

# City of Darebin

## Annual Report 2015/2016



# Our vision

Darebin, the place to live

# Our mission

Working with our diverse community  
to build a sustainable and liveable city



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# 2015/2016 Highlights

For more details about our performance in 2015/2016 go to the Performance section of this report, which starts on page 53. You can read the Council Plan 2013-2017 on our website [www.darebin.vic.gov.au/CouncilPlan](http://www.darebin.vic.gov.au/CouncilPlan)

## GOAL 1

### A VIBRANT CITY AND INNOVATIVE ECONOMY (PAGES 56-63)



#### HIGHLIGHTS

- We hosted 43 business events that were attended by 2,177 people.
- The Ruthven Community Pavilion was completed and officially launched on 6 April 2016.
- Successfully advocated for the retention of trees and widening of the shared path as part of Melbourne Water's water main upgrade along St Georges Road.

#### RESULTS

- % of bins collected on the scheduled day  
**Target: >99%**  
**Result: 99.9%**
- % of Capital Works Projects completed by the end of each financial year  
**Target: >90%**  
**Result: 92%**

#### LOOKING AHEAD

- Four large State Government projects will be proceeding in Darebin. Three Railway Crossing Grade Separations will greatly improve transport, and planning will continue for the Chandler Highway Bridge Widening, which will improve access for all users including public transport, cyclists and pedestrians.
- We will make planning information and services easier to access online.

## GOAL 2

### A HEALTHY AND CONNECTED COMMUNITY (PAGES 64-77)



#### HIGHLIGHTS

- 5,097 (92.6%) children aged five years and younger were immunised. 3,167 secondary students were vaccinated.
- As part of our Capital Works Program sportsfield lighting systems were installed at AH Capp Reserve and WH Robinson Reserve, and the Ruthven Community Pavilion was completed.
- Get Active in Darebin, which offers a range of free community-based exercise sessions and

low-cost social sport opportunities, grew 150 per cent in 2015/2016.

#### RESULTS

- % of Library Budget allocated to Languages Other Than English (LOTE) resources  
**Target: 20%**  
**Result: 23%**
- % of survey respondents who were satisfied with our services for families  
**Target: >49%**  
**Result: 86.2%**

#### LOOKING AHEAD

- A Multi-Sports Stadium will be constructed at John Cain Memorial Park. This is an exciting project that provides much-needed facilities to encourage the participation of women and girls in sport.
- Supporting people in our community who are under 65 years of age and eligible for the National Disability Insurance Scheme (NDIS) will be key in 2016/2017.

## GOAL 3

### SUSTAINABLE AND RESILIENT NEIGHBOURHOODS (PAGES 78-89)



#### HIGHLIGHTS

- Almost 1,400 trees were planted in streets across Darebin. An additional 300 trees were planted in parks as part of the Urban Forest Strategy. More than 3,000 trees were given to residents and community groups.
- The three-year Energy Efficient Street Lighting Project was completed in 2015/2016. 9,440 lights were upgraded, which reduced annual costs by more than \$550,000 and greenhouse emissions by 3,800 tonnes per year.

- We launched the second Solar Saver Program and expanded it to include not-for-profit organisations, low income rental properties and community organisations.

#### RESULTS

- Increase length of bike and shared paths to improve cycling and pedestrian facilities  
**Target: 26.3km**  
**Result: 30.1km**
- % of community survey respondents who were satisfied with our

maintenance of parks, reserves and open spaces

**Target: >75%**  
**Result: 88.5%**

#### LOOKING AHEAD

- We will be reviewing the Edwardes Lake Park Master Plan and the opportunities it presents for the long-term development and care of this significant site.
- Our Climate Change Action Plan targets, actions and community outcomes will be reviewed in the coming year.

**GOAL 4**  
**A THRIVING AND CREATIVE CULTURE**  
**(PAGES 90-95)**



**HIGHLIGHTS**

- *Separation Street* presented at Northcote Town Hall by Polyglot Theatre won the 2015 Green Room Award for Innovation in Contemporary Performance for Young People.
- Aboriginal arts featured strongly in 2015/2016. We presented *Hot Brown Honey*, Ilbjerri's *Which Way Home*, and the Next Wave Festival.
- Capital improvements to the Darebin Arts and Entertainment Centre included new projection

systems, audio desk upgrades, installation of LED lighting in the car park, new carpet, and painting the theatre.

**RESULTS**

Number of attendees at arts and cultural venue-based events

Target: 116,000 by 2015  
**Result: 163,459** ✓

% of community survey respondents who were satisfied with our arts and cultural activities

Target: >75%  
**Result: 95.9%** ✓

**LOOKING AHEAD**

- An Arts Precinct Coordinator will be appointed as the first step towards a long-term strategic and planned approach to arts precincts in Darebin.
- The catalogue of the Darebin indoor and outdoor art collection will be digitised to provide full access to our community and increase awareness of and engagement with these important items.

**GOAL 5**  
**EXCELLENT SERVICE**  
**(PAGES 96-104)**



**HIGHLIGHTS**

- A Customer Service Model Review was completed to highlight strengths and opportunities for improvement.
- Responded to recommendation of the Victorian Ombudsman to develop Darebin Complaint Handling Framework and Policy.
- Improved public question time by enabling attendees to submit questions directly to Councillors at Council Meetings via a tablet device.

**RESULTS**

Telephone enquiries to customer service resolved at the first point of contact

Target: 75%  
**Result: 87.4%** ✓

Our continuous improvement approach to Workplace Health and Safety resulted in a 29% reduction of the 2015/2016 WorkCover Premium. ★

**LOOKING AHEAD**

- We are working on even more ways for our community to contact and engage with us and we are continually seeking to improve our online options.
- An online interactive budget simulator will be introduced to enable Darebin ratepayers to provide input during the development phase of the 2017/2018 budget and provide feedback on the level of funding that should be allocated to the delivery of services.

**GOAL 6**  
**OPEN AND ACCOUNTABLE DEMOCRACY**  
**(PAGES 105-115)**



**HIGHLIGHTS**

- A customised Mapping Inspections Compliance System improved the productivity of Local Laws staff when performing fire hazard inspections. The number of property inspections increased from 800 in 2014/2015 to 1,300 in 2015/2016.
- Introduction of an iPad kiosk at Bundoora Farm enabled continuous monitoring and improvement of customer experience.
- Received a Silver Award from the Australasian

Reporting Awards for our 2014/2015 Annual Report.

**RESULTS**

% of community survey respondents who were satisfied with our campaigning on behalf of the community

Target: >75%  
**Result: 83.1%** ✓

% of community survey respondents who were satisfied with our communication

Target: >75%  
**Result: 85.5%** ✓

**LOOKING AHEAD**

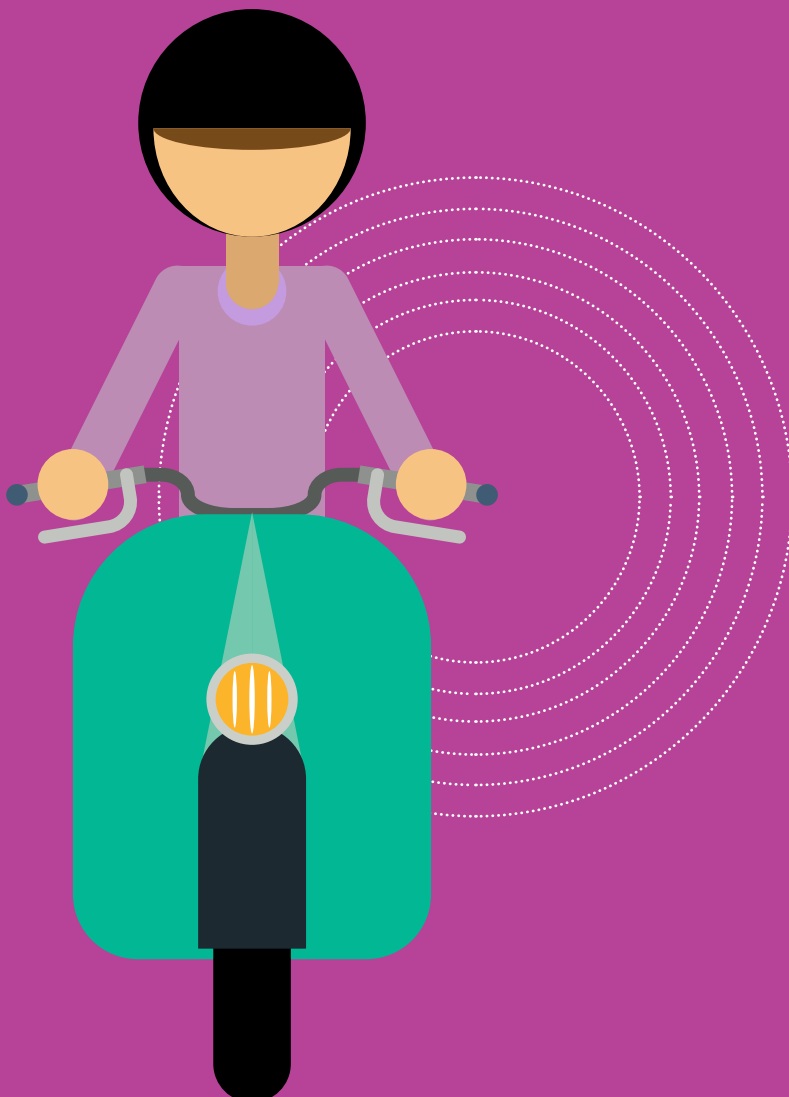
- We will be improving computer facilities to provide residents with more online and self-service options.
- Together with our new Councillors we will be developing the Council Plan 2017-2021 to set priorities and directions for the next four years.



# 1. Introduction

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# Welcome

We are proud to present the City of Darebin Annual Report 2015/2016. The Annual Report presents a snapshot of how we served our community and how we performed in the 2015/2016 financial year. We hope you find it informative and useful.

## Acknowledgement of Darebin's Aboriginal and Torres Strait Islander Community

Darebin City Council acknowledges the Wurundjeri people and the Kulin Nations as the traditional landowners and the historical and contemporary custodians of the land on which the city of Darebin and surrounding municipalities are located.

## Darebin's Diversity Statement

The City of Darebin is home to people of diverse races, ethnicities, faiths and beliefs, abilities, talents and aspirations, sexualities, sex and gender identities, ages, occupations, incomes and lifestyles.

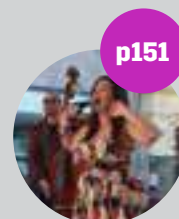
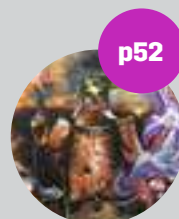
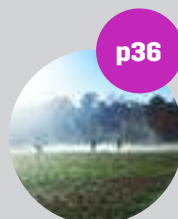
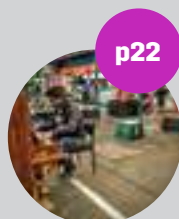
Darebin City Council acknowledges the history and contributions of the various communities, migrants and refugees that have settled in the municipality and made it their home. Their endeavours have enriched the economic, social, cultural, artistic, community and civic character of the city and created a cosmopolitan locality where variety and difference are welcomed and encouraged.

### My favourite place in Darebin

This year we ran an online competition asking people to share photos of their favourite places in Darebin. Entries were submitted via Facebook, Instagram and Twitter under our #discoverdarebin hashtag. The winning photos are included throughout the Annual Report.

The competition was a fantastic way to interact and engage with our local community and others who work, study and shop in Darebin. We also ran a version of the competition for our employees and received some fantastic entries.

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# The purpose of the Annual Report

The Annual Report reviews our strategic, operational and financial performance for the financial year 1 July 2015 to 30 June 2016. It is an important document that tells our community how we performed and whether we did what we promised we would. This report compares our achievements with our strategic objectives and the goals we set out in our Council Plan 2013-2017.

[www.darebin.vic.gov.au/CouncilPlan](http://www.darebin.vic.gov.au/CouncilPlan) 

Along with keeping Darebin's residents and ratepayers up-to-date, this report provides important information to our stakeholders including local businesses, non-government organisations, our partners, and other government departments and agencies. It also provides valuable feedback to our staff so they can see how their efforts are helping us to meet our goals.

The Annual Report also provides specific information that the Victorian Government requires.

## How to read this report

There is a lot of technical information in this report. We have put summaries of the facts and figures towards the front of the report and placed more detailed information, such as the financial and statutory reports, towards the back. The summaries give you an overview and if you would like to know more you can follow the links to other sections of the report and to our website.

**The year in review (page 12)** gives a general overview of 2015/2016 and includes messages from our Mayor and the Chief Executive. You will also find summaries of our services, our achievements, sustainability, and a calendar of events.

**Our city (page 26)** has information about the City of Darebin, introduces our Councillors and gives an overview of how local government works.

**Our people (page 37)** tells the story of our organisation and the people who lead it. It also has information about our employees and workplace culture, and acknowledgement of the work done by our fantastic volunteers.

**Our performance (page 53)** is where you can find out how we performed against the goals set out in our Council Plan 2013-2017. You can also read about the technology we are using, our diversity, our environmental work, and the different ways we interacted with our community.

**Corporate information and governance (page 116)** 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 152)** contains the audited performance and financial statements that we are required by law to provide.

The Annual Report 2015/2016 was prepared in accordance with all the statutory requirements of the *Local Government Act 1989* and its associated regulations.





Grand  
prize  
winner!

MY FAVOURITE PLACE IN DAREBIN IS...

*We love exploring Leamington  
Wetlands looking for ducks  
and frogs.*

PHOTO BY CHOOKTOPIA












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# Our stakeholders

We have a diverse range of stakeholders and we engage with them in many ways to understand and respond to their views on the issues that are most important to them.

In the table below, we identify our stakeholders, why they are important to us, why we are important to them, and the ways we engage with them.

STAKEHOLDERS	THEY ARE IMPORTANT TO US BECAUSE THEY...
<p>COMMUNITY GROUPS AND VOLUNTEERS</p> 	<ul style="list-style-type: none"> <li>&gt; connect us with our community; encourage community participation; help with planning and advocacy; and contribute to the development of strategies, policies and programs.</li> </ul>
<p>GOVERNMENT – STATE, FEDERAL AND OTHER COUNCILS</p> 	<ul style="list-style-type: none"> <li>&gt; provide resources, guidance, legislation and regulations, support, partnerships, networks, and economies of scale.</li> </ul>
<p>RATEPAYERS</p> 	<ul style="list-style-type: none"> <li>&gt; provide funding for local services and infrastructure; give feedback about local issues; guide our values; use the services we provide.</li> </ul>
<p>RESIDENTS</p> 	<ul style="list-style-type: none"> <li>&gt; give feedback about local services and infrastructure; guide our values; use the services we provide; and give feedback on the most important issues to them.</li> </ul>
<p>LOCAL BUSINESSES</p> 	<ul style="list-style-type: none"> <li>&gt; invigorate the local economy and create jobs.</li> </ul>
<p>VISITORS TO DAREBIN</p> 	<ul style="list-style-type: none"> <li>&gt; invigorate the local economy by visiting, shopping and studying in Darebin.</li> </ul>
<p>SUPPLIERS</p> 	<ul style="list-style-type: none"> <li>&gt; provide goods and services.</li> </ul>
<p>MEDIA</p> 	<ul style="list-style-type: none"> <li>&gt; help us to communicate with our community and raise awareness of services, facilities and events.</li> </ul>
<p>CUSTOMERS</p> 	<ul style="list-style-type: none"> <li>&gt; use our services and facilities and provide feedback for improvement.</li> </ul>
<p>PARTNERS</p> 	<ul style="list-style-type: none"> <li>&gt; share their knowledge, innovation, experience and resources and allow for economies of scale.</li> </ul>
<p>EMPLOYEES AND THEIR REPRESENTATIVES</p> 	<ul style="list-style-type: none"> <li>&gt; are crucial to our delivery of services and bring experience and knowledge to the organisation.</li> </ul>

COUNCIL



Turn to page 112 for more information about how we consulted and engaged with our stakeholders in 2015/2016.

## WE ARE IMPORTANT TO THEM BECAUSE WE...

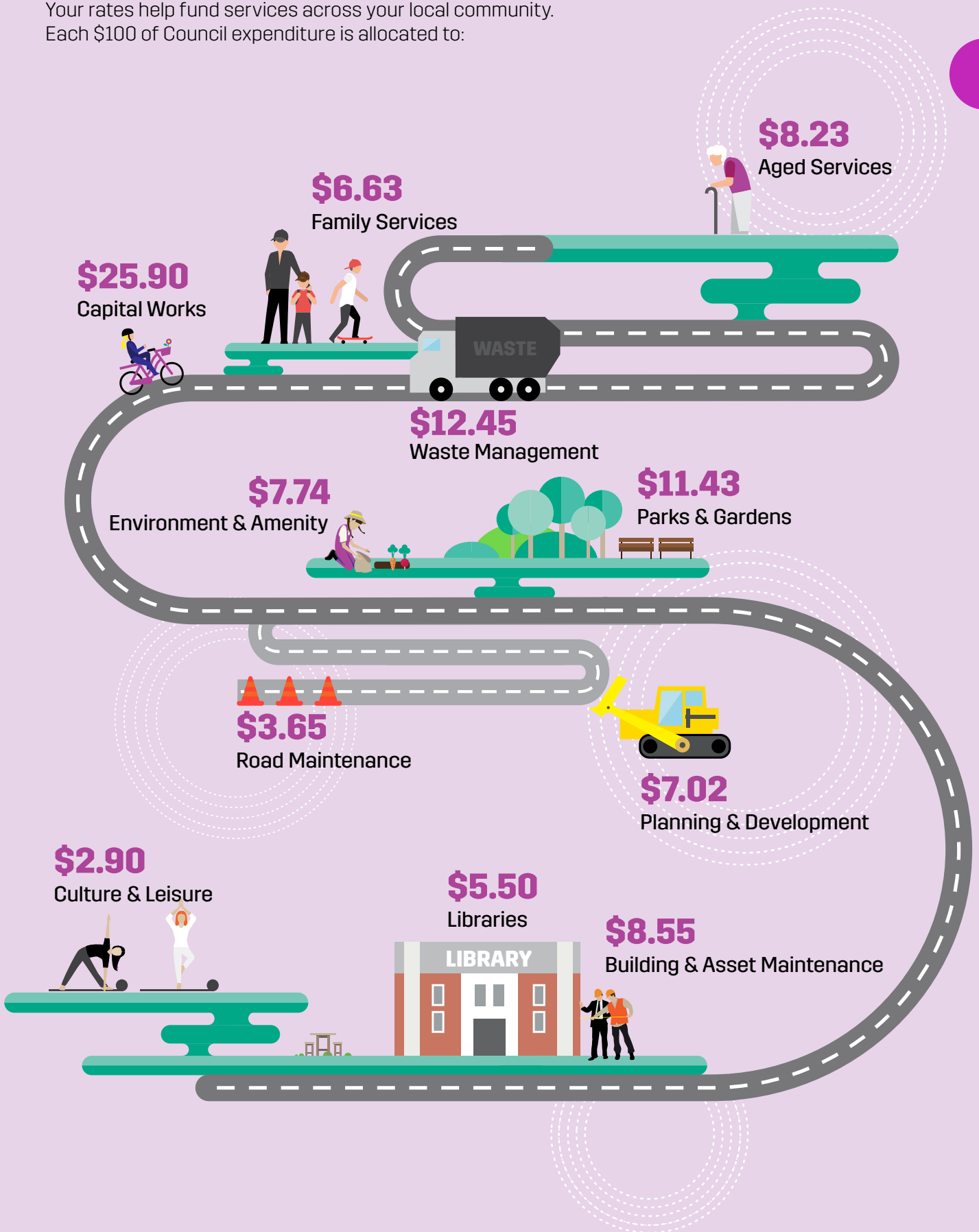
- > provide support and resources; develop services, strategies, policies and programs in response to advice; build social inclusion and environmental sustainability; and enhance the wellbeing of Darebin residents.
- > provide local services; drive local economic growth; reduce unemployment; create networks; stimulate tourism; and provide local data and information.
- > provide services and infrastructure; encourage local economic growth; consult widely to find out what is most important to them.
- > provide services, infrastructure, leadership and representation; encourage local economic growth and links to local jobs; and welcome and encourage diversity.
- > support job creation; encourage new businesses; run development and education sessions; host networking events; and issue permits.
- > provide good quality products, services and facilities.
- > purchase their goods and services.
- > provide local data and information.
- > provide services and facilities and host events.
- > provide leadership; share knowledge, innovation, experience and resources; and create local jobs.
- > provide a challenging and rewarding work environment; training; career progression; equal opportunity employment; and work/life balance.

## WE ENGAGE WITH THIS GROUP VIA...

- > advisory committees and reference groups; workshops; community meetings; forums; face-to-face meetings; and online.
- > formal legislative reporting; partnerships; meetings; briefings; networking events; and correspondence.
- > rates notices; community forums; publications; our website; the Annual Report; mail-outs; consultation sessions; customer service centres; face-to-face meetings; and telephone.
- > forums; community surveys; our website; publications; social media; the Annual Report; mail-outs; consultation sessions; customer service centres; and door-to-door interviews.
- > our Business Development Unit; our business incubator; trade associations; consultation sessions; networking events; surveys; and face-to-face meetings.
- > events; publications; and our website.
- > contract management; face-to-face visits; public notices; networking groups; and our online tender and quotation process.
- > press releases; briefings; interviews; social media; Council meetings and briefings with Cultural and Linguistically Diverse (CALD) media.
- > customer surveys; face-to-face customer service; our website; publications; and our telephone call centre.
- > networking; meetings; and contract management.
- > newsletters; staff intranet; email; meetings; surveys; performance reviews; events, and meetings with union representatives.

# A summary of how we spent your rates in 2015/2016

Your rates help fund services across your local community. Each \$100 of Council expenditure is allocated to:





# 2015/2016 Financial Summary

Darebin is a place where the community's present needs are met without compromising the needs of future generations. Our community expects and deserves an efficient and productive administration that can deliver excellent service and value for money. We must deliver the basics well and ensure that all of our diverse community has access to, and inclusion in, high-quality and excellent services.

We must also demonstrate social inclusion, fairness and equity in the way revenue is raised and allocated to the services we deliver and to the community infrastructure of which we are custodians.

