned to fund capital expenditure at Northcote Aquatic and Recreation Centre and Reservoir Leisure Centre.
Indebtedness	%				%				
O4 Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	1.2	1.3	1.2	1.3	1.2	7.7	24.9	21.9	Future years of borrowing planned to fund capital expenditure at Northcote Aquatic and Recreation Centre and Reservoir Leisure Centre.
Asset renewal and upgrade	%				%				
O5 Asset renewal and upgrade compared to depreciation [Asset renewal and upgrade expense / Asset depreciation] x100	N/A	N/A	N/A	140.8	100.0	165.6	210.2	124.6	As of 1 July 2019, this indicator has replaced O1.
Operating Position	%				%				
Adjusted underlying result	%				%				
OP1 Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	8.6	6.2	7.9	1.4	1.9	7.8	8.0	7.8	Adjusted underlying surplus has decreased by \$11.3 million from previous year.
Stability									
Rates concentration									
S1 Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	72.3	71.5	69.6	74.1	79.6	73.8	73.8	74.1	No material variation from the previous year.
Rates effort	%				%				
S2 Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.26	0.26	0.21	0.23	0.22	0.23	0.24	0.24	No material variation from the previous year.



Financial Performance Indicators

For the year ended 30 June 2020

Definitions

adjusted underlying revenue means total income other than—

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to in paragraphs (a) and (b)

adjusted underlying surplus (or deficit) means adjusted underlying revenue less total expenditure

asset renewal expenditure means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

current assets has the same meaning as in the AAS

current liabilities has the same meaning as in the AAS

non-current assets means all assets other than current assets

non-current liabilities means all liabilities other than current liabilities

non-recurrent grant means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by Council's Strategic Resource Plan

own-source revenue means adjusted underlying revenue other than revenue that is not under the control of Council (including government grants)

population means the resident population estimated by Council

rate revenue means revenue from general rates, municipal charges, service rates and service charges

recurrent grant means a grant other than a non-recurrent grant

residential rates means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

restricted cash means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year

unrestricted cash means all cash and cash equivalents other than restricted cash



Other Information

For the year ended 30 June 2020

Note 1 Basis of Preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2014*.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from Council information systems or from third parties (e.g. Australian Bureau of Statistics).

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by Council's Strategic Resource Plan. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.



Certification of performance statement

For the year ended 30 June 2020

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2014*.

Damian Hogan CPA
Principal Accounting Officer

Melbourne
7 September 2020

In our opinion, the accompanying performance statement of the Darebin City Council for the year ended 30 June 2020 presents fairly the results of Council's performance in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2014*.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify this performance statement in its final form.

Susan Rennie
Councillor

Kim Le Cerf
Councillor

Sue Wilkinson
Chief Executive Officer

Melbourne
7 September 2020



Independent Auditor's Report

For the year ended 30 June 2020



Independent Auditor's Report

To the Councillors of Darebin City Council

Opinion	<p>I have audited the accompanying performance statement of Darebin City Council (the council) which comprises the:</p> <ul style="list-style-type: none">• description of municipality for the year ended 30 June 2020• sustainable capacity indicators for the year ended 30 June 2020• service performance indicators for the year ended 30 June 2020• financial performance indicators for the year ended 30 June 2020• other information and• certification of performance statement. <p>In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2020 in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria and have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the performance statement	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>
Auditor's responsibilities for the audit of the performance statement	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists.</p>

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Independent Auditor's Report

For the year ended 30 June 2020

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
17 September 2020

Sanchu Chummar

as delegate for the Auditor-General of Victoria



Glossary of financial terms

Term	Definition
Accrual accounting	System of accounting where items are brought to account and included in the financial statements as they are earned or incurred, rather than as they are received or paid.
Accumulated surplus	The value of all net assets accumulated over time.
AIFRS	Australian equivalents to International Financial Reporting Standards.
Assets	Future economic benefits controlled by Council as a result of past transactions or other past events.
Bad and doubtful debts expenditure	Bad debts written off and the movement in the bad debt provision for infringement debtors and sundry debtors.
Balance sheet	A quantitative summary of Council's financial position at 30 June, including assets, liabilities and net equity.
Cash and cash equivalents assets	Cash and investments readily convertible to cash, including cash on hand, cash held in the bank, deposits at call and highly liquid investments.
Contributions income	Contributions received by Council are received for the purpose of providing and improving public open space, provision/improvement of the drainage system and in relation to specific projects.
Current assets	Assets where Council expects to receive the future economic benefit within the next 12 months.
Current liabilities	Liabilities where Council expects to fulfil its obligation within the next 12 months and Council does not have an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.
Depreciation and amortisation expenditure	An expense that recognises the value of a fixed asset consumed over time.
Employee costs	Relates to wages and salaries, casual staff payments, annual leave, long service leave, superannuation, fringe benefits tax, WorkCover and redundancy payments.
Equity	The residual interest in Council assets after its liabilities are deducted, which is made up of accumulated surplus and reserves. Total equity is also equal to net assets.
Expense	An outgoing payment made by Council.
Finance costs	Interest paid on borrowings.
Financial assets	Cash held in term deposits.
Fixed assets	See property, infrastructure, plant and equipment assets.
Grants – non-recurrent income	Grant income received for a 'one off' specific purpose, generally for a particular project.
Grants – recurrent income	Grant income received on a regular basis (i.e. quarterly, annually) and granted to Council by another entity for specific or general purposes.