## Revenue

\$161.35 million

## Expenses

\$141.29 million

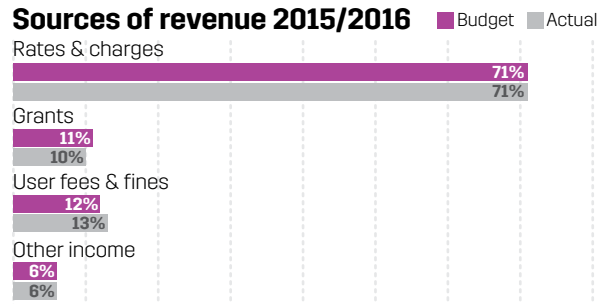
## Surplus

\$20.06 million

## In brief

- \$161.35 million revenue with 71 per cent coming from rates and charges.
- \$141.29 million expenditure with 54 per cent attributable to employee costs and 32 per cent for materials and services.
- \$20.06 million surplus, which includes the reversal of the recognition of Council's obligation under the previous Darebin Development Contributions Plan of \$6.49 million, which was first recognised in 2014/2015.
- \$1.22 billion infrastructure, property, plant and equipment, comprising community facilities and infrastructure.
- \$64.61 million holdings of cash and other financial assets, which is \$13.70 million more than last year.

## Sources of revenue 2015/2016



## Operating result

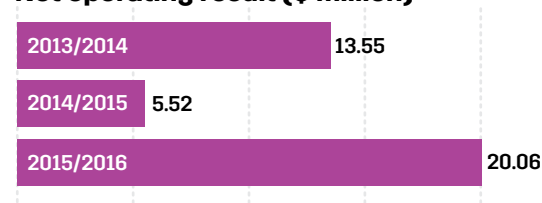
The operating result is an important figure used to assess our financial performance. It is calculated by deducting the total expenses for the year from total revenues. While we are a not-for-profit organisation, we should nonetheless generate a surplus to ensure future financial sustainability.

For the year ended 30 June 2016, we achieved an operating surplus of \$20.06 million, which was a \$14.54 million increase from the 2014/2015 result. The major contributing factor to the increase in the operating surplus was the reversal of the recognition of our obligation under the previous Darebin Development Contributions Plan of \$6.49 million, which was first recognised in 2014/2015.

The information provided within Note 36 – Related Party Transactions, point (ii) Remuneration of Responsible Persons. Note: Effective from 12 May 2016, the Chief Executive Officer, Mr Rasiah Dev's, Total Remuneration Package (TRP) is calculated at \$358,000.

This information relates to the Financial Statements contained in the Annual Financial Report, which starts on page 152.

## Net operating result (\$ million)



# Major projects

## Darebin Road Resurfacing Program

Transport is one of the major priorities of our community and the Darebin Road Resurfacing Program ensures that our local roads stay in good condition. This is of benefit to adjacent properties and the travelling public but is also good road management practice. The Program generally provides a new surface of between 50 to 100 sections of road each year, at a cost of approximately \$2.50 million.

Road resurfacing is a complex project as we often need to reconstruct sections of kerb and channel, patch sinking or failed areas of road, modify pits and drains, and adjust water authority valves prior to the surface being laid.

This project has been extremely successful over the past few years. The use of a new type of asphalt resulted in thinner layers that provide significantly better value for money and a more durable surface. It also produces a quieter ride for vehicles that is quite noticeable for motorists.

Total Investment	Darebin Contribution
\$2,374,000	\$2,374,000

## Scott Grove Bridge Replacement

The footbridge in Scott Grove, Kingsbury, was replaced in 2015/2016. The laminated timber bridge had reached the end of its useful life and was replaced with a galvanised steel footbridge. Construction was completed during the autumn months. The bridge now reinforces the connection between Scott Grove on the east side of Darebin Creek and Winter Crescent to the west. It is also provides a valuable link within the Darebin Creek Trail.

Total Investment	Darebin Contribution
\$374,000	\$374,000



The multi-purpose Ruthven Community Pavilion was officially opened on 6 April 2016.

## Ruthven Community Pavilion

The Ruthven Community Pavilion is a new multi-purpose facility for use both as a sports pavilion and community space. The Pavilion is located at the WR Ruthven VC Reserve in East Preston.

The 500 square metre contemporary designed building includes many environmentally sustainable and accessible design features. Sporting clubs have access to modern change rooms, large multi-use community spaces and kitchen facilities that can be shared with community groups. Patrons can view in comfort the oval and surrounds from the community room or the large undercover area. The opportunity to include flexible community spaces in Council facilities was a key design feature.

Total Investment	Darebin Contribution
\$2,300,000	\$2,300,000



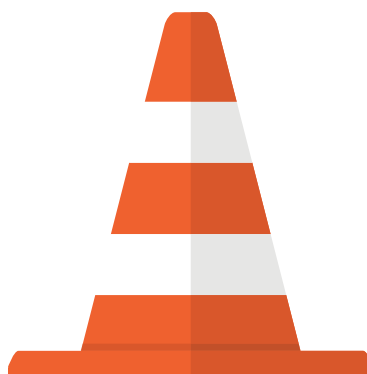
Members of the Darebin Falcons (Darebin Women's Sports Club) under the new lights at AH Capp Reserve.

### Sportsfield Lighting Program

The Darebin Leisure Strategy Action Plan 2015-2020 includes a Success Measure of continuing to improve the functionality, flexibility and accessibility of sporting and recreational infrastructure in Darebin. To meet that imperative, a target of completing a minimum of two sportsfield lighting projects is set for each year.

The installations at the sportsfields at AH Capp Reserve and the WH Robinson Reserve, both in Halwyn Crescent, Preston, were completed in 2015/2016.

<b>Total Investment</b>	<b>Darebin Contribution</b>
<b>\$419,750</b>	<b>\$309,750</b>
<b>Sport and Recreation Victoria</b>	
<b>\$100,000</b>	
<b>Darebin Women's Sports Club Contribution</b>	
<b>\$10,000</b>	

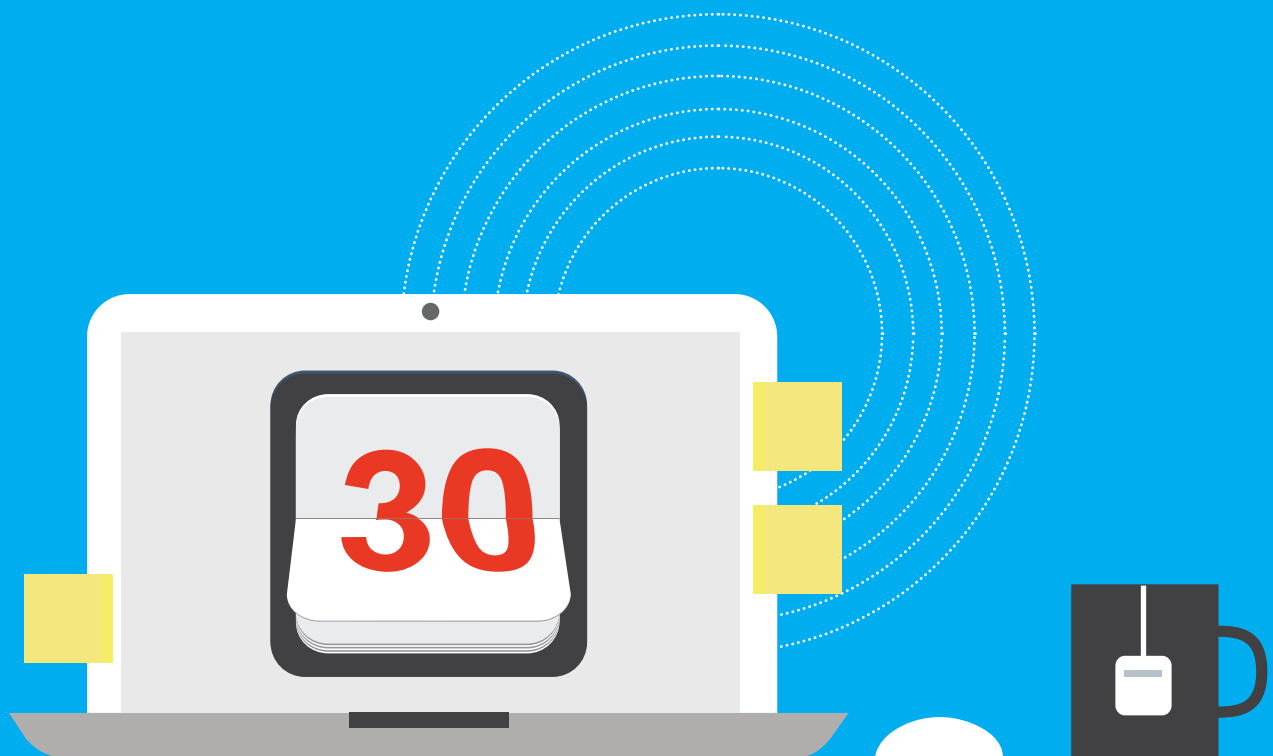




# 2. The year in review

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# Charter of good governance

Darebin's Charter of Good Governance tells the community what it can expect from us in the way we govern the city. The Charter outlines six principles of good governance that are central to the way we do business. The principles (outlined below) are embedded in the culture of our organisation and are evident within all the services and leadership we provide to our community.

## Transparency

Information relating to Council decisions and actions is freely available, easily understood and accessible, especially to those who are most affected by such decisions, and is respectful of privacy principles.

## Accountability

Council takes responsibility for the outcomes of the decisions it makes and actions it takes.

## Equity and inclusion

Council's actions and decision-making are proactively responsive to and inclusive of Darebin's diverse community needs and aspirations. Council's services and resources are equitably distributed and accessed by those that need them the most.

## Effectiveness and efficiency

Council plans and delivers services that achieve their intended outcomes, are sustainable and make the most of available resources.

## Community engagement

Council meaningfully involves the community in its decision-making processes and in shaping the future vision and aspirations of the city.

## Ethical decision making

Decisions made by Council are based on clearly defined rules and regulations, with consideration of community impact and feedback and in the best interest of Darebin community.

### 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.

### Collaboration

Working together to improve partnerships and services across Council and for the community.

### Accountability

Taking responsibility for our actions when carrying out our duties for Council, consistently providing efficient and effective services and protecting public resources.

### Respect

Through open communication we take care of our peers, our community, assets and the environment.

### Integrity

We act consistently, fairly and do what we say we will do.

# Message from the Mayor



MY FAVOURITE PLACE IN DAREBIN IS...

*Preston Oval – the home of the Northern Blues. I have a long connection with this sporting ground as I used to play here for Preston’s VFA team in the 80s.*

#discoverdarebin



I am pleased to present the 2015/2016 City of Darebin Annual Report. I have served 18 years on Council and three terms as Mayor and I am proud of our many achievements and the way that Darebin is working to meet current needs while preparing for the future.

### The role of Council

Council plays a significant role in the Darebin community. We provide essential services and infrastructure, take the lead on a broad range of issues including sustainability and equality, offer support to local businesses, and reach out to some of the more vulnerable groups in our community, such as the aged, youth, and refugees who have come to Darebin to make a new start.

This year I had the opportunity to attend eight citizenship ceremonies and confer citizenship on 828 residents. We embrace

the diversity of our community in Darebin and welcome people from all cultures and backgrounds.

### Employment in Darebin

We continue to focus on creating a vibrant, thriving local economy that encourages people to live, work, study and play here. In 2015/2016 we hosted 43 business events that were attended by more than 2,000 people. We also secured high speed internet for Darebin businesses while advocating for the early implementation of the NBN. We are serious about nurturing a business environment that encourages innovation, job creation and employment.

Our award-winning Active Spaces Program provides a range of creative business options in vacant shops and properties, encouraging short-term occupancy, which leads to long-term leases. It brings people and activity to properties that may have been vacant for a long time and invigorates



the economy in those areas. Active Spaces launched five businesses in 2015/2016. Since the start of the Program four years ago, Active Spaces has generated over \$300,000 in rent and created more than 100 jobs.

### Major projects

We achieved great success with a number of major projects that were completed in 2015/2016. I was thrilled to attend the opening of the redeveloped Ruthven Community Pavilion in April this year, along with the Honourable Robin Scott, Member for Preston, officials from local sporting clubs, and Darebin RSL representatives. Sporting and community facilities are integrated in the Pavilion, which features modern change rooms, a large multi-use community space, and new kitchen facilities.

As part of our Capital Works Program, sportsfield lighting systems were installed at AH Capp Reserve and WH Robinson Reserve. The Darebin Women's Sports Club, Sport and Recreation Victoria and Darebin Council contributed funding for this project, which greatly improves the facilities at AH Capp and WH Robinson Reserves and encourages women and girls' participation in sports. Sport is crucial to the health of our community and providing greater access to sport for everyone is particularly close to my heart. There's more information about our major projects on pages 10-11.

### The year ahead

#### Advocacy and partnerships

2016 started on a fantastic note as the Victorian Government announced the removal of three railway level crossings in Darebin. Construction will begin in 2018 and we can bid farewell to the crossings at Grange Road Alphington, Bell Street Preston, and High Street Reservoir. Removal of the crossings will improve

traffic flow and safety, create jobs, stimulate the local economy and provide better service on the South Morang train line. We advocated strongly for this outcome and we are looking forward to working with the State Government on these significant projects.

Animal welfare is of great importance to Darebin residents and we are pleased to announce that we entered into a joint venture with Moreland and Whittlesea City Councils to build and operate a regional pound in Epping. This will give us greater control over pound management, improve animal welfare, create local jobs and volunteering opportunities, and reduce euthanasia rates for impounded cats and dogs. To read more about our advocacy work, go to page 113.

#### Rate capping

The introduction by the State Government of Fair Go rates (rates capping) for the 2016/2017 year and beyond will put great pressure on our ongoing financial sustainability and capacity to continue to meet the community's expectations relating to infrastructure and the range of services we deliver. In 2015/2016 we met the rate capping figure of 2.5 per cent with no impact on services and no job losses within Council but this will become more difficult to achieve in future years.

2015/2016 marks the end of the current Council's four-year term. A Council election will be held on 22 October 2016. I would like to thank my fellow Councillors for their support during my term as Mayor and for their input and experience throughout the past four years.

**I am pleased and proud to have represented the people of Darebin for the past 18 years. It has been a pleasure to work with and for my community.**

**Councillor Vince Fontana**  
Mayor of the City of Darebin



# Message from the Chief Executive



I am pleased to present this year's Annual Report, which tells the story of 2015/2016 in Darebin; our highlights and achievements and the challenges we encountered. Throughout the report we also look to the future and share the plans and strategies that will continue to make Darebin the place to live.

The 2015/2016 year was the third of our four-year Council Plan, and was a year of significant achievement through the successful delivery of services, projects and support for our community. All due Council Plan Priority Actions were completed and we are significantly ahead on others. We again achieved good results from the annual Local Government Satisfaction Survey of 18 metropolitan councils. We scored higher than the metropolitan Melbourne average and performed well in the Local Government Performance Reporting Framework measures. These results were achieved through the dedication and hard work of

our staff in all areas of Council and the commitment of Councillors towards community satisfaction.

Importantly, our staff continued to deliver excellent service, and through working with the community and partners there was a reduction to the impact of crime, improved perceptions of safety, and promotion of freedom from all forms of discrimination and violence. The level of satisfaction from users of our Aged and Disability services also showed extremely positive results, as did the community's satisfaction with our overall environmental performance. Both of these results were well above the targets set for the year.

## Managing our organisation

Council continues to be a financially sustainable organisation, shown through our ongoing positive financial results, negligible debt and our ability to enter into a rate capping environment in 2016 without disruption to services or community outcomes. For us it is business as usual



and our focus is on making the organisation as efficient as possible and to further improve the experience of interacting with us at Council.

Good governance remained a top priority in 2015/2016. Over the year we implemented a number of reforms and improvements to our governance systems and tools, further strengthening our internal governance processes and organisational culture. This resulted in efficient meetings, improved Councillor briefings, and extensive governance training. For more detailed information, refer to our governance overview on page 117.

We take the health, safety and wellbeing of our employees extremely seriously and significant resources have been committed to provide strategic, operational and procedural advice and support to create a safe workplace free from harm.

I am proud to say that over the past four years in particular we have successfully embedded health and safety into our work practices and at the forefront of our thinking. This resulted in a significant reduction of 29 per cent for our WorkCover premium in 2015/2016 and a further 39 per cent for our 2016/2017 premium.

### Some of our successes

Darebin continues to be the only council in Australia with a full-time staff member working in the area of family violence prevention. Along with the many programs, meetings and events we host for our community, we are also determined to ensure that our staff members are safe. In 2015/2016 we trained senior leaders within Darebin Council to help staff members who may be experiencing family violence. In 2014, we developed a 'Say NO to Racism' training package that is used extensively across our organisation and other municipalities.

MY FAVOURITE PLACE  
IN DAREBIN IS...

*I love High Street  
Northcote for its  
vibrancy and  
young, customer-  
focused workforce,  
and Bundoora  
Park for the serene  
environment it  
offers while being  
so close to the city.*

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2015/2016 was also a significant year for the delivery of major projects and advocacy effort, which is now paying dividends for our community. For example, the opening of the Reservoir Community and Learning Centre in August 2015 was a major milestone for the City, and provides integrated library, youth and family services, with accessible function and meeting rooms. 2015 also saw the commencement of the development planning for Darebin's Multi-Sports Stadium Facility, located at John Cain Memorial Park, which will support and increase female participation in sport.

Council's advocacy efforts through 2015/2016 were extensive. This included sustained advocacy for the removal of dangerous level crossings in Darebin. The reward for this effort culminated in a State Government commitment to remove and grade separate level crossings at Grange Road Fairfield, Bell Street Preston and High Street Reservoir. These works are scheduled to commence in 2018 and the outcomes will be transformative for the City, reconnecting our communities and relieving traffic congestion. You can find more details about this project in our Advocacy Report on page 113.

### Looking ahead

As our City continues to grow, our number one aim is to continue to serve our community well and to ensure that we plan and deliver the outcomes and support our community wants and needs. To assist, in the latter part of 2016 a new organisation structure will come into effect. Designed with the future in mind, the revised structure will enable us to put our community at the centre of everything we do and position us to respond to change while ensuring that we continue to provide relevant, effective services.

On 1 July 2016, changes to the way Aged Services are supported by the Australian and Victorian Governments will be introduced. In light of this, we undertook a great deal of work to ensure that those affected would be informed about the changes and their impacts. To that end, we held information sessions, community consultations and an online forum. These changes will mean that Council will not be providing direct services under the National Disability Insurance Scheme (NDIS). Rather, we will focus on advocating for people with a disability and helping them navigate the new system. To assist with this change, we allocated increased resources to our Aged and Disability department to enable us to continue to support people with a disability, their carers and their families. While this represents change for some of our community, we will continue to provide the support we can for those affected.

We are looking forward to ongoing and an unprecedented level of Victorian Government support in the near future, to enable us to meet the challenges and capitalise on the opportunities as our City continues to grow.

**I would like to thank our Councillors, Council staff, and the entire Darebin community for their contributions throughout 2015/2016 and for helping make Darebin the place to live!**

**Rasiah Dev**

Chief Executive



# Our services

As well as governing the municipality and providing local leadership, we provided a broad range of services to keep our City healthy and thriving.

## For older people and people with disabilities

- Assessment for aged and disability services
- Social support
- Home and personal care
- Meals on wheels
- Dementia care
- Community transport
- Home maintenance

## For businesses

- Food and health business registrations and regulation
- Food safety regulation programs
- Education courses and sessions
- Tobacco control
- Trading permits
- Parking permits and enforcement

## For families

- Maternal and child health services
- Parent education sessions and open days
- Kindergartens
- Immunisation
- Youth engagement programs

## For the whole community

- Pet registration
- Building and planning permits
- Libraries
- Maintain parks, gardens and play equipment
- Local law enforcement
- Parking permits
- Information about pests and pollution
- Arts events, programs and festivals
- School crossing supervisors
- Publications including Darebin Community News
- Street lighting and signage
- Sporting facilities
- Collection of waste and recycling
- Citizenship ceremonies
- Maintain local amenities and plant trees
- Provide education and lead the way on environmental sustainability
- Provide training and education to encourage more local businesses and jobs
- Road and footpath maintenance
- Provide leisure facilities
- Raise awareness of gender equity and violence against women
- Actively engage with newly arrived populations, migrants and refugees
- Support sustainable food and environment initiatives
- Graffiti removal and prevention
- Encourage and provide increased opportunities for sustainable transport
- Community events and festivals





# Sustainability

At Darebin City Council we integrate sustainability into all aspects of our work. Along with acting in an environmentally sustainable way, we consider the social and financial impacts of our activities and ensure that they are also sustainable.

## Social Sustainability

To be socially sustainable, we aim to develop processes and infrastructure that meet the current needs of our community and also those of future generations. We are fostering a socially sustainable community that is equitable, diverse, connected and democratic and provides good quality of life.

We offer a range of initiatives to support the health and wellbeing of the Darebin community. Policies, strategies and programs are in place to help our ageing population, address disadvantage, increase physical activity, ensure public health, improve food security, and prevent violence against women and children. These activities are supported by our Advisory Committees (you can read more about them from page 128) and our Community Support Program (pages 130-131). You can find out more about how we are building a safe, inclusive and equitable community in our Diversity Report on page 74 and on our website [www.darebin.vic.gov.au/HealthandWellbeing](http://www.darebin.vic.gov.au/HealthandWellbeing) 

Providing a safe and healthy environment for our staff is also a major focus. We aim to provide a good work/life balance and offer flexible work options. Policies and procedures are in place for topics such as health and wellbeing, learning and development, human rights, diversity and inclusion, equal employment opportunity, and code of conduct policies. Refer to our Workplace Report on page 40 for more information.

## Environmental Sustainability

We have maintained a strong position on environmental issues since 1998. Back then, we were focused on reducing greenhouse emissions and addressing climate change. Now, our goals are the same but we have a lot more research, technology and experience to help ensure we are always taking environmental sustainability into account.

We embed sustainability principles into all areas of our work. This includes sustainable planning, transport, design, food production, handling of waste, and the way we do business.

Our Environmental Report on page 86 details our many environmental sustainability initiatives.





## Economic Sustainability

We are consistently working towards a healthy and resilient local economy. Part of this involves leading by example and ensuring the financial sustainability of our own organisation.

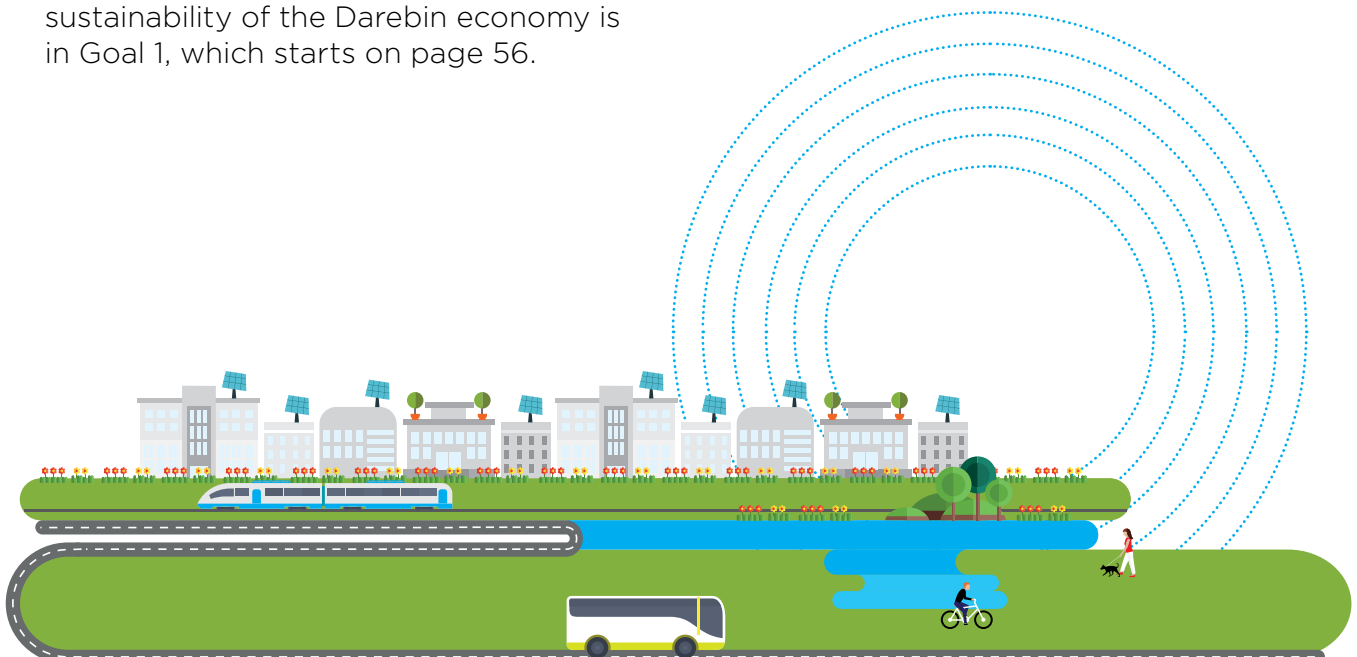
To support economic sustainability and the resilience of the Darebin economy we have developed a range of strategies and programs. They encompass issues of sustainable growth, infrastructure, housing and business development.

The Darebin Digital Strategy, in particular, is designed to prepare and guide us and our community so we can get the most out of participating in the rapidly increasing national digital economy.

Goal 1 of our Council Plan 2013-2017 focuses on creating a vibrant city and innovative economy. We are operating in a dynamic economic environment and our plans and strategies are designed to help existing industries cope with change, and encourage new-economy industries to secure jobs for current and future generations. Further information about the work we are doing to ensure the sustainability of the Darebin economy is in Goal 1, which starts on page 56.

As well as our focus on the external economy, we pay a lot of attention to our own financial sustainability. We apply sustainability principles to procurement, financial planning, and asset management, and implement strategies and policies to ensure the long-term viability of the Council. For more information about the work we are doing to ensure financial sustainability please refer to our Financial Report, which starts on page 152.

A full list of our strategies, plans and policies is on our website [www.darebin.vic.gov.au/Strategies](http://www.darebin.vic.gov.au/Strategies)





Winner!

MY FAVOURITE PLACE IN DAREBIN IS...  
*Preston Market. During my lunch break I often go to the market to play the piano. Today it was a Chopin nocturne.*

WINNER OF OUR STAFF PHOTO COMPETITION, SHANAKA PERERA.

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# Outstanding achievements

In 2015/2016 we were recognised for our work across a number of areas.



23

*Separation Street* was presented by Darebin Arts Loud Mouth at Northcote Town Hall during the spring holidays.

## Theatre presentation

*Separation Street* by Polyglot Theatre won the 2015 Green Room Award for Innovation in Contemporary Performance for Young People.

## Mapping Inspections Compliance System

Information Services developed a customised application, integrated with GIS (geographic information system), to improve the productivity of Local Laws staff when performing fire hazard inspections. The changes led to a drop in the number of working days spent inspecting fire hazards from 12 to four and an increase in the number of annual property inspections from 800 to 1,300. The project was nominated for the Municipal Association of Victoria (MAV) Technology Awards.

## 2014/2015 Annual Report

Silver Award from the Australasian Reporting Awards.

## Inclusive Communications Charter

Finalist in the LGPro Communications Award.

## Darebin website redevelopment

Finalist in the LGPro Communications Award.

## Workplace Prevention of Violence Against Women Program

Finalist in the VicHealth Awards.

## HART Awards (Helping Achieve Reconciliation Together)

Local Government finalist for the Stolen Generations Marker *Empty Coolamon*, which was created by artist Robyn Latham.

# Calendar of events

## 2015

### July

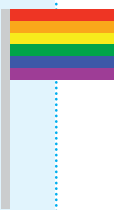
- **5-12**  
NAIDOC Week
- **29**  
Darebin Citizenship Ceremony

### August

- **3-9**  
Wurundjeri Week
- **6**  
Lunch with Rosie – Family Violence is Everyone’s Business
- **10**  
Reservoir Community and Learning Centre opened

### September

- **10**  
Jobs for Youth launch
- **17**  
Ganesh Festival
- **17**  
Darebin Citizenship Ceremony



## 2016

### January

- **17**  
Midsumma Carnival
- **21**  
Australia Day Awards and Darebin Citizen of the Year Award
- **23 Jan – 1 Feb**  
Summer Jamboree
- **26**  
Darebin Citizenship Ceremony
- **28**  
Scottish Cultural Night
- **31**  
Pride March



### February

- **4**  
World Interfaith Harmony Week
- **11**  
Vietnamese Cultural Night
- **17**  
Darebin Citizenship Ceremony
- **20**  
World Day of Social Justice
- **23**  
Darebin Tourism Strategy Industry Forum

### March

- **3**  
Understanding Islam Presentation
- **8**  
International Women’s Day
- **10**  
Molly Hadfield Social Justice Orator
- **16**  
Cultural Diversity Week Morning Tea
- **20**  
Darebin Community and Kite Festival
- **29**  
Navigating Child Care in Darebin Forum

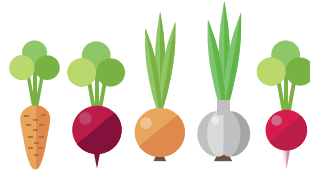


## October

- Darebin Seniors' Month
- **1**  
United Nations  
International Day  
of Older Persons
- **8**  
Reservoir Village Festive  
Day for Seniors
- **14**  
Ride 2 Work Day
- **17**  
Great Edwardes  
Lake Park Walk
- **23**  
Jobs for Youth Expo
- **23 Oct – 1 Nov**  
Darebin Music Feast

## November

- **5**  
Darebin Citizenship  
Ceremony
- **18**  
Darebin Citizenship  
Ceremony
- **21-29**  
Backyard Harvest Festival
- **25**  
White Ribbon Day



## December

- **11**  
Carols in All Nations



## April

- **2**  
Sustainable Living Expo
- **4**  
Darebin Citizenship  
Ceremony
- **6**  
Opening of Ruthven  
Community Pavilion
- **12**  
Koorie Pride Youth  
Festival
- **14**  
Thai Cultural Night
- **15**  
Women in Business  
networking lunch

## May

- **9-15**  
Homemade Food  
and Wine Festival
- **14**  
Launch of Darebin  
Community Canteen
- **15**  
Darebin Children's Day
- **17**  
International Day Against  
Homophobia, Biphobia,  
and Transphobia
- **26**  
National Sorry Day
- **27 May – 3 June**  
Reconciliation Week

## June

- **15**  
Darebin Citizenship  
Ceremony
- **19-25**  
Refugee Week
- **20**  
World Refugee Day
- **23**  
Darebin Business  
Leaders' Lunch

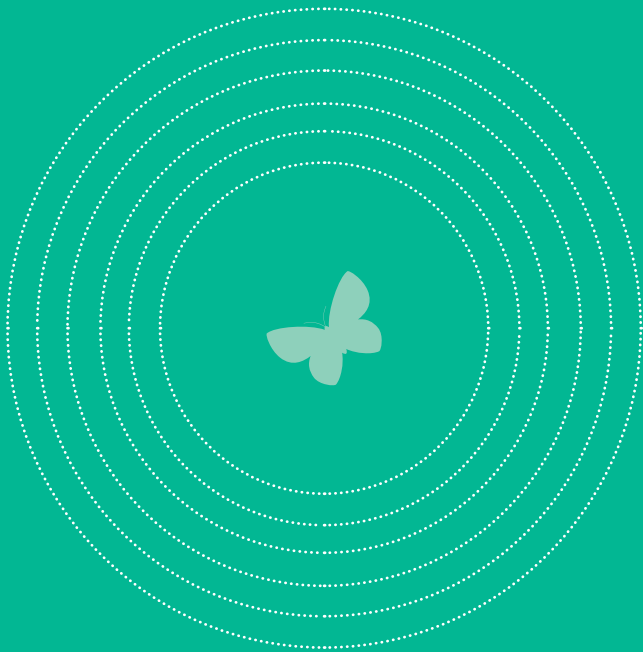




# 3. Our City

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# About Darebin

The City of Darebin is situated between five and 15 kilometres north of Melbourne's central business district and has been home to the Wurundjeri people for many thousands of years. It covers 53 square kilometres of land, which stretches from Melbourne's inner northern suburbs of Northcote and Fairfield out to Reservoir and Bundoora.

150,881 people call Darebin home (2015 Australian Bureau of Statistics Estimated Resident Population) and this number is expected to increase to 192,142 over the next 20 years. We have 62,746 residential properties and 4,707 business properties. Approximately 20,000 people visit, work or study in the City each working day.

Darebin City Council owns, controls, manages or maintains 509km of roads, 78.5km of rights of way, 30.1km of shared paths, 1,036km of footpaths, 333 buildings, 13 road bridges, 51 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).

We are home to one of the largest, most diverse communities in Victoria in terms of culture, language (148 languages are spoken), religion, socio-economic background, employment status, occupation and housing need.

Our 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 in Darebin who experience disadvantage. In March 2016, Darebin's unemployment rate was 6.9 per cent, which was higher than the Victorian figure of 5.8 per cent.

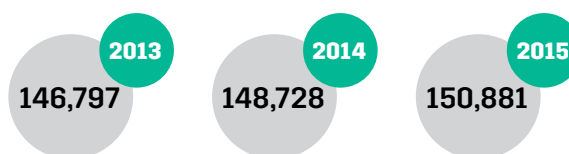
The 2014 Darebin Household Survey indicated that 5.8 per cent of respondents aged 16 years and over identified as bisexual, gay, lesbian or 'other' sexuality. This represents only a fraction of the Lesbian, Gay, Bisexual, Transgender, Intersex and Queer (LGBTIQ) community in Darebin as it is likely that there is under-reporting of same-sex relationships.

Darebin has one of the largest populations of Aboriginal and Torres Strait Islander (ATSI) residents of the 31 local government areas in metropolitan Melbourne, and Darebin's Aboriginal community is among the largest in Victoria. 5.8 per cent of all ATSI Melburnians live in the City of Darebin. This equates to a total of 1,155 ATSI residents who make up 0.8 per cent of our total population.

According to the 2011 Census, one in five Darebin residents was affected by a disability of some kind, including physical disabilities and medical conditions, psychological and intellectual conditions, or learning disabilities. This included people of all ages. Of the residents with a disability, almost one-third require assistance. The 2014 Darebin Household Survey found that disability had increased from seven per cent in 1999 to 21.1 per cent in 2014.

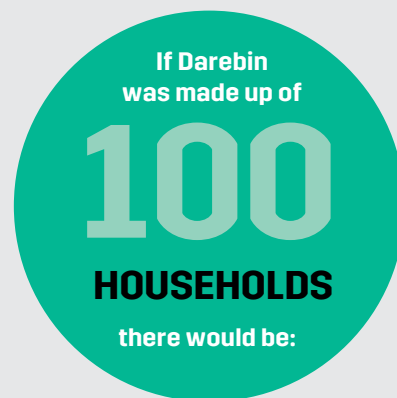
This information gives a snapshot of the diversity that exists within the City of Darebin. More detailed information can be found in the Diversity Report on page 74 of this report.

## City of Darebin population





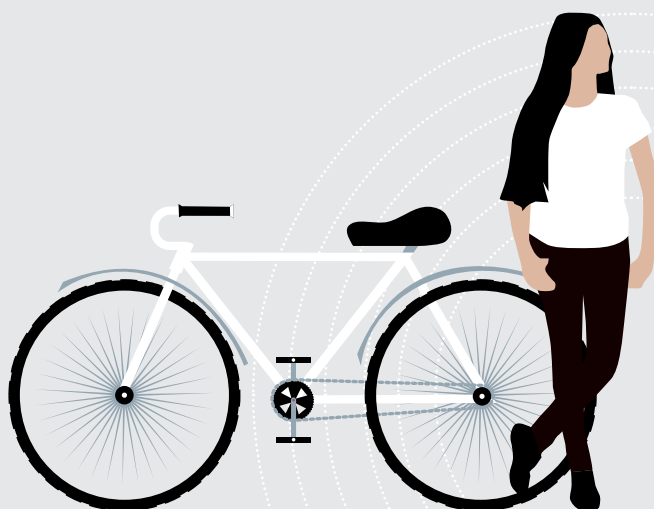
# Who lives in Darebin?



- 49 Men
- 51 Women
- 20 People with a disability
- 5 International students
- 53 Christians
- 4 Muslims
- 3 Buddhists
- 2 Hindus
- 26 With no religion
- 1 Aboriginal
- 29 Born in a non-English speaking country
- 39 Speak a language other than English at home
- 8 Don't speak English well or at all
- 8 Speak Italian
- 7 Speak Greek
- 3 Speak Arabic
- 3 Speak Mandarin
- 2 Speak Vietnamese
- 2 Speak Macedonian
- 1 Speaks Cantonese
- 1 Speaks Punjabi
- 1 Speaks Hindi
- 19 Aged over 60
- 14 Aged under 12

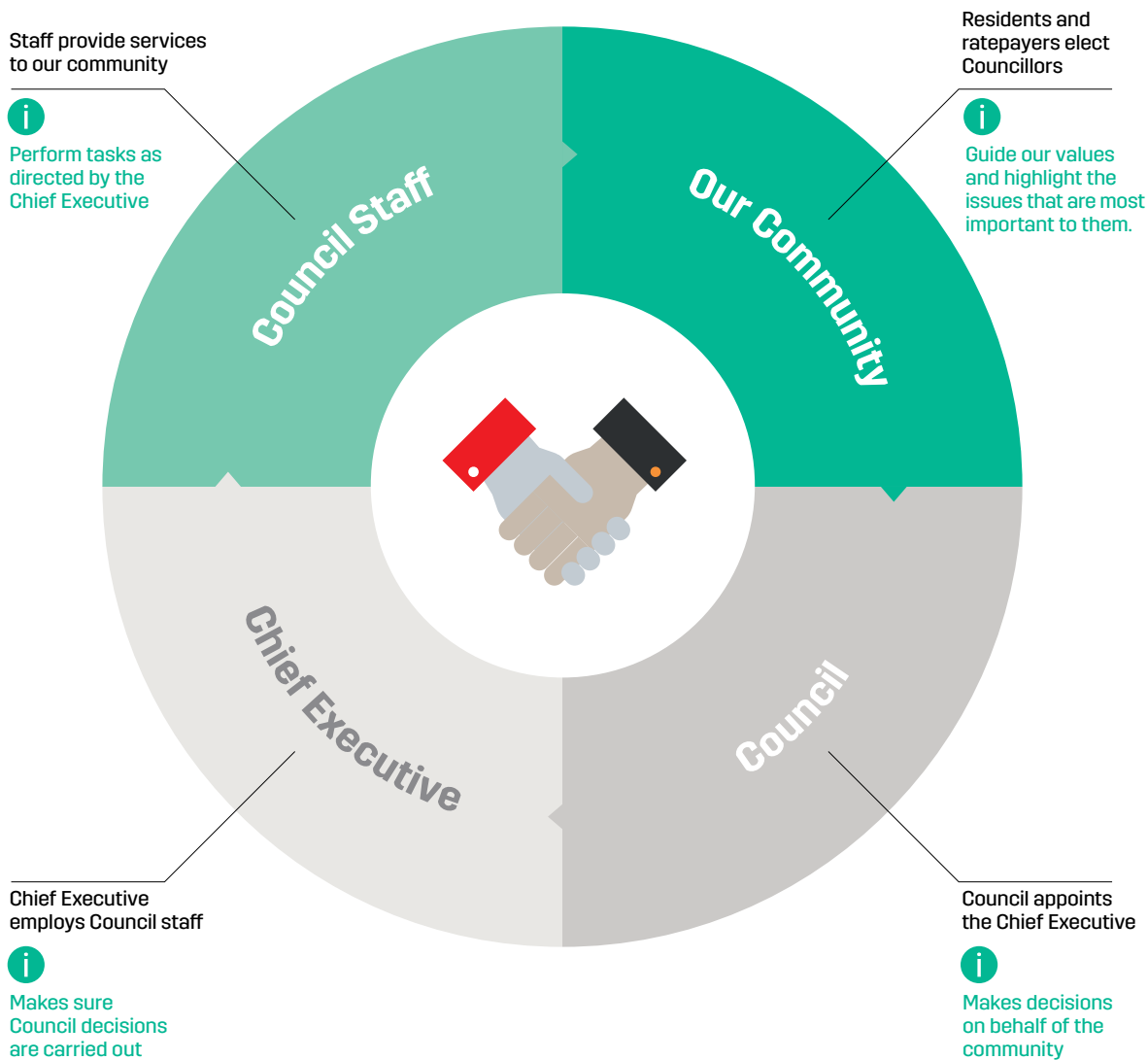
- 7 Unemployed
- 41 With income of less than \$600 a week
- 1 Homeless person
- 32 Owning a home
- 34 Renting a home
- 27 With a mortgage
- 11 Primary carers
- 6 Providing unpaid childcare to children other than their own
- 14 Volunteers
- 50 Travelling to work by car
- 22 Travelling to work by public transport

- 25 Paying high loan repayments of \$2,600 or more a month
- 28 With just one person
- 10 With one-parent families
- 28 With couples with children
- 24 With couples without children
- 1 With a same-sex couple
- 24 Below the poverty line
- 23 Without an internet connection
- 65 Separate houses





# Our Council



Government in Australia is made up of three levels: federal, state and local. Darebin is one of 79 local councils that represent more than 5.5 million people in Victoria. Local governments manage local issues and plan for the needs of their communities.

The 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 of Councillors when representing their Council and in their dealings with the community, Council staff and each other.