Term	Definition
Comprehensive Income Statement	A financial statement highlighting the accounting surplus or deficit of Council. It provides an indication of whether Council has sufficient revenue to meet expenses in the current year, including non-cash costs such as depreciation and amortisation expenditure. It also includes other comprehensive income items such as net asset revaluation increments (decrements) and a share of other comprehensive income of associates and joint ventures accounted for by the equity method to arrive at a 'comprehensive result'. The comprehensive result equates to the movement in net assets or total equity from the prior year.
Intangible assets	Non-current assets held by Council that are not material assets (such as computer software and licences).
Interest and investment income	Includes interest earned on all cash and investment balances, interest earned on rates and unrealised gains on managed fund investments.
Interest bearing loans and borrowings	Council's borrowings.
Inventories	Includes fuel and consumables located at Council's depot and recreation centres.
Investment property assets	Land or buildings held to earn rentals or for capital appreciation or both, rather than for providing services or for administrative purposes.
Investments in associates accounted for using the equity method	Council's share of the carrying value of its investment in its joint venture partnerships.
Liabilities	Future sacrifices of economic benefits that Council is presently obliged to make to other entities as a result of past transactions or other past events.
Materials and services expenditure	Expenditure incurred in relation to contract payments and trade services, building maintenance, general maintenance, plant and equipment maintenance, utilities, consultants, office and administration, insurance, registration and the Metropolitan Fire Brigade levy, financial and legal costs and information technology costs.
Movement in equity for the period	The net movement in the net surplus (deficit) and asset revaluation increments (decrements). This is also equal to the change in net assets.
Net asset revaluation increment (decrement)	This represents the increase (decrease) between the old valuation and new valuation of property and infrastructure asset classes that were revalued during the year.
Net assets	The difference between total assets and total liabilities, which represents Council's net worth. Net assets are also equal to total equity.
Net gain (loss) on disposal of property, plant and equipment, infrastructure	The net of income received in relation to the sale of assets and the carrying amount of assets sold, replaced or disposed of during the year.



Glossary of financial terms

Term	Definition
Non-current assets	Assets where the future economic benefit is not expected to be received within the next 12 months or where the asset is restricted from being exchanged or used to settle a liability for at least 12 months after the reporting date.
Non-current assets classified as held for sale	Non-current assets that Council intends to sell within the next 12 months.
Non-current liabilities	Liabilities where the obligation is not expected to be fulfilled within the next 12 months or where Council has a right to defer settlement of the liability for at least 12 months after the reporting date.
Other expenses	Includes auditors' remuneration, Councillors' allowances, operating lease rentals, impairment losses, community grants and contributions, training and professional development expenditure, contract settlement expenditure and expenditure incurred in relation to special rate schemes.
Other revenue income	Income received from investment property rental, other rental income, net assets recognised in new entity, waste management, craft markets, local laws and animal management, National Competition Policy dividend, product sales, right-of-way sales, town halls, transport and other sources.
Infringement Court	Refers to Penalty Enforcement by Registration of Infringement Notice - a system established under Schedule 7 of the <i>Magistrates Court Act 1989 (Vic)</i> to deal with unpaid fines.
Prepaid income	Income received by Council in advance of services being performed. This includes prepaid gym memberships at Council's recreation centres.
Prepayments	Payments made by Council in advance of receiving the goods or services.
Property, infrastructure, plant and equipment assets	Often referred to as fixed assets. This is the largest component of Council's asset base or worth and represents the value of all land, buildings, roads, footpaths, drains, bridges, vehicles, plant and equipment and so on that are recorded on Council's asset register.
Provisions	Includes accrued long service leave, annual leave and rostered days off owing to employees at the reporting date.
Rate and charges income	Income received from ratepayers in relation to general rates, garbage rates and special rate schemes.
Reserves	Includes the asset revaluation reserve and the drainage contributions reserve. The asset revaluation reserve includes the net revaluation increments and decrements arising from revaluing fixed assets in accordance with AASB 1041 Revaluation of Non-Current Assets. The drainage contributions reserve includes non-refundable contributions sought from developers to upgrade drainage as a result of development in the municipality.
Revenue	Revenue is the amount of money that Council actually receives from its activities, mostly from rates and services provided to customers and ratepayers.