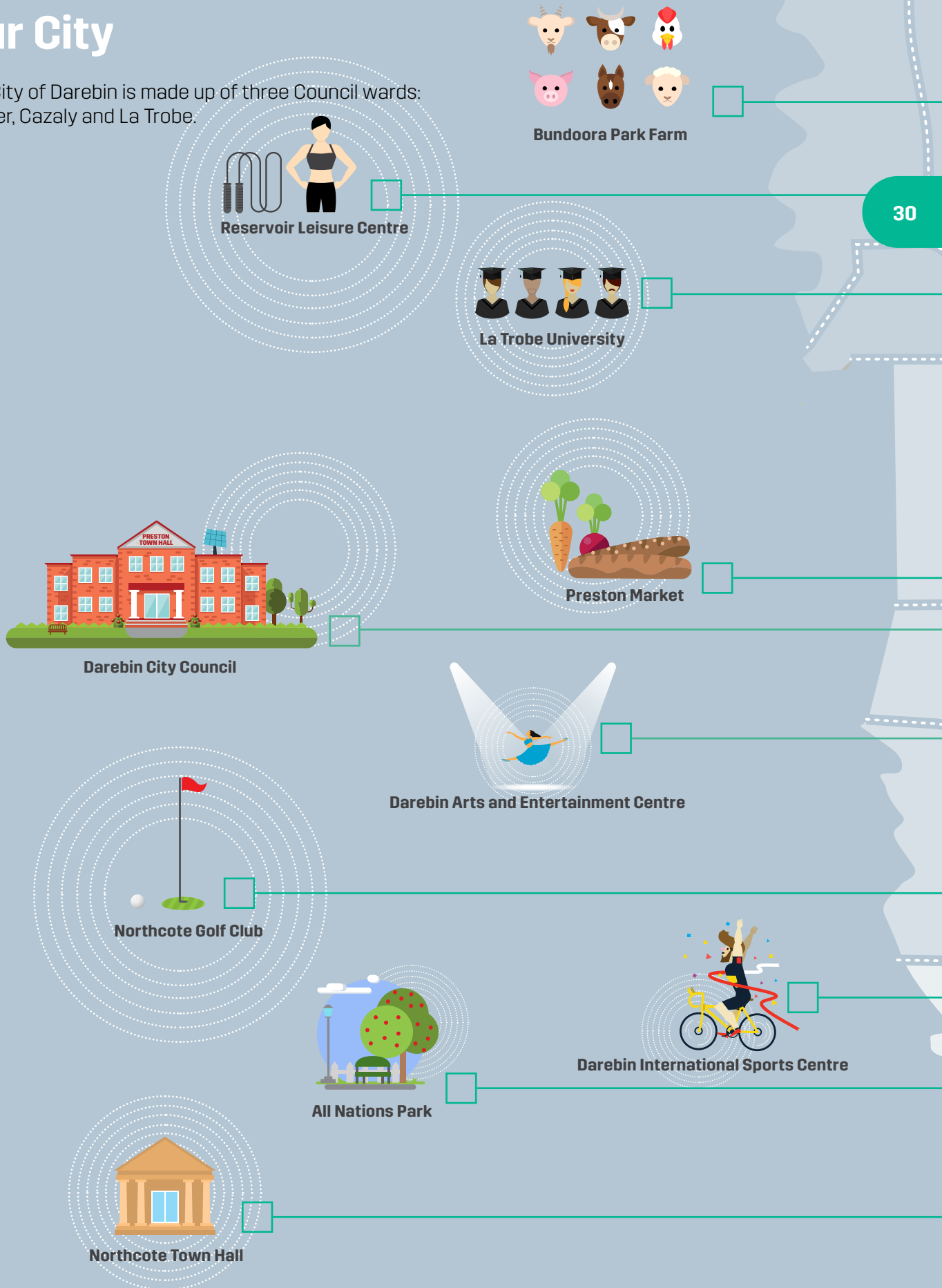
The Councillors set Council's direction by making decisions on key issues and policies. Council is responsible for making statutory decisions, adopting policy, advocacy, and the appointment of the Chief Executive. Councillors work closely with the Chief Executive to make important decisions and determine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

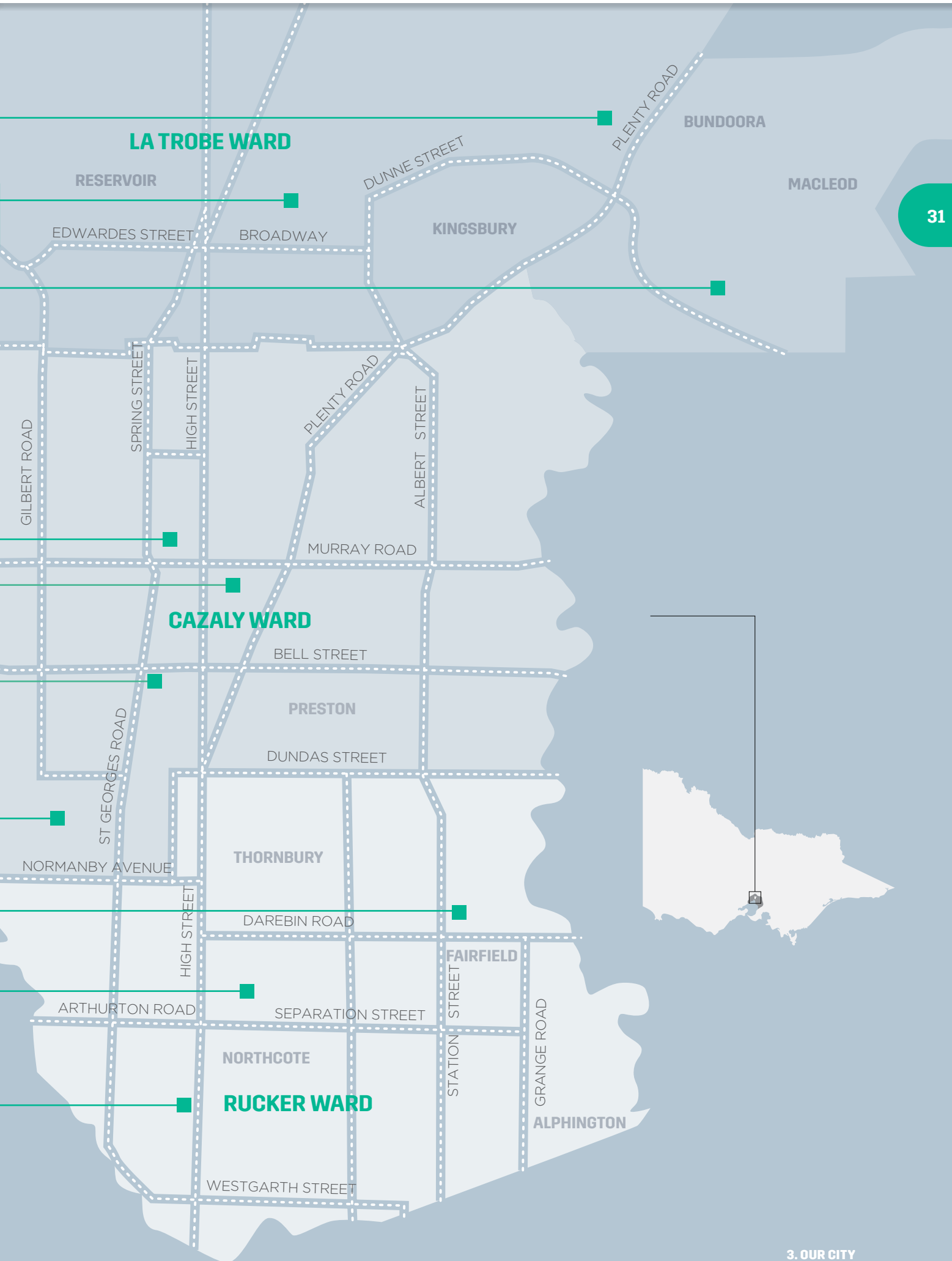
Each year the Councillors elect a Mayor. The Mayor chairs Council meetings and is Darebin's representative at civic, business and government meetings and events.



# Our City

The City of Darebin is made up of three Council wards: Rucker, Cazaly and La Trobe.







# Our Councillors

## Rucker Ward



### Cr Steven Tsitas

Steven-Tsitas@cr.darebin.org  
Ph: 0419 750 035

Cr Tsitas was first elected to represent the La Trobe Ward in 1996 and since 2004 has represented the Rucker Ward. Cr Tsitas is strongly focused on community and the enhancement of services while ensuring that Council maintains a strong financial position.

After 17 years of service Cr Tsitas has announced his retirement from Council at the coming election. He leaves a proud legacy of achievement for the Darebin community.

#### Committees

- Audit Committee (July 2015 - November 2015)
- Darebin Environmental Reference Group
- Hearing of Submissions Committee
- Planning Committee

#### Councillor Terms

1996-1997, 1998-2002, 2004-2008, 2008-2012, 2012-2016.

#### Terms as Mayor

2011-2012, 2014-2015.



### Cr Oliver Walsh

Oliver-Walsh@cr.darebin.org  
Ph: 0467 781 846

Cr Walsh was elected to Council in 2012 and served as Deputy Mayor in 2015. Cr Walsh aims to give residents a real voice and encourages policies to support small businesses and industries to create local jobs. He also believes in strong financial accountability and community consultation.

#### Committees

- Audit Committee (November 2015 - June 2016)
- Darebin Disability Advisory Committee
- Darebin Youth Advisory Group
- Hearing of Submissions Committee
- Planning Committee

#### Councillor Terms

2012-2016.



### Cr Trent McCarthy

Trent-McCarthy@cr.darebin.org  
Ph: 0419 750 604

Cr McCarthy was elected to Council in 2008. He has been involved with policy development in relation to the environment, arts and music, and our diverse population, including LGBTIQ communities, people with disabilities, older citizens and low income residents. Cr McCarthy is focused on encouraging greater resident participation in Council decision-making.

#### Committees

- Darebin Arts Ambassadors
- Darebin Bicycle Advisory Committee
- Darebin Child Friendly City
- Darebin Domestic Animal Management Reference Group
- Darebin Environmental Reference Group
- Hearing of Submissions Committee
- Sexuality, Sex and Gender Diversity Advisory Committee
- Planning Committee

#### Councillor Terms

2008-2012, 2012-2016.



## Cazaly Ward



### Cr Vince Fontana (Mayor)

Vince-Fontana@cr.darebin.org  
Ph: 9484 6254

Cr Fontana was first elected to Darebin Council in 1998 and was appointed to his third term as Mayor at the end of 2015. He is focused on community issues and assisting youth, families, traders, older residents and disadvantaged people. Cr Fontana is committed to open and democratic government and places the interests of the community first.

#### Committees

- Audit Committee (November 2015 - June 2016)
- Darebin Aboriginal Advisory Committee
- Darebin Australia Day Committee
- Hearing of Submissions Committee
- Municipal Emergency Management Planning Committee
- Northland Structure Plan Steering Committee
- Planning Committee

#### Councillor Terms

1998-2002, 2002-2004, 2004-2008, 2008-2012, 2012-2016.

#### Terms as Mayor

2002-2003, 2009-2010, 2015-2016.



### Cr Julie Williams

Julie-Williams@cr.darebin.org  
Ph: 0419 750 152

Cr Williams was elected to Council in 2012. As a parent of a young family, Cr Williams is passionate about youth unemployment, NDIS, health and wellbeing issues. She is a member of the Australian Local Government Women's Association and encourages and acknowledges women's participation in a range of activities.

#### Committees

- Active and Healthy Ageing Community Board
- Darebin Child Friendly City
- Darebin Disability Advisory Committee
- Darebin Domestic Animal Management Reference Group
- Darebin Women's Advisory Committee
- Hearing of Submissions Committee
- Northland Structure Plan Steering Committee
- Planning Committee
- Preston Business Advisory Committee

#### Councillor Terms

2012-2016.



### Cr Bo Li

Bo-Li@cr.darebin.org  
Ph: 0419 750 192

Cr Li was elected to represent the Cazaly Ward in 2012. He has extensive experience in community and policy development and wants to create healthy environments for all residents. Cr Li is keen to ensure that a balance is struck between planning and development and heritage and environmental concerns.

#### Committees

- Darebin Bicycle Advisory Committee
- Darebin Education Committee
- Hearing of Submissions Committee
- Northland Structure Plan Steering Committee
- Planning Committee
- Preston Business Advisory Committee
- Sexuality, Sex and Gender Diversity Advisory Committee

#### Councillor Terms

2012-2016.



## La Trobe Ward



### Cr Gaetano Greco

Gaetano-Greco@cr.darebin.org  
Ph: 9489 5468

Cr Greco has been representing La Trobe Ward since 2008. He is committed to social justice, cultural diversity, appropriate development, good governance and improving services (particularly for Darebin's older residents). Cr Greco is looking to improve street/footpath maintenance, childcare services, hard rubbish collection and traffic control.

#### Committees

- Active and Healthy Ageing Community Board
- Bundoora Homestead Board of Management
- Darebin Aboriginal Advisory Committee
- Darebin Disability Advisory Committee
- Darebin Education Committee
- Darebin Housing Committee
- Darebin Interfaith Council
- Edwardes Lake Park Reference Group
- Hearing of Submissions Committee
- Planning Committee
- Reservoir Structure Plan Community Reference Group

#### Councillor Terms

2008-2012, 2012-2016.

#### Terms as Mayor

2013-2014.



### Cr Tim Laurence

Tim-Laurence@cr.darebin.org  
Ph: 0419 750 234

Cr Laurence was first elected to Darebin Council in 1996 and has served two terms as Mayor. He is proud of past improvements at Edwardes Lake Park, Bundoora Park, and sports venues including the Darebin Community Sports Stadium.

#### Committees

- Audit Committee (July 2015 - November 2015)
- Bundoora Homestead Board of Management
- Darebin Housing Committee
- Darebin Interfaith Council
- Edwardes Lake Park Reference Group
- Hearing of Submissions Committee
- Planning Committee
- Reservoir Structure Plan Community Reference Group

#### Councillor Terms

1996-1997, 1998-2002, 2008-2012, 2012-2016.

#### Terms as Mayor

2000-2001, 2012-2013.



### Cr Angela Villella

Angela-Villella@cr.darebin.org  
Ph: 0419 764 245

Angela Villella has been a Councillor since 2012. She is a strong believer in grassroots participation in decision-making and would love to see the Council chamber filled to capacity at every Council meeting with residents from across Darebin asking questions and holding Council to account. Cr Villella believes communication is key and it is up to Council to empower and inform residents.

#### Committees

- Bundoora Homestead Board of Management
- Darebin Arts Ambassadors
- Darebin Women's Advisory Committee
- Darebin Youth Advisory Group
- Edwardes Lake Park Reference Group
- Hearing of Submissions Committee
- Planning Committee
- Reservoir Structure Plan Community Reference Group

#### Councillor Terms

2012-2016.

# Council meetings

Council meetings are usually held on the first and third Mondays of each month at Preston Town Hall. 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 Councillor attendance at meetings is available in the Corporate Information and Governance section of this report, which starts on page 116. To see the schedule of Council meetings or watch meetings online go to our website [www.darebin.vic.gov.au/Meetings](http://www.darebin.vic.gov.au/Meetings)

## Briefing sessions

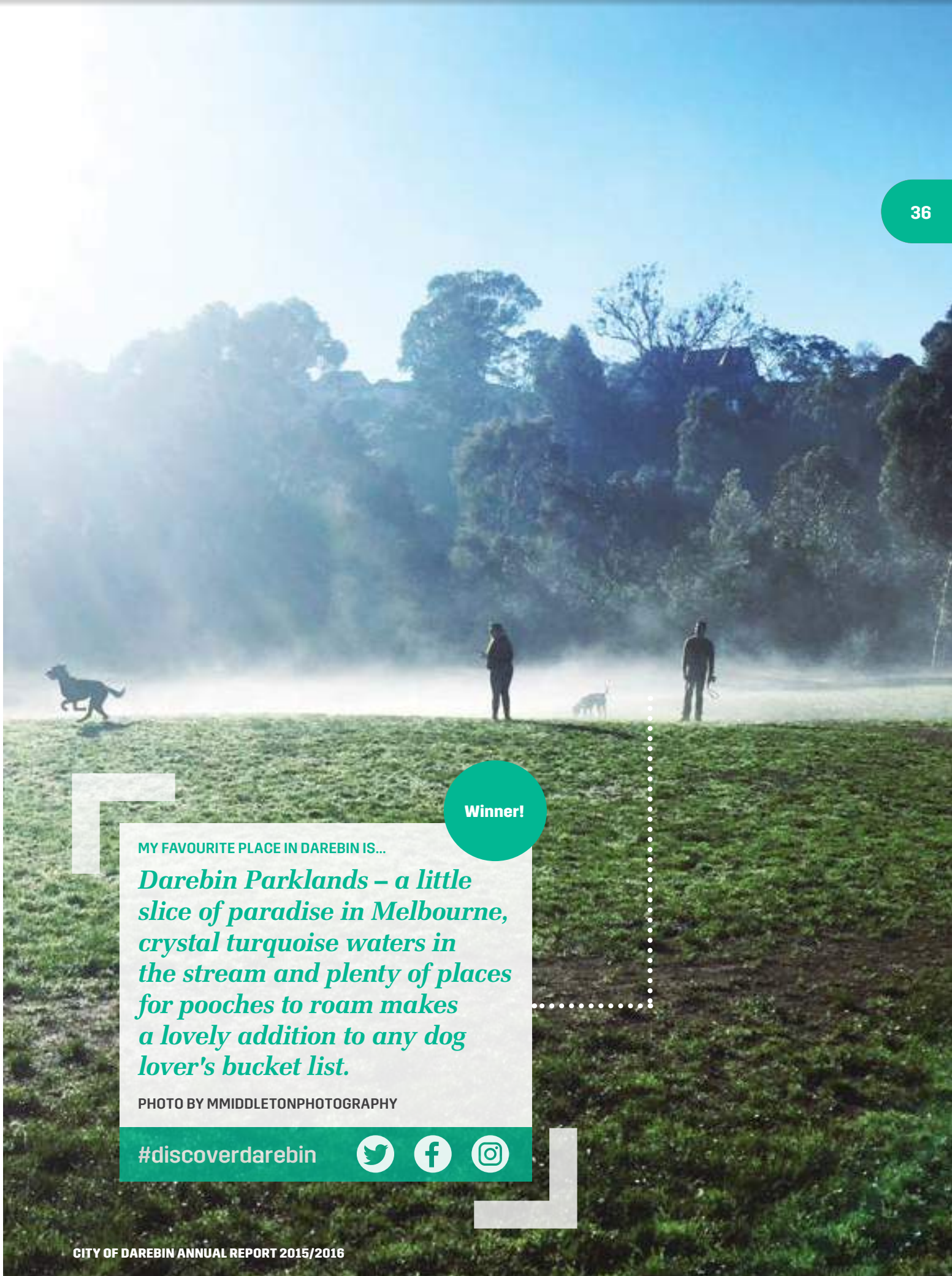
In addition to regular meetings, Council holds briefing sessions where Council staff make presentations on important issues.

Briefing sessions are not decision-making forums. They simply provide information on significant matters that will come up for formal consideration in the Council chamber.

You can read more about Council meetings on page 119. For more information about how Council works, head to our website [www.darebin.vic.gov.au/HowCouncilWorks](http://www.darebin.vic.gov.au/HowCouncilWorks)



Council meetings are held at the Preston Town Hall.



Winner!

MY FAVOURITE PLACE IN DAREBIN IS...

*Darebin Parklands – a little slice of paradise in Melbourne, crystal turquoise waters in the stream and plenty of places for pooches to roam makes a lovely addition to any dog lover's bucket list.*

PHOTO BY MMIDDLETONPHOTOGRAPHY

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# 4. Our People

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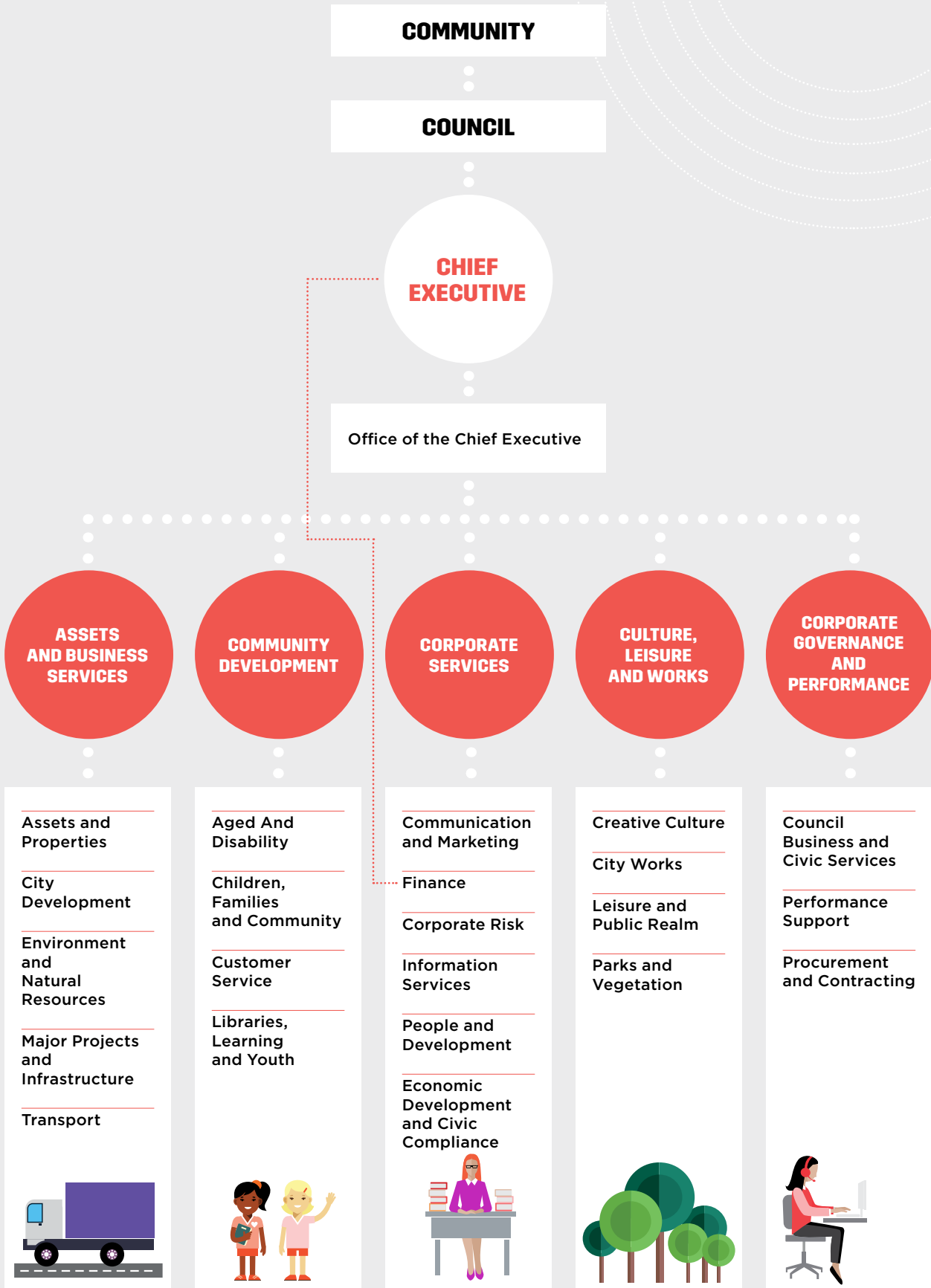
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# Organisation structure

as at 30 June 2016





# Our Executive Management Team

Darebin City Council is managed by an experienced Executive Management Team (EMT), which is led by the Chief Executive. The EMT meets weekly to plan, coordinate and monitor the progress of Council's strategic direction and goals. Guided by the Charter of Good Governance, the EMT operates in accordance with our values of accountability, respect, integrity and collaboration.



**Rasiah Dev**  
Chief Executive

Rasiah's experience in local government spans 30 years and he became Chief Executive of Darebin City Council in 2010. As Chief Executive, he is accountable to the Council for the effective and efficient operations of the organisation and delivery of the actions identified in the Council Plan. Rasiah holds several university degrees and postgraduate qualifications including a Master of City Planning and a Bachelor of Science (Engineering).

## At 30 June 2016 the City of Darebin's four Directors were:



**Steve Hamilton**  
Director, Assets and Business Services

Bachelor of Applied Science, Master of Engineering, Diploma (Company Directors)

Steve was appointed Director of Assets and Business Services in 2014. Prior to this, he held various executive positions across the private and government sectors. Steve's directorate includes the following departments: Assets and Properties; City Development; Environment and Natural Resources; Major Projects and Infrastructure; and Transport.



**Gavin Gator**  
Director, Corporate Services

Bachelor of Civil Engineering, Member - Australian Institute of Company Directors

Gavin was appointed Director of Corporate Services on 5 October 2015. He has more than 20 years' experience in local government and prior to this position he was the CEO of the City of Greater Shepparton. Tiffany White was Acting Director from 1 July 2015 until Gavin's commencement.



**Katrina Knox**  
Director, Community Development

Diploma of Librarianship, Master of Business Administration, Graduate Member - Australian Institute of Company Directors

Katrina was appointed Director of Community Development in August 2013. Prior to this, she was the Group Manager of Community Services and the Manager of Darebin's Library Service. The Community Development portfolio includes: Aged and Disability; Children, Families and Community; Customer Service; and Libraries, Learning and Youth.

**Position Vacant**  
Director, Culture, Leisure and Works

From 1 July 2015 until 5 October 2015, Sally Jones was Acting Director of Culture, Leisure and Works. Patti Wenn held the position from 5 October 2015 until 23 March 2016. At 30 June 2016 the position was vacant and a recruitment process was underway. Responsibility for the departments within this directorate was divided among the other directors from 23 March 2016 until 30 June 2016.

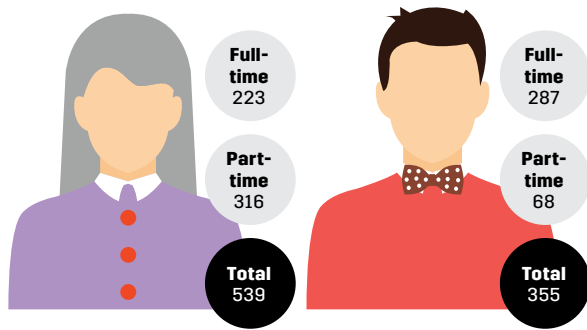
In October 2015 Corporate Governance and Performance, which was previously part of the Office of the Chief Executive, was confirmed as a separate Directorate. At 30 June 2016 it was led by Executive Manager Jacinta Stevens. A Director will be appointed in 2016/2017.



# Workplace report

All figures below are correct as at 30 June 2016.

## Number of permanent Darebin City Council employees by gender



Total permanent workforce at 30 June 2015 = 894

## Total number of Darebin City Council employees (includes part-time, casual and temporary staff)

2013/2014	2014/2015	2015/2016
1,268	1,254	1,283

### Full-time employees

2013/2014	2014/2015	2015/2016
715	701	698



## The Darebin City Council workforce at a glance

At 30 June 2016 we employed 894 permanent full-time and part-time employees. This equated to 698 full-time equivalent (FTE) employees.

## Employee count by directorate (includes part-time, casual and temporary staff)

	2013/2014	2014/2015	2015/2016
Office of the Chief Executive	3	24	4
Corporate Services	187	99	236
Assets and Business Services	178	249	118
Culture, Leisure and Works	380	392	393
Community Development	520	490	494
Corporate Governance and Performance*	N/A	N/A	38
<b>TOTAL</b>	<b>1,268</b>	<b>1,254</b>	<b>1,283</b>

\*Note: In October 2015 Corporate Governance and Performance, which was previously part of the Office of the Chief Executive, was confirmed as a separate Directorate.

## Number of permanent staff (part-time and full-time only) by directorate

	2013/2014	2014/2015	2015/2016
Office of the Chief Executive	3	20	4
Corporate Services	139	75	170
Assets and Business Services	136	185	102
Culture, Leisure and Works	220	220	218
Community Development	392	381	381
Corporate Governance and Performance*	N/A	N/A	19
<b>TOTAL</b>	<b>890</b>	<b>881</b>	<b>894</b>

\*Note: In October 2015 Corporate Governance and Performance, which was previously part of the Office of the Chief Executive, was confirmed as a separate Directorate.



**Number of staff by salary classification in 2015/2016**

Employees by classification (permanent employees)		
Classification	Female	Male
Band 1	30	29
Band 2	6	4
Band 3	167	112
Band 4	55	38
Band 5	96	51
Band 6	83	50
Band 7	36	37
Band 8	17	10
Immunisation Nurse Level 2	5	0
Maternal and Child Health Nurses 2nd year	1	0
Maternal and Child Health Nurses 3rd year	3	0
Maternal and Child Health Nurses 4th year	18	0
Senior Executive Officer	11	12
Senior Officer	11	12
<b>Total</b>	<b>539</b>	<b>355</b>

Employees by classification (all employees, including part-time, casual and temporary staff)		
Classification	Female	Male
Band 1	56	43
Band 2	31	19
Band 3	279	188
Band 4	76	50
Band 5	124	60
Band 6	99	57
Band 7	43	39
Band 8	18	10
Immunisation Nurse Level 2	5	0
Immunisation Nurse Grade 3B Year 1	4	0
Maternal and Child Health Nurses 1st year	3	0
Maternal and Child Health Nurses 2nd year	4	0
Maternal and Child Health Nurses 3rd year	8	0
Maternal and Child Health Nurses 4th year	20	0
Senior Executive Officer	12	12
Senior Officer	11	12
<b>Total</b>	<b>793</b>	<b>490</b>

**Casual employees of Council in 2015/2016 by directorate**

**123**  
CASUAL  
MALES

0	Office of the Chief Executive	0
18	Corporate Services	41
2	Assets and Business Services	8
69	Culture, Leisure and Works	97
29	Community Development	71
5	Corporate Governance and Performance	11

**228**  
CASUAL  
FEMALES

**351**  
TOTAL (MALE AND FEMALE)



## Changes to our structure in 2015/2016

During 2015/2016, Corporate Governance and Performance was confirmed as a directorate. The move to a directorate supported organisational efforts to improve governance, transparency, compliance and accountability across Council.

We restructured the Aged and Disability department to enable it to better meet the challenges of Aged Care Reforms.

We restructured Youth Services to improve effectiveness and efficiency, and ensure that key roles support a range of programs and activities and improve the experience of young people across Darebin.

The organisation structure at 30 June 2016 is on page 38.

## Understanding employees

During 2015/2016 we undertook an employee alignment and engagement survey. The survey assessed employee opinions about the alignment of the organisation's long-term goals and day-to-day operations. Employee engagement assessed and measured how engaged our employees felt in their day-to-day environments. Our employees openly shared their views on Council's long-term direction, team effectiveness, senior leadership, communication, and investment in people. When compared to other benchmarked organisations the survey results confirmed that we were positioned well in terms of alignment and engagement. The results also confirmed that team leaders were setting good examples, and a strong community focus and understanding of team goals was driving team effectiveness.

During 2016/2017 we will advise departments of the survey results, develop action plans, and support teams to improve alignment, engagement and communication across our organisation.

We continued to build a solid foundation for long-term cultural, social and financial sustainability through ongoing investment in learning and development, and working within teams to develop and implement strategies designed to improve performance and productivity.

Values and competencies continue to be a key component of our performance planning and review process with employee performance assessed against our values and agreed competencies.

To continue to embed our values of collaboration, accountability, respect, and integrity throughout 2015/2016, we facilitated Council's 'Making a Difference' (MAD) Awards. The Awards recognised employees and teams who positively reinforced our values, encouraged innovation, delivered outstanding customer service, demonstrated exceptional leadership and performance, and contributed to the ongoing success of Council. We received more than 40 nominations celebrating employee achievements.

## Social inclusion and employment programs

The Pathways to Employment Committee met four times in 2015/2016. Members considered various work placement programs, including secondary and tertiary-level work experience, overseas-qualified programs, and Indigenous and disability placements. We supported 130 community members with work experience, volunteering, and casual employment opportunities in 2015/2016.

We continued our strong relationship with the Overseas Qualified Unit at Melbourne Polytechnic and provided work placement opportunities for 15 students, some of whom progressed into permanent paid employment as a direct result.



We worked closely with Croxton School, and implemented a structured work placement program that supported six Victorian Certificate of Applied Learning (VCAL) students with a disability to undertake placements annually in various locations across our organisation.

Through strong relationships with APlus, Mission Australia and Matchworks we sourced candidates for two Aboriginal Traineeships in 2015/2016. Both trainees are expected to complete a Certificate III in Business Administration by late 2016.

### Industrial relations

During 2015/2016 we held 10 consultative committee meetings with management and union representatives to continue working towards delivering the commitment and initiatives in the Darebin City Council 'The Way Forward' Enterprise Agreement 2013-2017. During 2015/2016 we maintained industrial harmony, which is directly attributed to constructive relationships between management, employees and unions.

### Equal employment opportunity (EEO)

We strive to provide a workplace where employees are valued, respected and free from all forms of discrimination, harassment, bullying, occupational violence and victimisation. The diversity of our workforce is recognised as a key factor that enables us to meet the needs of our community. All employees are required to undertake EEO training every two years. During 2015/2016 our learning and development program included a number of Human Rights workshops, Say No to Racism training, and family violence training.

Our EEO policies were reviewed and updated to ensure compliance with current legislation and emphasise our commitment to EEO.

### Learning and development

Our commitment to the professional and personal development of our employees and leaders continued to be a high priority during 2015/2016. We reviewed our Learn, Develop and Study @ Darebin Policy. The policy enables us to develop a culture of continuous learning and deliver our vision and goals of innovation in leadership, excellent service, and good governance practices.

During 2015/2016 a key focus was compliance. We delivered 2,414 e-Learning modules, 86 per cent of which were compliance modules relating to EEO, governance, fraud awareness and privacy training. We facilitated 20 leadership programs including leading with emotional intelligence, facilitating difficult conversations, and creating positive and effective work environments. We held 48 corporate training programs, which included personal productivity, advanced business writing and services excellence.





## Our workplace diversity profile

### Aboriginal or Torres Strait Islander (ATSI) background

Percentage of permanent Council staff (part-time and full-time only) who identify as being from an ATSI background



### 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)



## Health, safety and wellbeing

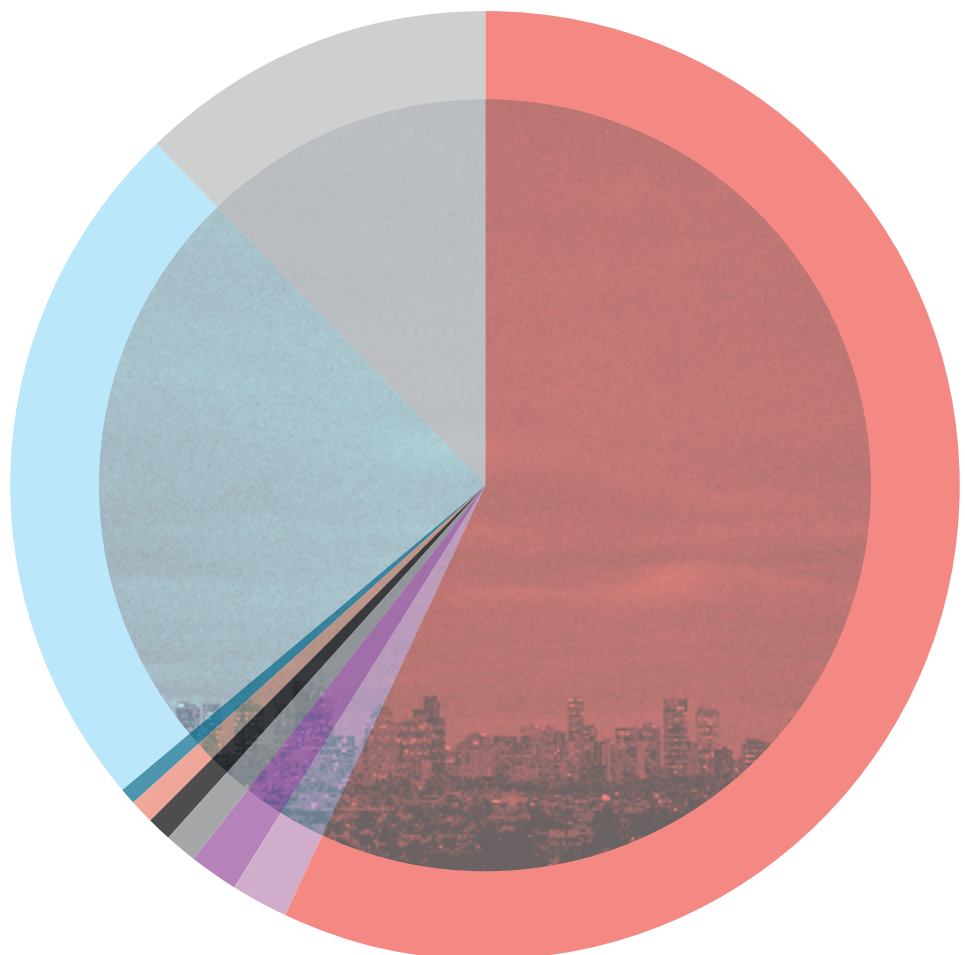
We take the health, safety and wellbeing of our employees seriously and significant resources have been committed to provide strategic, operational and procedural advice and support to create a safe workplace free from harm.

Our health, safety and risk compliance standards are at the highest level and are achieved through programs and activities that empower employees to take control of their health and wellbeing. In 2015/2016 we provided education and support to develop occupational health and safety (OHS), and implemented injury prevention and risk management systems to meet our legal obligations.

## Darebin City Council—Staff countries of birth

- Australia **57%**
- Italy **2%**
- Britain **1.6%**
- India **1.2%**
- Macedonia **0.9%**
- Greece **0.7%**
- China **0.6%**
- Not disclosed **24%**
- Other **12%**

'Other' countries of birth include Argentina, Bangladesh, Bosnia, Canada, Colombia, Croatia, Cuba, Cyprus, Egypt, Fiji, France, Germany, Hong Kong, Indonesia, Iraq, Ireland, Laos, Lebanon, Malaysia, Malta, Mauritius, New Zealand, Nigeria, Pakistan, Papua New Guinea, Paraguay, Peru, Philippines, Poland, Samoa, Scotland, Serbia, Singapore, Somalia, South Africa, Spain, Sri Lanka, Sweden, Switzerland, Thailand, Taiwan, Turkey, United States, Vietnam, Yugoslavia.







## OHS training provided

### Training Course

Warden eLearning **Attendees 26**

Chief Warden **Attendees 10**

Mental Health First Aid **Attendees 2**

HSR Refresher **Attendees 38**

Five-day initial course in OHS for HSR **Attendees 12**

First Aid Refresher/Level two **Attendees 55**

OHS training for leaders **Attendees 24**

Emergency drills **Completed**

Role of Return to Work Coordinator **Attendees 3**

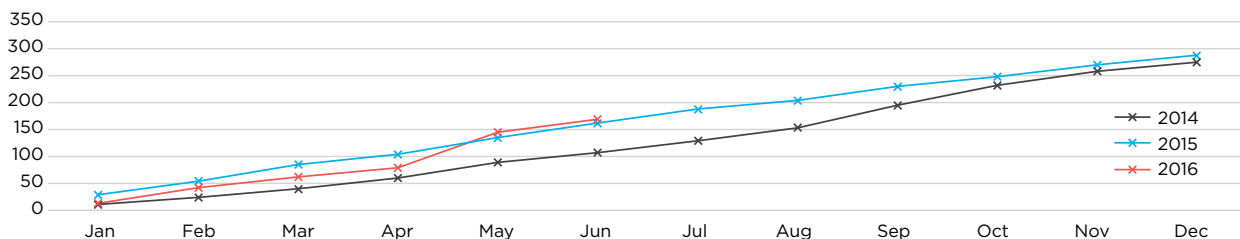
## Health and safety committees

The foundation of our proactive safety culture is our team of elected Health and Safety Representatives (HSRs). HSRs form part of four OHS Committees that meet monthly together with management representatives in accordance with the *Occupational Health and Safety Act 2004*.

In addition to the OHS Committees, we run a Corporate OHS and Policy Forum made up of management, HSRs and key stakeholders from across Council. The Forum reviews and monitors our OHS Strategy, key preventative programs, high-level policies, statistical data and performance.

## Total incident reports

**Darebin City Council  
Total Incidents/Near Misses/Hazards Reported**



\*Note: 2016 data includes figures up to 30 June.



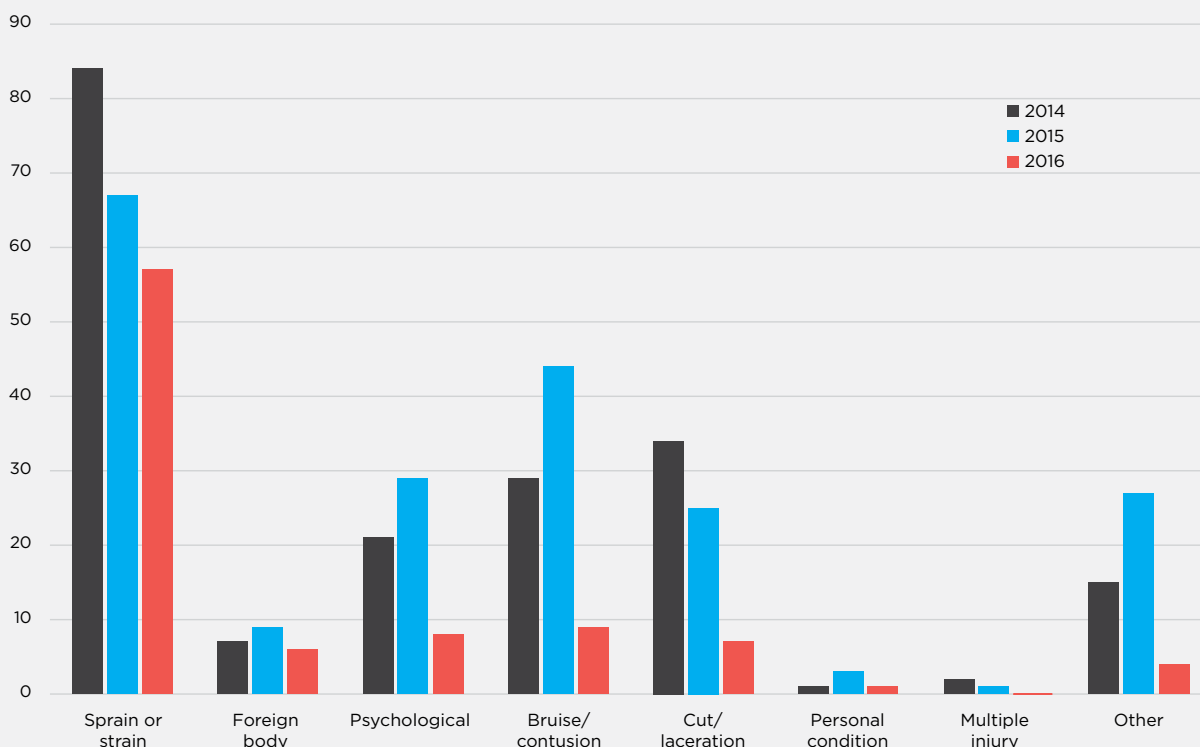
**Types of incidents/near misses/hazards by year**

	2014	2015	2016
Manual handling	36	37	36
Impact with object	65	52	14
Slip, trip or fall	35	43	19
Psychological	31	29	4
Foreign body	9	11	5
Abuse/assault	23	34	31
Ergonomic	18	17	6
Overuse	10	7	4
Driving vehicles	23	20	4
Chemical exposure	9	17	32
Exposure to noise	0	0	0
Other	16	21	14
<b>Total</b>	<b>275</b>	<b>288</b>	<b>169</b>

Note: 2016 data include figures up to 30 June.

**Injuries by type**

**Darebin City Council  
Injuries by Type**



\*Note: 2016 data include figures up to 30 June.

\*Note: 'Other' includes burns, headaches, dislocations, needle-stick injuries, and non-categorisable.



### Lost time

Information relating to Lost Time was not available in 2015/2016 because of an issue with our data collection software. Our program is being fixed and reporting will resume as soon as possible.

### Health and wellbeing programs

The Corporate Health and Wellbeing Program was remodelled according to the needs of staff and industry best practice. Programs included:

- > Ice/Methamphetamine drug awareness sessions.
- > Yoga classes.
- > Massages.
- > Meditation sessions.
- > Wellness and safety month – four weeks of events and information seminars including nutrition information, back care and manual handling, men’s health, and Sunsmart workplace education programs.
- > Back on Track Expo – a one-day event including: soft tissue treatments, life health checks, education seminars, and yoga classes.
- > 13 automated external defibrillators were purchased and installed.



### WorkCover claims



Above displays the number of standard claims that were lodged and accepted by the Victorian WorkCover Authority claims agent CGU. The 2016 figure includes data up to 30 June.

### WorkCover premium

The WorkCover premium for 2015/2016 was \$1,326,149, a reduction of \$540,890 (or 29 per cent) compared to the previous year’s premium.

The table below demonstrates our performance against the rest of our industry. Our goal is to better the industry average of <1.0. Our current rating is 1.02.

### WorkCover premium and performance rating

Year	Premium (ex. GST)	Employer Performance Rating (<1 indicates better than the industry)
2013/2014	\$2,887,041	2.42
2014/2015*	\$1,867,039 (reduced by \$1,020,002)	1.64
2015/2016	\$1,326,149 (reduced by \$540,890)	1.02

\* The premium for 2014/2015 differs from what was stated in the 2014/2015 Annual Report due to an adjustment by the Victorian WorkCover Authority.



## Risk management

The Corporate Risk department continued to enhance the awareness of enterprise risk management across the organisation through an increased presence and proactive involvement at high-level project planning meetings, event planning, leadership forums and various high-risk departmental meetings.

Regular reporting of risk exposures, claims management, performance and strategies improved as a result of presentations to the Executive Management Team (EMT), Audit Committee, Governance, Risk and Corporate Performance Committee, and the Business Continuity Committee.

A thorough review of our strategic and operational risks was undertaken and applied to our Integrated Risk Management System ensuring that regular monitoring and review was undertaken quarterly by our senior management team, in line with our business reporting requirements. As part of this review the Annual Strategic and Operational Risk Review Process was developed and revised to ensure that the process aligned with the service and budget planning cycles. To further support the Process, a Risk Progress Reporting Framework was developed to ensure progress reporting was maintained at EMT, Audit Committee and the Governance, Risk and Corporate Performance Committee.

We participated in the biennial JMAPP Property Risk Audit in May 2016. The audit examined various areas attributed to effective property risk management and focused on:

- > Property inspections – physical inspection of assets to assess potential risk exposures and proactive inspections and maintenance records. There were three assessment sites selected by our insurer.
- > Incident reporting procedures – relevant investigations/analysis conducted for all applicable losses (insurance claims) to mitigate similar future losses.
- > Business continuity – practices and documentation for Business Continuity Plans and testing of plans.

We performed exceptionally well in all three key areas of the audit. The observations and recommendations were all addressed and implemented.

An Audit Manager module was purchased from CAMMS Software towards the end of the financial year to improve the way internal and external audits were managed. It allows us to register and track any type of review activity in an interactive and real-time environment and is an extension to the Integrated Risk Manager module, which has been in place for almost five years.