Term	Definition
Right-of-way	Former laneway no longer required for access to surrounding properties.
Share of net profits (losses) of associates and joint ventures accounted for by the equity method	Council's share of the net profit/loss recognised in its joint venture partnerships.
Statutory fees and fines income	Includes parking infringements and costs, infringement court recoveries, town planning fees, land information certificates and trader parking and street furniture permits.
Surplus (deficit)	Represents the difference between total revenues, expenses, net gain (loss) on disposal of property, plant and equipment, infrastructure and share of net profits (losses) of associates and joint ventures accounted for by the equity method.
Trade and other payables	Monies owed by Council to other entities/individuals.
Trade and other receivables	Monies owed to Council by ratepayers and other parties less provisions for doubtful debts.
Trust funds and deposits	Monies received by Council for a specific purpose, which are to be refunded upon a specific event occurring (e.g. Council assets are not damaged). If that specific event does not occur, Council is entitled to recognise these monies as income.
Underlying operating surplus/(deficit)	Represents the surplus/(deficit) after adjusting for capital contributions including donated assets, the timing differences of grant funding and once-off items, such as superannuation funding calls.
User fees	Income received by Council from a variety of fees and charges such as aged and health services fees, animal and local law fines and registrations, building permits and other charges, child care/children's program fees, debt collection recovery charges, election fines, parking meter fees, ticket machine fees, leisure centre and recreation fees, library fines and other charges and tow-away charges.



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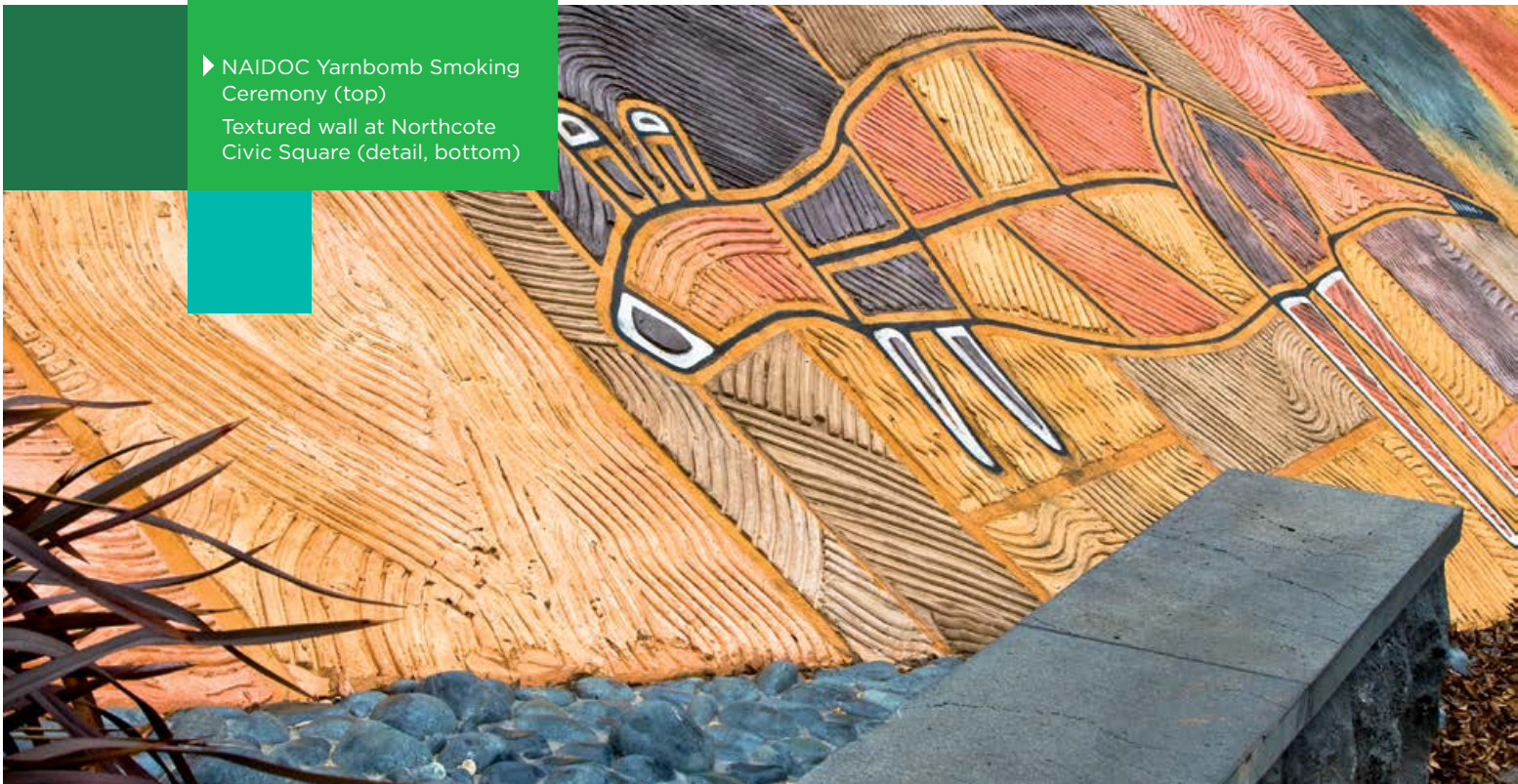
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▶ NAIDOC Yarnbomb Smoking Ceremony (top)
Textured wall at Northcote Civic Square (detail, bottom)