Scoping and configuration was undertaken to ensure that the system met our needs and our reporting capabilities to the Audit Committee. The system was in test phase until key components were addressed, with the intent of going live early in 2016/2017.

Our Business Continuity Plan was reviewed and enhanced following a test scenario undertaken in October 2015.



### Looking forward to 2016/2017

In the coming year we will continue to implement innovative and interesting programs and initiatives to increase awareness and empower employees to take control of their health and wellbeing. Targeted quarterly campaigns will focus on special interest areas such as finance, heart and skin health, career development and mental health. Campaigns will include activities, competitions, demonstrations, staff discounts and events.

Preventing and minimising injuries to employees will continue to be of great importance. We will investigate engaging a contractor for onsite injury prevention and management to offer best early intervention and effective WorkCover

claims management, reduce workers' compensation costs, and improve staff engagement and wellbeing. The contractor would provide onsite care with an emphasis on treating employees with early warning symptoms.

An increased focus will be applied to a key organisational risk, our motor fleet. The Corporate Risk department will develop and implement a Motor Vehicle Risk Management Program to build employee awareness of road safety and improve attitudes and behaviour on the road. We will participate in Vero's Motor Fleet Risk Review, which will help by identifying and mitigating existing and potential risk exposures within our fleet.





# Celebrating Darebin's volunteers

We are fortunate to have some wonderful people helping us achieve our goals. We value and recognise the fantastic and diverse contribution volunteers make to our community.

The Darebin Information Volunteer Resource Service (DIVRS) is a not-for-profit volunteer-driven organisation that delivers free services and programs for vulnerable people in Darebin. We are pleased to provide funding and support to this fantastic organisation.

There are also many volunteers who work directly with community agencies in Darebin. Highlights of the contributions volunteers made to the Darebin community in 2015/2016 include supporting food security and social inclusion programs, and participation in community groups and Council Advisory Committees.

## Food security and social inclusion

Darebin Community Canteen is a free meals program that was established to address food security in Darebin. The program is a partnership between the Anglican Parish of Jika Jika, Secondbite, and Darebin City Council. The aim is to provide healthy and nutritious meals for people in need.

Every Saturday a team of 6-8 volunteers cook and serve a healthy lunch, supporting the physical and social wellbeing of those who attend. A variety of fresh produce is provided for guests to take home. More than 95 per cent of the ingredients are donated and many Darebin businesses give surplus fresh produce to Secondbite. This also promotes environmental sustainability by reducing food waste.

The program was launched on Saturday 14 May 2016 and is supported by almost 40 registered volunteers. On average, 30 people attend lunch every Saturday and many of them help with set-up and cleaning. The program provides access to nutritious food in a social environment and many guests increase their confidence and community connections each week.



**Darebin Community Canteen volunteers preparing Saturday lunch at Jika Jika Parish in Preston.**

## L2P Learner Driver Mentor Program

Since July 2010, DIVRS has helped financially and socially disadvantaged young adults who do not have access to a supervising driver or a suitable car to gain 120 hours' driving experience. To date, 98 young people have completed more than 11,260 hours with volunteer mentors and gained their provisional licences.

Darebin was one of the first Councils to take up funding from the Transport Accident Commission (TAC) and, together with DIVRS, deliver the L2P Program.

The L2P Program recruits volunteer mentors and provides them with formal training. The mentors are then matched with an unlicensed learner driver. DIVRS has almost 50 registered mentors.

Using one of DIVRS's three vehicles, the learner and the volunteer mentor undertake over 120 hours of supervised learner driving experience as a precursor to the learner sitting for their licence. This can sometimes take up to a year.

Our volunteer mentors are comfortable working with young people from various cultural, social and economic backgrounds. They have made a real difference to



L2P mentor Peter Muskens (right) helped Najibullah (Najib) Hussani (left) gain his provisional licence in May 2016.

young people in Darebin, not just by teaching them to drive and helping them get their driving licences, but by mentoring them throughout their journey and encouraging them to become engaged members of our community.

L2P mentors are a great support to young people, especially anyone who has extra needs, such as single parents, or young people with disabilities.

The L2P Program makes it easier for disadvantaged people to access opportunities and improve their quality of life. Getting a licence can make it easier to get a job, access education and training, or care for family members.

We would like to thank all volunteers, whose generosity and commitment help make Darebin a healthy and connected community.



Winner!

MY FAVOURITE PLACE IN DAREBIN IS...

*This spot in Thornbury.  
Because when I see this  
street art I've clocked off  
work and am having a beer!*

PHOTO BY BASSAMPCRAMP

#discoverdarebin







# 5. Our performance

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# Report of operations

The Report of Operations measures our 2015/2016 performance against the six goals, 58 priority actions and 38 performance indicators that we committed to in the Council Plan 2013-2017. It also shows how we're progressing with the Major Initiatives outlined in the Council Budget.

## Reporting on the City of Darebin Council Plan 2013-2017

The Council Plan describes the vision, mission, goals and actions that guide our work until 2017. It sets out six goals that are at the heart of the work we do. They reflect the shared priorities of our diverse community and were developed after extensive consultation with our community and other stakeholders.

### Goal 1

Vibrant city and innovative economy

### Goal 2

Healthy and connected community

### Goal 3

Sustainable and resilient neighbourhoods

### Goal 4

Thriving and creative culture

### Goal 5

Excellent service

### Goal 6

Open and accountable democracy

We monitor our Council Plan priority actions and performance indicators quarterly and the results are presented in this Report of Operations.

For each goal we have included:

- Highlights and achievements.
- Details about the services we provide.
- The Council Plan priority actions and our progress.
- The Council Plan performance indicators and our results.
- Major initiatives from the Council Budget.
- The challenges we encountered in 2015/2016.
- Looking to the future.

There is more information about the Council Plan on our website [www.darebin.vic.gov.au/CouncilPlan](http://www.darebin.vic.gov.au/CouncilPlan)

## Priority Actions reporting legend

- Complete**  
Item completed.  
Requires no further action.
- Ongoing**  
Annual objectives have been met.
- On track**  
On track to be completed in 2017.
- Behind schedule**  
Work is running behind schedule.



## How does the Annual Report integrate with the Council Plan?

The diagram below illustrates how the Annual Report and the Council Plan are integrated with our business planning cycle.

The **Council Plan** describes the vision, mission, goals (strategic objectives) and actions that guide our work for a four-year period. It is reviewed annually. The **Strategic Resource Plan** describes how the key actions and objectives for the year will be resourced. The **Annual Budget** sets out funding for projects and services to be undertaken throughout the year. It also outlines the Major Initiatives for the year. The **Major Initiatives** directly

contribute to the achievement of our Council Plan goals. **Service Plans** include business management plans and set out key performance indicators. The **Annual Report** shows our progress in achieving goals and reports the results at the end of each financial year.

### Our performance in the third year of the Council Plan 2013-2017

2015/2016 was the third year of the Council Plan 2013-2017 and we are significantly ahead of schedule. The majority of Priority Actions are complete and we are on track to finalise the remaining four in 2016/2017.

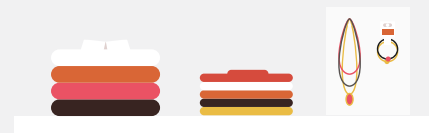




# Goal 1 – Vibrant city and innovative economy

Our goal is to promote an innovative, vibrant and thriving economy with physical infrastructure that is both well maintained and appropriately regulated.

**36%** of our budget was allocated to achieving this goal



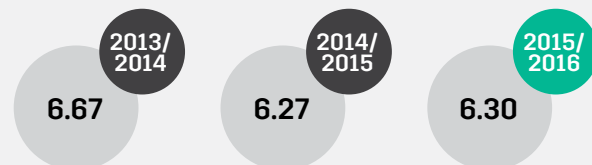


## Highlights and achievements

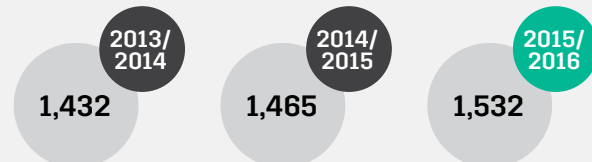
- > We hosted 43 business events that were attended by 2,177 people.
- > Our award-winning Active Spaces Program was presented at the International Cities, Town Centres National Conference. In 2015/2016 the Program launched five creative businesses. Since the start of the Program four years ago, Active Spaces has generated over \$300,000 in rent and created more than 100 jobs.
- > The Road Resurfacing Program used an innovative asphalt product that saved approximately 10 per cent within a \$2 million program and reduced road noise for adjacent properties.
- > The Ruthven Community Pavilion was completed and officially launched.
- > Enhancements to the stormwater drainage were completed in Fulham Road, Alphington, to relieve flooding that impacted the local community.
- > We successfully advocated for the retention of trees and widening of the shared path as part of Melbourne Water's water main upgrade along St Georges Road.

- > The Council Plan target for domestic waste bin collection of 99 per cent was exceeded with a final result of 99.89 per cent of bins collected on nominated collection days. In 2015/2016, we made more than 5.42 million collections.
- > The Booked Hard Waste service made 2,040 collections (178 tonnes of waste). Our Annual Hard Waste collection picked up 2,110 tonnes of material, of which 442 tonnes were recycled.
- > We ran our first digital campaign for Darebin residents. The project used social media to encourage people to shop locally. #darebinxmas received 333 posts on Instagram and 177 posts on Facebook. 182 businesses promoted the program.

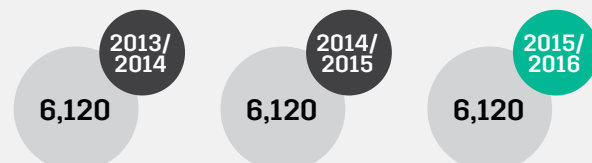
### Investment in infrastructure (roads, drains and bridges) \$million



### Number of planning permits received



### Sealed local roads swept (km)

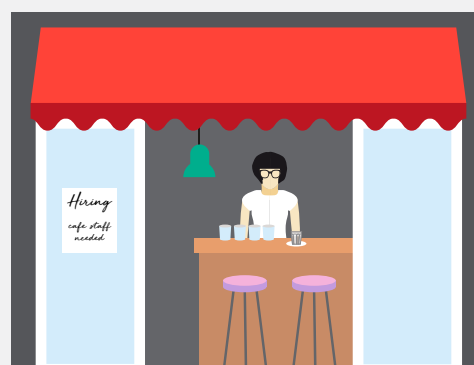




## Services

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

		Cost of providing this service in 2015/2016 \$'000
<b>Economic Development</b>	Develop and implement strategies and activities to foster and promote a sustainable business sector to provide local employment. Work with local trader and business associations to help them improve business performance, and also with neighbouring municipalities to develop and implement regional economic growth.	1,190
<b>Civic Compliance</b>	Responsible for Council's environmental health service (enforcement of the Food Act, Health Act, Tobacco Act and Environment Protection Act), Animal Management, Local Laws, Planning Enforcement, Traffic Enforcement and the School Crossings Supervision Service.	530
<b>Assets and Properties</b>	Responsible for improving the way the City's assets are managed. Activities include planning and management of roads, drains and bridges, property management, and implementation and ongoing management of the Asset Management System.	5,645
<b>City Development</b>	Provides support and advice to Council with respect to the Darebin Planning Scheme, ensures compliance with Building Legislation and industry standards, and administers the Darebin Planning Scheme. The Building Services Unit enforces statutory requirements for the built form and public safety.	3,678
<b>Major Projects and Infrastructure</b>	Policy development and project management services across areas including activity centres, transport management and safety, major facility development, engineering, facilities maintenance and the management of capital works projects. Responsibility for engineering and infrastructure project management services. The majority of Council's capital works budget is managed by this Department.	1,442
<b>Transport</b>	Provides advice and policy for Council on all traffic management and transport planning matters, including development of transport strategies and initiatives encouraging sustainable transport choices, safety, access and mobility.	1,268
<b>City Works</b>	Responsible for collecting domestic garbage and recyclables, green waste and dumped rubbish, street and right-of-way cleansing, hard waste collection, and management of the contract for the operation of the waste transfer station in Reservoir. Responsible for purchase and maintenance of Council's vehicle, plant and equipment. Ongoing maintenance of roads, footpaths, drains and Council's extensive network of street, directional, parking, regulatory and advisory signs.	17,697





## Four-year priority actions

– what we committed to in the Council Plan 2013-2017

ACTION	STATUS	WHAT WE'VE DONE...
1. Invest in the City of Darebin's leisure and recreation activities, venues and open spaces, including the renewal of Council's extensive network of off-road bicycle paths, pedestrian spaces and networks; and upgrade various sportsgrounds and playgrounds.		<ul style="list-style-type: none"> <li>- In line with our strategies, the nominated upgrades and beautification projects were completed.</li> <li>- All works outlined in the Shared Path and Footpath Renewal Programs were completed.</li> </ul>
2. Continue to implement and monitor the roll-out of internet accessibility in the City of Darebin.		<ul style="list-style-type: none"> <li>- Met with NBN representative.</li> <li>- Liaised with two internet providers to secure high speed internet in lieu of NBN on behalf of Darebin businesses.</li> <li>- Provided Wi-Fi in four major shopping centres (Fairfield, Preston, Northcote and Reservoir).</li> </ul>
3. Undertake regular reviews of land use planning policies of the City of Darebin Planning Scheme to ensure that they continue to support local manufacturing, commercial activity and affordable housing. Ensure that they are consistent with all relevant Supporting Strategies.		<ul style="list-style-type: none"> <li>- The approval of Amendment C138 (Darebin Planning Scheme Review) completed this Priority Action.</li> </ul>
4. Complete, implement and monitor the Darebin Integrated Housing Strategy and the Darebin Economic Land Use Strategy. Complete or update land use structure plans and action plans for all major activity centres located in the city. Implement a revised Municipal Strategic Framework Plan. Develop and implement a strategic planning framework that supports the introduction of the State Government's new residential, business and commercial zones, while respecting local amenity and character.		<ul style="list-style-type: none"> <li>- The Darebin Housing Strategy was adopted and formally incorporated into the Darebin Planning Scheme.</li> <li>- The Darebin Economic Land Use Strategy was adopted in 2014.</li> </ul>
5. Develop, implement, monitor and/or review (where appropriate) the Parking Management Strategic Framework and the Road Management Plan. Consider further policies to promote the allocation of appropriate and safe road space for all modes of transport, including cycling and pedestrian movement.		<ul style="list-style-type: none"> <li>- The draft Traffic Management and Walking Strategies were almost complete and ready for Council review.</li> <li>- The draft Parking Management Strategic Framework was completed in January and presented to EMT and Council for feedback.</li> </ul>





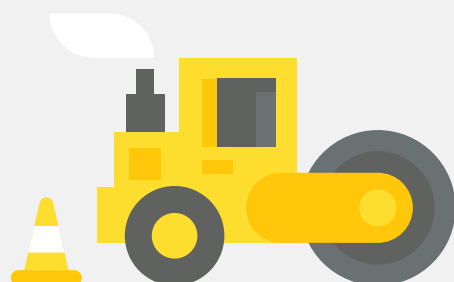
## Four-year priority actions

– what we committed to in the Council Plan 2013-2017

ACTION	STATUS	WHAT WE'VE DONE...
6. Implement and monitor Going Places – the Darebin Transport Strategy 2007-2027, the Safe Travel Strategy 2010-2015, the Darebin Cycling Strategy 2013-2018 and all associated Action Plans.		<ul style="list-style-type: none"> <li>- The Going Places review and update was provided to Council in November 2015.</li> <li>- The Safe Travel Strategy Achievements Report was provided to Council in June 2016 and will be updated in 2016/2017.</li> </ul>
7. Work with major institutional stakeholders to develop land use master plans where expansion is considered likely, including La Trobe University, Northland Shopping Centre and the Preston Market.		<ul style="list-style-type: none"> <li>- Meetings were held with La Trobe University, Preston market, Level Crossing Removal Authority, Public Transport Victoria, Department of Environment, Land, Water and Planning, VicTrack and Members of Parliament.</li> <li>- Assessments of the benefits of rail grade separation in Preston, Reservoir and Alphington were completed.</li> </ul>
8. Review Council's Asset Management Strategy 2005 and Asset Management Policy 2003. Implement and monitor a centralised capital works project management system.		<ul style="list-style-type: none"> <li>- The Asset Management Strategy was adopted in May 2015.</li> <li>- The Asset Management Policy was adopted in 2013.</li> </ul>
9. Implement, monitor or review (where appropriate) all Supporting Strategies and Action Plans, including the Business Development and Employment Strategy 2012-2015, the Green Business Attraction Strategy 2012-2015 and the Darebin Digital Strategy 2013-2018.		<ul style="list-style-type: none"> <li>- Positioning paper, 'Digital Darebin', was developed.</li> <li>- We completed our first digital campaign #darebinxmas.</li> <li>- Darebin's Digital Business Program 'Pitch IT' was delivered.</li> <li>- The Sustainable Living Expo showcasing sustainable Darebin businesses and organisations was attended by over 300 people.</li> <li>- Completed 13 Light\$mart retrofits.</li> <li>- Distributed 36 'We are Greening our Business' stickers and certificates.</li> <li>- Launched Sustainable Leaders in Manufacturing Program, which included businesses participating in the GreenLight Program.</li> <li>- Received 63 applications for the Business Solar \$aver Program.</li> <li>- Hosted two Green Business Network Events.</li> </ul>



COMPLETE
 ONGOING
 ON TRACK
 BEHIND SCHEDULE







## Council plan performance indicators/targets

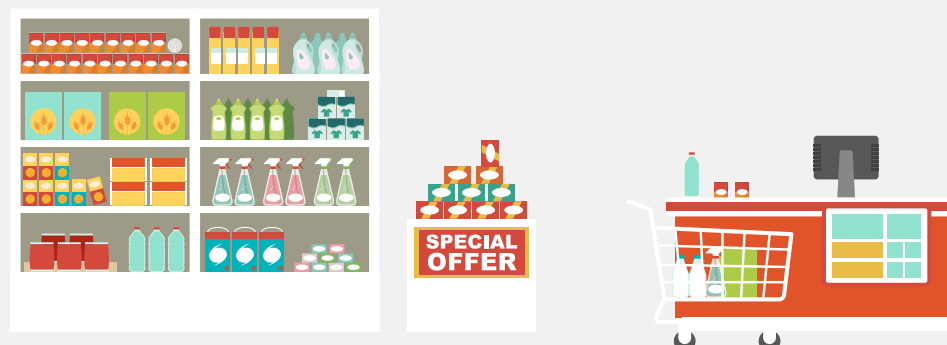
– how we measure up

ACTIVITY	MEASURE	FOUR-YEAR TARGET	YEAR 1 2013/2014	YEAR 2 2014/2015	YEAR 3 2015/2016	COMMENTS
<b>Traffic Management</b>	The percentage of respondents who rate Council's performance in traffic management at six or more on a 10-point scale.	> 75%	75.8%	73.7%	73.9%	<b>Target not met</b> In response to concerns raised by our community via the municipal-wide traffic survey last year, we reviewed every road in Darebin to identify where speeding, accidents and high traffic volumes were regularly observed. This information is being used to implement works that will make our streets safer.
<b>Asset Renewal</b>	The amount of capital expenditure budgeted for asset renewal projects (excluding carry-forward works), expressed as a percentage of depreciation, as reported in the most recently published Budget report.	> 69%	62%	62.6%	91.2%	✓
<b>Employment</b>	Number of new jobs within the City of Darebin annually.	Net increase in number of jobs by >333 per annum	573	516	485	✓
<b>Completed Capital Works Projects within Budget</b>	Percentage of Capital Works Projects completed within +/- 10% of approved budget.	95%	53%	63%	62%	<b>Target not met</b> Any project that was completed over or under budget by more than 10% was not considered met under this indicator. While a small number of projects went over budget by more than 10%, most were well under budget and generated considerable savings. If this indicator included all projects that came in under budget, the success rate would be 95%.
<b>Completed Capital Works</b>	Percentage of Capital Works Projects completed by the end of each financial year.	90%	85%	92%	92%	✓
<b>Bin Collection</b>	Percentage of bins collected on the scheduled day.	> 99%	99.9%	99.9%	99.9%	✓
<b>Housing</b>	Percentage of social and affordable housing included in new development.	Up to 10%	0%	0%	0%	<b>Target not achievable</b> All capital funding for social and affordable housing previously allocated by the Australian Government has been frozen since 2013. This indicator will remain difficult for us to satisfy.



## Major initiatives from our Annual Budget

PROGRAM	DESCRIPTION	PROGRESS
<b>Traffic and Transport Management</b>	This Program seeks to continue to address traffic and transport priorities in a strategic manner across the municipality and construct a number of traffic management and road safety works to address concerns and priorities raised by the community. Projects include: further advance works regarding grade separations across Darebin, implementing a range of road safety programs, maintenance works, speed reduction programs, and partnership works with key transport stakeholders. These will include widespread engagement with the Darebin community.	<b>77%</b> Projects that were not delivered have progressed to detailed design with many under contract for delivery early in 2016/2017.
<b>Cycling initiatives</b>	Delivery of actions from the Darebin Cycle Strategy 2013-2018 which aims to create a culture of cycling in Darebin. Projects include the improvement and construction of shared paths, extension to the shimmy bicycle network and on-road cycle facilities.	<b>97%</b> The majority of this Program was delivered resulting in significant improvements to the safety of cyclists. Improvements to St Georges Road shared path were delayed as a result of external approvals and the need to reflect future requirements. Scheduled to be completed in early 2016/2017.
<b>Footpath Renewal Program</b>	Provision for footpath renewal works throughout the entire city to make walking safer and to meet the standards set out in the Road Management Plan. Locations are selected on the basis of footpath condition and level of use.	<b>100%</b>
<b>Walking Initiative</b>	This Program delivers key projects prioritised within the walking technical report that was completed for the development of the Walking Strategy. Actions aim to improve the safety and amenity of walking in Darebin, to address issues faced by an ageing and diverse community and also to reduce car dependency.	<b>90%</b> The majority of this Program was delivered on time and on budget. Some projects were delayed due to the need for external approvals.
<b>Shopping Strip Infrastructure and Business Support</b>	Provision for beautification, upgrade and improvement works in minor and major shopping strips across the municipality. Works include strategic review of retail centres and their infrastructure, repairs to street infrastructure and assets bill postering bollards in shopping strips, signage and branding, intensive cleaning of footpaths, rubbish bins and recycling stations.	<b>100%</b>





## Challenges

Unprecedented levels of residential development activity coupled with a relatively low percentage of the municipality under the protection of the Neighbourhood Residential Zone is a continuing challenge for our City. Unlike neighbouring municipalities, such as Moreland and Yarra that have close to 70 per cent of their residential areas in Neighbourhood Residential Zones, Darebin has just 10.5 per cent of the municipality under the same level of protection. We sought to address this with a request to the Minister for Planning for the approval of amendment C152 to the Darebin Planning Scheme. This proposal would have provided 60 per cent of the municipality with better protection from inappropriate development. For more information about the work we are doing in this area, see our Advocacy Report on page 113.

Darebin's population is forecast to grow from 150,881 to 192,142 over the next 20 years (2015 Australian Bureau of Statistics Estimated Resident Population). This equates to more than 2,000 new residents each year and a requirement for almost 1,000 new dwellings each year. This is translating into a shift in the types of housing being built in Darebin, with new dwellings increasingly being apartments.

Understandably, the community is nervous about the pace and extent of change occurring in Darebin, which led to an increase in the number of objections to planning applications. Challenges between the need to provide more housing while preserving the lifestyle expected by residents will arise. The number of applications considered by Council's Planning Committee dramatically increased, with more matters considered in the first six months of 2016 (112) than any previous calendar year.

During the past 12 months we received our highest number of planning applications (1,532). This compares with 1,465 in

2014/2015. In the past 12 months we decided on more planning applications than any previous year, with 1,362 decisions issued. (Not all applications are considered by the Planning Committee.) In the 2014/2015 financial year 1,340 planning applications were decided.

## Looking to the future

We will make planning information and services more easily accessible online.

The first wave of localised traffic management and road safety initiatives, as identified by the extensive traffic management consultation in 2015, will be implemented.

Four large State Government projects will be proceeding in Darebin. Three Railway Crossing Grade Separations will greatly improve transport, and planning will continue for the Chandler Highway Bridge Widening, which will improve access for all users including public transport, cyclists and pedestrians.

The Safe Travel Strategy will be updated in 2016 and we will be implementing the new Footpath Trading Policy.

We are looking forward to making further progress with the Northland Urban Renewal Precinct Project, which will transform the area from a declining industrial sector to a vibrant mixed-use precinct including new housing and employment. We are working on options to ensure that environmental best practice is used in the design and development of the Precinct. The Joint Community Infrastructure Plan was completed in partnership with the Victorian Government, La Trobe University, and Darebin Community Health. It provides a plan for infrastructure requirements for the Precinct. A tram feasibility study is underway and will investigate the possibility of bringing light rail into the Precinct to support an estimated 10,000 new residents and 10,000 new jobs in the next 20 years.



## Goal 2 – Healthy and connected community

Our goal is to: develop a strong physical, social and economic environment that supports and enhances the health and wellbeing of all Darebin residents.

Build a safe, inclusive and equitable community where all feel socially well connected, respected and valued.

**24%** of our budget was allocated to achieving this goal.





## Highlights and achievements

- National Disability Insurance Service (NDIS) information sessions were conducted in partnership with other local governments, the Department of Health and Human Services, and the National Disability Insurance Agency. As a result, we will be increasing our services for people with a disability, their families and carers. Our new services will include greater access to information, advocacy, and support particularly for people who are vulnerable.
- Hosted Reservoir Village Festive Day for Seniors with the aim of creating an age-friendly shopping precinct, in partnership with the Department of Health and Human Services and the Reservoir Village Business Association.
- 5,097 (92.6%) children aged five years and younger were immunised. 3,167 vaccinations were administered to secondary students.
- 2,078 birth notifications were received by the Maternal and Child Health Program and 98 per cent of families were visited at home. 307 New Parent sessions were attended by 1,842 parents.
- We endorsed marriage equality and the Safe Schools Coalition.
- Following the June 2016 mass shooting in Orlando, Florida, an all-inclusive community Iftar (the breaking of the fast during the holy month of Ramadan) was held, bringing together Darebin's lesbian, gay, bisexual, transgender, intersex and queer (LGBTIQ) and Muslim communities.
- Football Federation Victoria reported that women's participation in soccer in Darebin was 9.4 per cent higher than the Victorian average in 2015. AFL Victoria reported an increase in girls' football teams in our local competition, from 25 in 2015 to 41 in 2016. The North Metro Cricket Association established an inaugural women's grade in 2015/2016.
- As part of our Capital Works Program two sportsfield lighting systems were installed at AH Capp Reserve and WH Robinson Reserve; new cricket nets were built at Moore Park, Ruthven and Zwar Reserves; the Ruthven Community Pavilion was completed; and safety fencing was installed at John Hall Reserve.
- Get Active in Darebin, which offers a range of free community-based exercise sessions and low cost social sport opportunities, grew 150 per cent in 2015/2016. Average attendances increased from 790 in 2014/2015 to 1,200 in 2015/2016.
- We were named a local government finalist in the HART Awards (Helping Achieve Reconciliation Together) for the Stolen Generations Marker *Empty Coolamon*, which was created by artist Robyn Latham.
- As part of our Citywide Beautification Program we undertook works including: planting on the Cheddar Road median strip; improvements to the entrance of Darebin Parklands; tree planting in streets and parks; commissioning of street art; replanting garden beds; streetscape upgrades in Reservoir and Preston; and installation of street furniture in response to community requests.
- Darebin Libraries launched the Solus app in April 2016. We had 7,800 launches from more than 1,600 devices to June 2016.
- More than 186,000 visitors attended the Reservoir Community and Learning Centre between when it opened on 10 August 2015 and 30 June 2016.



## Services

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

		Cost of providing this service in 2015/2016 \$'000
<b>Aged and Disability</b>	Provides a range of services to help older people and people 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, dementia care, meals and community transport.	8,086
<b>Community Planning</b>	Responds to the diverse needs and aspirations of the Darebin community by providing strategic policy and planning expertise.	2,474
<b>Family and Children</b>	Responsible for a mix of service delivery, policy and community partnership projects that target Darebin's children and their families. It includes the management of primary school holiday programs, early childhood resource and liaison, help for services to include children with additional needs, a pre-school enrolment service, centralised child care waiting list, support to play groups, a toy library, maternal and child health services, and an immunisation program. This department also includes a family services team that works with families in need across Darebin.	4,187
<b>Leisure and Public Realm</b>	Provides a range of leisure and recreation facilities, programs, projects and services. Undertakes recreation policy, planning and programming; facility management; sports development and liaison; specialist recreation programming for disadvantaged groups and individuals; and information provision. Plans and develops Darebin's open space and provides landscape and urban design advice. Responsible for recreation facilities at the Darebin Community Sports Stadium, Darebin International Sports Centre, Northcote Aquatic and Recreation Centre, and the Reservoir Leisure Centre.	1,212
<b>Libraries, Learning and Youth</b>	Responsible for the libraries at Fairfield, Northcote, Preston and Reservoir and our virtual library at <a href="http://www.darebinlibraries.vic.gov.au">www.darebinlibraries.vic.gov.au</a> . This department also operates a youth service that manages programs through the Northland Youth Centre, Darebin Youth Resource Centre and Decibels Youth Music Centre. They also manage Yute, which is a mobile youth outreach program that aims to improve safety and social and economic disadvantage in East Reservoir and East Preston, and an African access program delivering health promotion programs and after school holiday and summer camping program.	4,994



## Four-year priority actions

– what we committed to in the Council Plan 2013-2017



ACTION	STATUS	WHAT WE'VE DONE...
1. Develop, implement, monitor and review the Community Health and Wellbeing Plan.		<ul style="list-style-type: none"> <li>- A wide range of initiatives were undertaken and health and wellbeing principles were integrated across the organisation.</li> <li>- Focus on consultation and development of a Food Security and Nutrition Action Plan, improving food choices at our leisure centres, and literature about healthy eating.</li> </ul>
2. Develop services for the Lancaster Gate site to provide a range of innovative early years services and programs for the community. Complete the redevelopment of Reservoir Library and Reservoir Civic Centre and realise the Keon Park Children's Hub.		<ul style="list-style-type: none"> <li>- Keon Park Children's Hub and Darebin North East Community Hub (formerly known as Lancaster Gate) completed and operational.</li> </ul>
3. Conduct and evaluate expos, exhibitions and events that support community health and wellbeing goals.		<ul style="list-style-type: none"> <li>- Health literacy materials translated into four languages.</li> <li>- Establishment of the Darebin Community Canteen partnership with SecondBite and Jika Jika Parish.</li> <li>- Recruitment of Health Promotion Graduate after successful application of Victorian Aboriginal Population Health Recruit Program.</li> <li>- 55 people completed the Youth Mental Health First Aid course.</li> <li>- Two East Preston Family Movie Nights attended by more than 600 residents.</li> <li>- Draft Food Security and Nutrition Action Plan 2016-2020 developed.</li> </ul>
4. Continue to provide and support equitable access to community facilities, including to local neighbourhood houses, sporting grounds and venues, leisure and recreation facilities and libraries across Darebin.		<ul style="list-style-type: none"> <li>- Get Active attendances increased by 150% compared to 2014/2015.</li> <li>- Active April had a great impact on the usability of our sporting areas.</li> <li>- Implementation of Exercise Stations in parks throughout Darebin was a great success.</li> </ul>
5. Strengthen the capacity of the Darebin Intercultural Centre (DIC) to meet community needs for intercultural engagement and anti-racism initiatives.		<ul style="list-style-type: none"> <li>- Darebin Intercultural Centre applied for funding to roll out Say No to Racism training to school and sporting groups in Darebin.</li> </ul>





## Four-year priority actions

– what we committed to in the Council Plan 2013-2017

ACTION	STATUS	WHAT WE'VE DONE...
<p>6. Support initiatives that: (1) encourage language learning opportunities for new settlers and members of the community who are not proficient in English; (2) support the learning of languages other than English (LOTE) within the wider community; (3) encourage residents and visitors to appreciate our diversity; (4) provide learning opportunities for disadvantaged groups within our community with the aim of increasing their knowledge base, skills and employability.</p>		<ul style="list-style-type: none"> <li>- Conversation Café was successfully conducted by Darebin Libraries for newly-arrived communities.</li> <li>- Further development of the Darebin Inclusive Communications Charter and the Diversity Research Project.</li> <li>- Diversity Capabilities staff training was provided.</li> <li>- Development of a Communications Plan for Embrace Diversity campaign linking up with libraries.</li> <li>- Strategic promotion of diversity messages e.g. included in Councillor speeches, print/electronic media, program collateral, campaign/advocacy work and inclusive design of spaces and places.</li> <li>- Intercultural Centre provided free weekly events to promote health, wellbeing, culture and information exchange.</li> <li>- The number of English as a Second Language classes offered at the Intercultural Centre increased from 103 in 2014/2015 to 328 in 2015/2016.</li> <li>- 38 events supported learning and diversity through a shared program in our library spaces. Highlights included: the launch of the Aboriginal honours roll; introduction of Chinese e-books; sharing migrant stories during Cultural Diversity Week; and National Simultaneous Storytime in Woi Wurrung.</li> </ul>
<p>7. Develop, monitor, review or implement (where appropriate) all Supporting Strategies and Action Plans, including the Home and Community Care (HACC) Diversity Plan, the Food Security Strategy, the Leisure Strategy, the Community Safety Strategy, the Graffiti Management Action Plan, the Library Strategy, the Lifelong Learning Strategy, the Early Years and Middle Years Strategies and various local Neighbourhood Renewal plans.</p>		<ul style="list-style-type: none"> <li>- The Library Strategy was completed. Highlights included works undertaken at Fairfield, and rejuvenated spaces at Northcote and Preston Libraries that improve accessibility and extend meeting room availability.</li> <li>- Graffiti Management Strategy – 26,520m<sup>2</sup> of graffiti removed.</li> <li>- 20 street parties were supported across Darebin.</li> <li>- Six Darebin Domestic Violence Network meetings were held and Week Without Violence Self-Care Day was attended by more than 40 women and children who were escaping/survivors of family violence.</li> <li>- Four Darebin Community Safety Reference Group meetings were held.</li> <li>- Four street art projects were completed.</li> <li>- Five Northland Precinct Action Group meetings were held. The CCTV project along Darebin Creek was completed.</li> <li>- Article in CiVic Magazine promoted the success of the Northland Precinct Action Group Crime Prevention Project. Police reported an overall reduction in crime around Northland Shopping Centre.</li> <li>- Three events were held in Community Safety Month: Edwardes Lake Park Walk to Say No to Violence Against Women (200 people attended); Dispute Resolution Forum in East Reservoir; and a community event at Walker Street Housing Estate (150 people attended).</li> <li>- Continued relationship with Victoria Police and traders to implement the Darebin Alcohol Accord and alcohol restricted areas.</li> <li>- Leisure Action Plan – endorsed by Council in 2015.</li> <li>- New Sporting Fees, Charges and Occupancy Agreement was implemented.</li> </ul>


 **COMPLETE**
 **ONGOING**
 **ON TRACK**
 **BEHIND SCHEDULE**

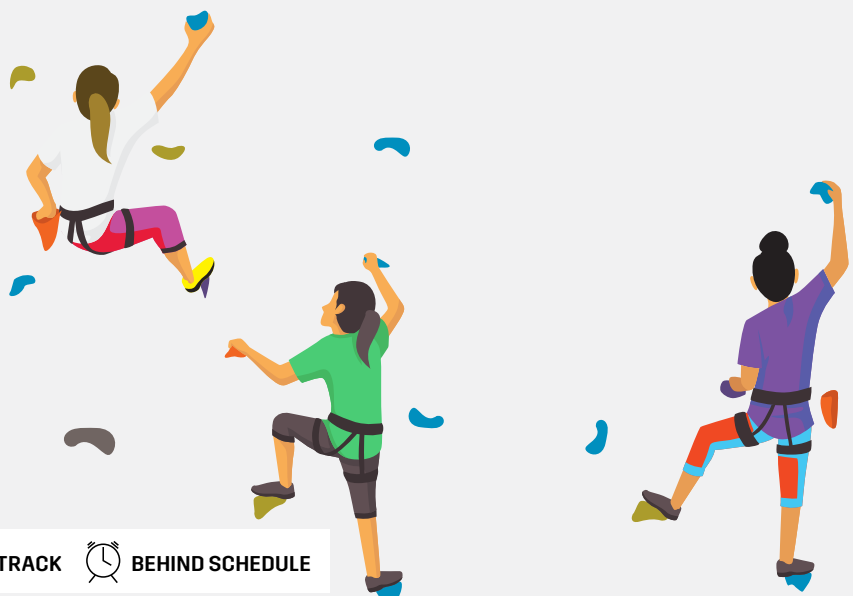




## Four-year priority actions

– what we committed to in the Council Plan 2013-2017

ACTION	STATUS	WHAT WE'VE DONE...
<p>8. Develop, monitor, review or implement (where appropriate) Action Plans stemming from the Equity and Inclusion Policy, including but not limited to: the Human Rights Action Plan; the Multicultural Strategy; the Sex, Sexuality and Gender Diverse Action Plan; the Darebin Anti-Racism Strategy; the Aboriginal Strategy and Action Plan; the Darebin Disability Action Plan; the Gender Equity Action Plan; and the Preventing Violence Against Women Action Plan.</p>		<ul style="list-style-type: none"> <li>- Human Rights Action Plan – screened human rights films at the Intercultural Centre and provided diversity training needs analyses as part of the Diversity Capabilities Framework.</li> <li>- Multicultural Action Plan – finalised the Darebin Ethnic Communities Council (DECC) community monument. Advocated on the issue of refugee and asylum seeker communities and children in detention. Community engagement via the Darebin Interfaith Committee, Mosque Committee and attendance at DECC meetings.</li> <li>- Sex, Sexuality and Gender Diverse Action Plan – participation in the Midsumma Carnival and Pride March under our ‘Coming Out’ banner. We became a Safe Schools Coalition supporter.</li> <li>- Darebin Anti-Racism Strategy – a Service Agreement was reached with the South Australian Government for the delivery of our Say No to Racism training.</li> <li>- Aboriginal Action Plan – the Aboriginal Employment Strategy was in development. The Darebin Aboriginal Advisory Committee advised on matters including the Bundoora Homestead Arts Program, development of a First Owners Curriculum, and the DECC community monument.</li> <li>- The Darebin Disability Action and Inclusion Plan was launched.</li> <li>- Gender Equity Action Plan – progressed through: the activities of the Darebin Women’s Advisory Committee; the International Women’s Day Molly Hadfield Oration; collaboration with other councils through Gender Equity in Local Government; and submission on the State Government Gender Equity Strategy.</li> <li>- Preventing Violence Against Women Action Plan – finalist in the VicHealth Awards; presentation at a NSW local government forum; submission to the Parliamentary inquiry into domestic violence and gender inequality; Business Lunch with Rosie Batty to highlight the role of businesses in addressing family violence (160 attendees).</li> </ul>



 COMPLETE
  ONGOING
  ON TRACK
  BEHIND SCHEDULE



## Council plan performance indicators/targets

– how we measure up

ACTIVITY	MEASURE	FOUR-YEAR TARGET	YEAR 1 2013/ 2014	YEAR 2 2014/ 2015	YEAR 3 2015/ 2016	COMMENTS
<b>Aged and Disability services</b>	Percentage of service user respondents who are satisfied or very satisfied with our Aged and Disability services.	>60%	87.70%	88.40%	86.20%	✓
<b>Family Support services</b>	Percentage of service user respondents who are satisfied or very satisfied with our services for families.	>49%	87.1%	78.3%	82.20%	✓
<b>Response to Cultural Diversity</b>	Difference in overall satisfaction between respondents from households that speak "English Only" and other households (on a 100-point scale).	<5	0.5	1.7	0.7	✓
<b>Response to Locational Disadvantage</b>	Difference in overall satisfaction between respondents from the highest scoring precinct and those from the lowest scoring precinct (on a 100-point scale).	<5	7.8	7.2	8.5	<b>Target not met</b> The purpose of this indicator is to ensure that we meet the needs of the most disadvantaged parts of our community. While the target has not been met, satisfaction has actually been higher in the parts of Darebin (northern precincts) with greater disadvantage, which suggests that the general intent of the measure has been met. We will continue to work to solve the concerns of all Darebin residents.
<b>Maternal and Child Health</b>	Percentage of children attending Maternal and Child Health Service at two-year-old key ages and stages visit.	>75%	73%	72.4%	*	Due to a statewide software issue we are unable to report on this indicator
<b>Sports Grounds</b>	Percentage of sports grounds delivered ready for competition use on time.	95%	96.5%	100%	100%	✓
<b>Address Cultural and Linguistically Diverse (CALD) needs for Literacy and Learning</b>	Percentage of Library Budget allocated to Languages Other Than English (LOTE) resources.	20%	19%	20%	23%	✓

\* not available

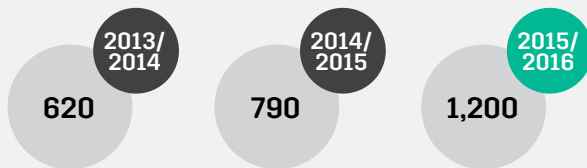


## Council plan performance indicators/targets

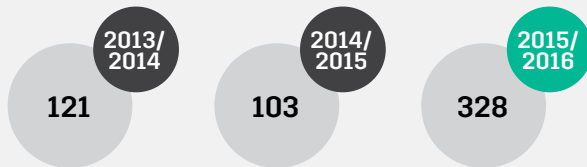
– how we measure up

ACTIVITY	MEASURE	FOUR-YEAR TARGET	YEAR 1 2013/2014	YEAR 2 2014/2015	YEAR 3 2015/2016	COMMENTS
<b>Equity in Sport</b>	Percentage of Council-funded sporting groups that make a public commitment to support and increase the participation of children, young women, migrants and persons of all physical abilities in their club's sporting and social activities.	100%	26%	40.4%	53%	<b>Target not met</b> The 2015/2016 result reflects a 53% increase in clubs who meet this indicator, up from 40% in 2014/2015. Continued implementation of the Sporting Fees and Charges Policy will likely see further improvements in future years.
<b>LGBTIQ access to Council services</b>	The percentage of respondents who rate at six or more on a ten-point scale Council's efforts to provide services that are inclusive of lesbian, gay, bisexual, transgender, intersex and queer (LGBTIQ) residents.	>70%	89.3%	92.4%	85.5%	✓

### Attendances at Get Active in Darebin



### English as a Second Language classes offered at the Intercultural Centre



### Children fully vaccinated (%)





## Major initiatives from our Annual Budget

PROGRAM	DESCRIPTION	PROGRESS
<b>Women's Sports and Regional High Ball Facility</b>	Development of an indoor/outdoor high ball facility to support the provision and participation of women's sports within the City. The project will include indoor and outdoor courts, including an indoor show court, amenities and facilities, car parking and lighting. External funding to be sought from Netball Victoria, Basketball Victoria and the State Government. The location for this facility is yet to be determined. Total anticipated cost of the project is \$12.4m over a three-year period covering consultation, design and construction	<b>25%</b>  This is a multi-year project spanning three years. It is on track for completion in 2019.
<b>Citywide Beautification Projects</b>	Funding for the implementation of a program of citywide beautification works as per a beautification plan to be approved by Council in locations including Preston, Reservoir, Northland precinct and Northcote.	<b>100%</b>
<b>Play spaces: Minor Neighbourhood Design and Implementation</b>	The Play Space Strategy notes that at least two major play spaces will be designed and consulted each financial year in preparation for implementation in the following financial year. Design and construct over two years so that the community has ample time to be involved in all stages of design. Locations include Breavington Reserve, Bridge Park, Broomfield Reserve, Newman>Showers Reserve and WR Ruthven Reserve.	<b>85%</b>  Expected to complete in September 2016.
<b>East Preston Neighbourhood House (Location to be determined)</b>	Project identified as part of the Participatory Budget process (i.e. Citizen Jury) in 2014/2015. Proposal for the establishment of a Neighbourhood House in the East Preston area. Location of facility is yet to be determined. Total project cost of \$865,000 over two years.	<b>50%</b>  We took a lease on a property at 7 Newtown Street, Reservoir. To meet the functional requirements of a neighbourhood house, it requires an upgrade and minor building extension. The facility will be available for community use in 2017.
<b>Darebin Library Resources</b>	Purchase of books, audio visual, magazines, newspapers, online, e-books and downloadable products in English and language other than English across the four branches of Darebin Libraries, for the Darebin community.	<b>100%</b>
<b>Pocket Parks Renewal Program</b>	Renewal and upgrade of park infrastructure in Council's smallest parks. Locations in 2015/2016 included: Leslie Reserve, Nisbett Reserve, Mendip Reserve, Andrew Boyd Reserve and Peters Reserve.	<b>100%</b>



## Challenges

The Introduction of Federal legislation for No Jab No Play/Pay increased our immunisation workload with individual client meetings and catch up schedules developed. The legislation also impacted adolescents up to 19 years of age and larger cohorts of families engaged with the Immunisation Service.