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Feedback details

We would love to hear your feedback about this report. Comments, concerns or suggestions should be addressed to the Planning and Reporting Unit.

Council Customer Service Centres

Preston Customer Service Centre
Darebin Civic Centre
274 Gower Street, Preston
Hours: 8.30am–5pm Monday to Friday

Northcote Customer Service Centre
Northcote Library Complex
32–38 Separation Street, Northcote
Hours: 8.30am–5pm Monday to Friday

Reservoir Customer Service Centre
Community and Learning Centre
23 Edwardes Street, Reservoir
Hours: 10am–5pm Monday to Friday

Please note that, during COVID-19 restrictions, customer service centres may be closed to walk-ins; however, the call centre remains open from 8.30am–5pm each day, and you can contact us on 8470 8888 or send us a message via email: mailbox@darebin.vic.gov.au



English

This report contains a summary of the performance of Darebin City Council over the financial year.

Arabic

يُتضمن هذا التقرير ملخصاً لأداء مجلس مدينة داربين خلال السنة المالية.

Chinese

本报告包含戴瑞宾市议会整个财政年度的绩效概要。

Greek

Η παρούσα έκθεση περιέχει περίληψη της απόδοσης του Δήμου Darebin για το οικονομικό έτος.

Hindi

इस रिपोर्ट में वित्तीय वर्ष के दौरान Darebin सिटी काउंसिल के प्रदर्शन का सारांश दिया गया है।

Italian

Questa relazione contiene un resoconto della performance del Comune della City di Darebin nel corso dell'anno finanziario.

Macedonian

Ovoј извештај содржи краток преглед на сработеното од страна на Општината на Даребин во текот на финансиската година.

Nepali

यस प्रतिवेदनमा यस आर्थिक वर्षमा डारेबिनका नगर परिषद्को कार्यसम्पादनको सारांश समावेश छ।

Punjabi

ਇਸ ਰਿਪੋਰਟ ਵਿੱਚ ਪੂਰੇ ਵਿੱਤੀ ਸਾਲ ਦੌਰਾਨ ਡਰਬਿਨ ਸਿਟੀ ਕੌਂਸਲ ਦੇ ਪ੍ਰਦਰਸ਼ਨ ਦਾ ਸਾਰ ਸ਼ਾਮਲ ਹੈ।

Spanish

Este informe contiene un resumen del desempeño del Concejo Municipal de la ciudad de Darebin durante el año fiscal.

Somali

Warbixintaani waxay ka kooban tahay waxqabad kooban oo Golaha Degmada Darebin ee sanad dhaqaalaadka.

Urdu

اس رپورٹ میں ڈیرین (Darebin) سٹی کاؤنسل کی مالی سال کے دوران کارکردگی کا خلاصہ شامل ہے۔

Vietnamese

Bản báo cáo này có phần tóm tắt thành tích của Hội đồng Thành phố Darebin trong năm tài chính.

This report contains a summary of the performance of Darebin City Council over the 2019–2020 financial year. If you would like a section of this report translated, please call our Multilingual Telephone Line (03) 8470 8470.

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If you are deaf, or have a hearing or speech impairment, contact us through the National Relay Service.



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