As more customers move to digital formats for library resources, Darebin Libraries must balance the promotion of and investment in both physical and digital collections to meet the changing needs of customers. Increased digital usage may result in fewer physical visits to our branches.

Youth Services experienced more challenges in referring young people in crisis to appropriate services. Increased waiting lists and the referral process itself created challenges.

## Looking to the future

Council resolved to construct a Multi-Sports Stadium (MSS) at John Cain Memorial Park, which is expected to open in 2019. Project planning and detailed design for the MSS will be completed in 2016/2017. This is an exciting project that provides much needed facilities to encourage the participation of women and girls in sport.

Supporting people in our community who are under 65 years of age and eligible for the National Disability Insurance Scheme (NDIS) will be key in 2016/2017.

Work relating to the Commonwealth Home Support Program, which is for people over 65 years of age, will be a priority as we help our clients understand the new system and the changes.

An Older Persons' Wellbeing Hub will be created in 2016/2017. Its aim is to encourage active ageing, and improve health and wellbeing, and stimulate economic activity. Key design options include: a café to encourage socialising; a reflective garden; consulting rooms; and community service and activity spaces.

We will work with the Wurundjeri Land Council and our community on renaming Batman Park. Consultation sessions will be scheduled to listen to ideas and suggestions.

The Action Plan for the Darebin Child Friendly City Framework will be developed and implemented in the coming year.

Customers will be able to borrow digital devices from at least one library branch in 2016/2017. This will provide enhanced learning opportunities for residents.





## 2.1 Diversity report

We are well known for our diversity in Darebin and our community is characterised by great cultural and linguistic diversity, as well as diversity in religion, age, gender, socio-economic background, employment status, housing needs and sexual orientation.

We demonstrate our commitment to diversity by implementing inclusive and equitable policies and strategies and by ensuring that our programs and services are accessible and responsive to our community's needs.

We are proud of our diversity as a community and as an organisation. In recognising and embracing such diversity we support a more equitable, healthy and harmonious community for all.

(Plans and policies referred to below that were due to end in 2015 were extended to align with the timeframe of the Council Plan 2013-2017. A full review will take place during 2016 and new plans will be developed.)

### Equity and inclusion policy

Darebin's Equity and Inclusion Policy 2012-2015 ([www.darebin.vic.gov.au/Strategies](http://www.darebin.vic.gov.au/Strategies)) provides an overarching framework that guides Darebin's diversity commitments within our organisation through the services and programs we deliver and through our focus on community relations and capacity building.

The policy is underpinned by six principles: (1) social justice, (2) human rights, (3) accountability, (4) participation, (5) empowerment, and (6) diversity. Diversity is considered through the application of the Equity and Inclusion Planning and Audit Tool across all of our work.

Some of the communities our work supports include:

### Aboriginal and Torres Strait Islander Community (ATSI)

Approximately 1,165 people, or 0.8 per cent of the Darebin population, are of an ATSI background.

**Council actively supports the ATSI community through the Darebin Aboriginal Action Plan 2012-2015 ([www.darebin.vic.gov.au/AboriginalActionPlan](http://www.darebin.vic.gov.au/AboriginalActionPlan)) and the Darebin Aboriginal Advisory Committee (see pages 128-130).**

### Culturally and Linguistically Diverse (CALD) Community

In the City of Darebin 46,030 people, or 33.7 per cent of the population, were born overseas and 52,877 people, or 38.7 per cent of the population, speak a language other than English at home.

**Council supports our diverse community through the Darebin Multicultural Action Plan 2012-2015 [www.darebin.vic.gov.au/Strategies](http://www.darebin.vic.gov.au/Strategies)**

### Communication in Languages Other than English (LOTE)

Eight per cent, or 10,697 people, of the Darebin population speak English "not well" or "not at all".

We provide an in-house Language Aid Service that employs 21 officers who provide face-to-face and telephone interpreting, written translation, and support at Council events.

**You can read the Darebin Inclusive Communications Charter on our website [www.darebin.vic.gov.au/CommunicationsCharter](http://www.darebin.vic.gov.au/CommunicationsCharter)**

### Low income community

According to the 2011 Census, 43,910 (38.4 per cent) of Darebin residents earn a low income of less than \$400 a week.



Over the past 10 years Darebin has become relatively more affluent, moving from the 12th most disadvantaged council of the 79 Victorian councils in 2001 to 39th in 2011. However, large pockets of disadvantage remain and there is an increasing disparity between our richest and poorest areas. In October 2014 Council endorsed Neighbourhood Action Plans to address disadvantage.

### Homeless people and housing stress

In Darebin, 12.4 per cent of all rented households and 8.2 per cent of mortgaged households were under or at risk of housing stress. In these households, 30 per cent or more of their income went towards rent or a mortgage (ABS 2011). The Australian Institute of Health and Welfare estimated that the rate of homelessness in Darebin is around 40 in every 10,000 residents. This means that over 500 people could be homeless on any given night.

**You can read the Darebin Responding to Housing Stress Action Plan 2013-2017 on our website ([www.darebin.vic.gov.au/Housing](http://www.darebin.vic.gov.au/Housing)). For information about the Darebin Housing Advisory Committee see pages 128-130.**

### Children 0-4 years 'at risk'

In 2011, 6.5 per cent of Darebin's population was under four years of age. Council's Early Years Strategy 2011-2021 responds particularly to the needs of vulnerable children in Darebin ([www.darebin.vic.gov.au/Strategies](http://www.darebin.vic.gov.au/Strategies)).

### Lesbian, Gay, Bisexual, Transgender, Intersex, Queer (LGBTIQ)

Darebin is home to a significant LGBTIQ community. Nearly six per cent of our population identifies as LGBTIQ but this figure is likely to be an underestimate. The LGBTIQ community, while strong and resilient, is subject to higher than average

levels of violence, harassment and discrimination. We recognise that action to address exclusionary practices and discriminatory attitudes within our organisation, services and the community is necessary.

**Council developed and implemented a Sexuality, Sex and Gender Diversity (SSGD) Action Plan 2012-2015 ([www.darebin.vic.gov.au/Strategies](http://www.darebin.vic.gov.au/Strategies)). For information about the work of our SSGD Advisory Committee see pages 128-130.**

### Gender equity

Darebin supports women's participation and leadership and the eradication of violence against women. We have established a number of platforms to enable women to participate in and influence our decision-making, including the Darebin Women's Advisory Committee (see more on pages 128-130) and the Darebin Women in Sports Network.

The Darebin Women's Equity Strategy 2012-2015 is on our website [www.darebin.vic.gov.au/Strategies](http://www.darebin.vic.gov.au/Strategies)

### People with a disability and their carers

One in five people living in Darebin have a temporary or permanent disability and just over 50 per cent of people with a disability are over the age of 55. There are also 12,446 residents in Darebin who provide voluntary care for somebody who has a disability, chronic illness or age-related condition.

**For information on the work of the Committee and its achievements see pages 128-130. Read about our Disability Access and Inclusion Plan on page 139. Statistics are drawn from the Australian Bureau of Statistics 2011 Census.**



## Projects and initiatives to support diversity

Examples of the work we undertook in 2015/2016 to support and respond to the diverse needs of the Darebin Community are below.

- We hosted the Molly Hadfield Social Justice Oration, which featured guest speaker, Aboriginal feminist writer, Celeste Liddle. More than 150 women attended this celebration of International Women's Day.
- We encouraged women's participation in civic and political leadership through the GoWomenLG 2016 project, which supports women to stand for local government elections.
- Each year we support community walks along the Spiritual Healing Trail in the Darebin Parklands. In 2015/2016 we expanded the schools program. The theme of the trail and of the walks is reconciliation – walking together, sharing and learning together and connecting with Aboriginal history, culture and spirituality.
- We presented a statewide masterclass for Aboriginal women, 'Your Community, Country and Council', delivered in partnership with VLGA and Oxfam. The aim was to equip the participants with tools, tips, information, advice and support networks to consider becoming a civic leader in our community.
- Along with our community, we participated in LGBTIQ events including Midsumma Carnival, Pride March and International Day against Homophobia, Biphobia and Transphobia.
- We were proactive in addressing legal and human rights issues facing LGBTIQ communities, and became official supporters for marriage equality and for the Safe Schools Coalition.
- Council officers provided and supported programs in areas of socioeconomic disadvantage, including the Darebin Creek Festival in East Preston, and the East Reservoir End of Year Festival. Two free family movie nights were held at Northland Shopping centre and attracted over 600 people. Free exercise programs, events and activities were held at public housing estates across Darebin.
- The Darebin Intercultural Centre hosted a diverse range of programs and activities including 'Say NO to Racism' training sessions for community members.
- Community events were held to mark World Harmony Day, International Human Rights Day, Reconciliation Week and World Refugee Week.
- Darebin Libraries successfully extended Preston's Conversation Café Program to Reservoir Community and Learning Centre to enable community members to practice their English conversation skills in a relaxed environment.
- As part of Cultural Diversity Week, Darebin Libraries and Intercultural Centre celebrated with readings of *My Journey, My Lucky Country* to celebrate diverse stories of migration.
- With a view to aiding smooth settlement of refugees into our community, we hosted a Syrian Refugee Settlement in the Northern Region of Melbourne information session. Five speakers talked about the demographics of Syria, the impact of war on children, local statistical data of refugees being settled in Victoria, the settlement of refugees with a focus on women and children, and conditions surrounding settlement.





### A diverse workforce

Darebin strives to employ a workforce that reflects our diverse community. A 2014 census of Council staff indicated that our staff were born in 30 different non-English speaking countries and that 12.5 per cent of permanent staff spoke a language other than English at home. For more information see our Workplace Report on page 44.

#### Total number of calls received by the multilingual telephone line

<b>1,764 calls</b>	2013/ 2014
<b>1,635 calls</b>	2014/ 2015
<b>760 calls</b>	2015/ 2016

#### Library loans of non-English speaking books and materials

Number of loans from the Darebin Libraries' collection of books and other materials published in a language other than English.

<b>116,493 loans</b>	2013/ 2014
<b>85,271 loans</b>	2014/ 2015
<b>85,792 loans</b>	2015/ 2016

#### Large Print or Audio Library Loans

Number of loans from the Darebin Libraries' Large Print and Audio Book Collection.

<b>54,865 loans</b>	2013/ 2014
<b>58,202 loans</b>	2014/ 2015
<b>105,586 loans</b>	2015/ 2016

#### Aged and disability services delivered

Total hours of assistance provided for Domestic Assistance; Personal Care; Child, Adult and Flexible Respite Care; Property Maintenance; Dementia Care; and Community Transport services.

<b>179,000 hrs</b>	2013/ 2014
<b>182,000 hrs</b>	2014/ 2015
<b>170,507 hrs</b>	2015/ 2016

#### Home Library Service Patronage

Number of patrons receiving the Darebin Home Library Service at 30 June each year.

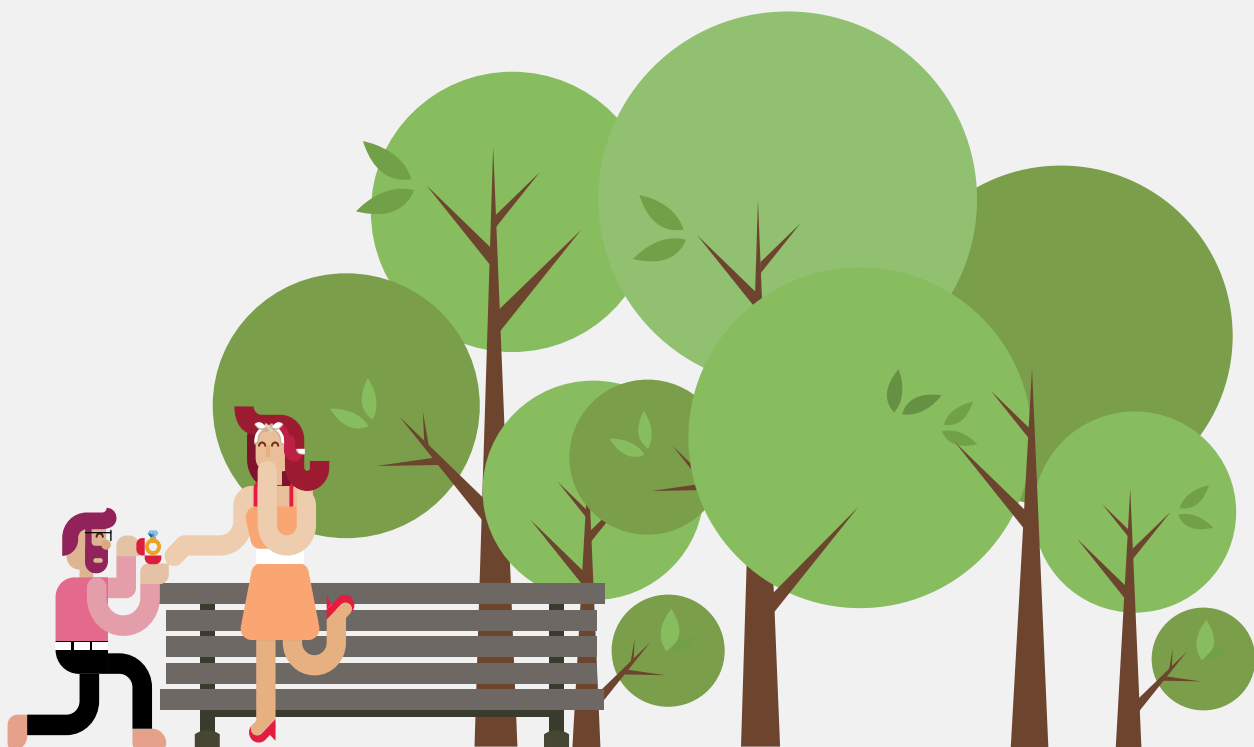
<b>63 patrons</b>	2014
<b>71 patrons</b>	2015
<b>61 patrons</b>	2016

Note: This figure does not include deliveries to aged care facilities. In 2015/2016 there were 12 aged care facilities receiving deliveries.

## Goal 3 – Sustainable and resilient neighbourhoods

Our goal is to lead and work with our community and partners to achieve a rapid transition to an environmentally sustainable city.

**13%** of our budget was allocated to achieving this goal.



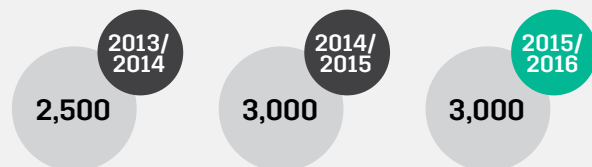


## Highlights and achievements

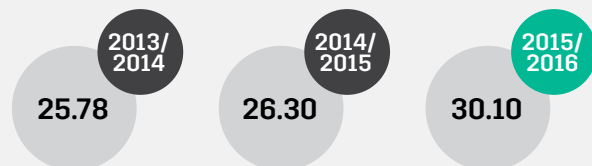
- > Almost 1,400 trees were planted in streets across the municipality. An additional 300 trees were planted in parks as part of the Urban Forest Strategy. More than 3,000 trees were given to residents and community groups.
- > We achieved compliance in electrical line clearance in April 2016, three months ahead of schedule. This achievement significantly reduces the risk to electrical infrastructure and residents.
- > We provided advice, plants and mulch to the Merri Stationeers. The group developed the area around Merri Station and Merri Common into a well-maintained sustainable landscape. We also supported the establishment of the Dennis Stationeers. Their planting and landscape improvement program began in June 2016.
- > The three-year Energy Efficient Street Lighting Project was completed in 2015/2016. 9,440 lights were upgraded, which reduced annual costs by more than \$550,000 and greenhouse emissions by 3,800 tonnes per year.
- > The Waste and Litter Strategy 2015-2025 was adopted.
- > We launched the second Solar \$aver Program and expanded it to include not-for-profit organisations, low income rental properties and community organisations.

- > The Natural Heritage strategy was adopted.
- > Education Programs at Bundoora Park Farm were extremely well attended. 8,176 children were involved, which is the highest number recorded for a financial year.
- > The total length of shared path within Darebin increased to 30.1km with the addition of 238m of new shared path.
- > All of Darebin's traffic signals have been upgraded to energy efficient LED lights with immediate savings in maintenance and power use.
- > 102 Darebin businesses proudly display 'We are Greening our Business' stickers and 80 of these also have 'We are Greening our Business' certificates.

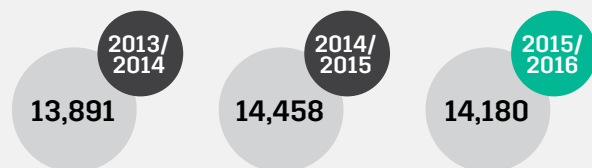
### Number of plants and trees given away to residents



### Length of off-road shared bicycle paths (km)



### Total volume of recyclables collected (tonnes)





## Services

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

		Cost of providing this service in 2015/2016 \$'000
<b>Parks and vegetation</b>	Responsible for the management and maintenance of approx. 930ha of open space including 90 playgrounds, 60 sporting facilities, several wetlands, landscaped areas, pathways, seating, garden beds, 700 traffic management devices, waterways, bridges, catchments, dams and in excess of 65,000 street trees and 100,000 trees in parks and reserves. Management of bushland conservation and parkland areas along approx. 40km of waterways. Maintenance of Bundoora Park and the Northcote and Bundoora Golf Courses.	9,861
<b>Environment and natural resources</b>	Develops and implements policies and programs that contribute to sustainability within Council operations and the community. Responsible for the Climate Change Action Plan, Sustainable Water Strategy, Stormwater Management Plan, Sustainable Water Use Plan and the Waste Management Strategy.	1,086





## Four-year priority actions

– what we committed to in the Council Plan 2013-2017



ACTION	STATUS	WHAT WE'VE DONE...
1. Review the Darebin Waste Management Strategy with a focus on the reduction and recovery of food waste and improvements to the hard waste collection program that will increase recycling and reuse.		– The Darebin Waste and Litter Strategy 2015-2025 was adopted.
2. Develop, implement and monitor, in a way that is consistent with risk management principles, the Darebin Urban Forest Strategy to increase tree coverage on public lands by 25% or more over 15 years. Develop, implement and monitor a Natural Heritage Strategy to protect, enhance or improve biodiversity and cultural heritage assets.		– Darebin Urban Forest Strategy – data collection on tree canopy undertaken. Planting projects on Cheddar Road and Westgarth Gateway completed. – The Natural Heritage Strategy was adopted.
3. Implement, monitor and evaluate energy efficiency and education programs to businesses and households. Investigate the feasibility of improving the energy efficiency of local street lighting, in partnership with other levels of government, to reduce greenhouse emissions and costs.		– The second Solar \$aver Program expanded to include not-for-profit organisations, disadvantaged renters, and community buildings. – The Energy Efficient Street Lighting Program was completed. 9,440 streetlights were upgraded to energy efficient lights over three years. Annual street lighting costs were reduced by \$566,000 and greenhouse gas emissions were reduced by 3,800 tonnes per year.
4. Deliver, support and evaluate public engagement and education programs that promote sustainable behaviour and suggest ways in which the public can influence wider environmental aims.		– 2,100 people attended 59 environmental events and activities including the Mayor's Event, composting, food know-how, gardening, energy and biodiversity workshops, stalls, and leadership forums. – Four Sustainability News editions were distributed to 2,589 subscribers.
5. Promote Environmentally Sustainable Design (ESD) in land use planning while advocating for effective State Government controls in Planning Schemes through strategic alliances with groups such as the Council Alliance for a Sustainable Built Environment (CASBE).		– Darebin Council was a member and active participant in CASBE. – Amendment GC 56 to the Darebin Planning Scheme was developed to encourage targeted ESD measures. It will be formally adopted in 2016/2017.
6. Help to promote pedestrian and cycling initiatives by providing bike parking facilities and/or by encouraging local businesses to supply on-street bike facilities, spaces and connecting networks, where appropriate. Encourage large businesses to promote cycle commuting and fleet bikes for work-related journeys.		– 71 bike hoops were installed across Darebin, including 16 through developer contributions. – 23 workplaces hosted Ride2Work Day breakfasts. – Three bike stands were installed outside the Reservoir Childcare centre. – Installed a bike repair station on St Georges Road. – Advised local schools and organisations about cycle and parking options.

 **COMPLETE**
 **ONGOING**
 **ON TRACK**
 **BEHIND SCHEDULE**



## Four-year priority actions

– what we committed to in the Council Plan 2013-2017

ACTION	STATUS	WHAT WE'VE DONE...
<p>7. Implement, review, evaluate or monitor (where appropriate) all Local Laws, Supporting Strategies and Action Plans, including the Sustainable Water Strategy, the Food Security Strategy, the Domestic Animal Management Plan 2013-2015, Local Laws 2015, the Green Business Strategy and the Environment Policy.</p>		<ul style="list-style-type: none"> <li>- The Water Strategy and Waste and Litter Strategies were reviewed and 10-year strategies adopted.</li> <li>- The 2016 Climate Change Strategy Review started.</li> <li>- Signed an agreement with Whittlesea and Moreland to construct and operate an animal pound facility in Epping.</li> <li>- Fenced Dog Park Project completed.</li> <li>- Replaced signage in parks with designated dog off-lead areas in accordance with the new Public Realm and Leisure Facilities Signage Strategy.</li> <li>- Implemented new General Local Law No 1 2015.</li> <li>- Footpath Trading Policy – conducted commercial precinct street patrols regarding education and enforcement of occupation of Council land. Report on Footpath Trading Policy approved by Council. Training was provided to all officers. A Local Law Implementation Guideline was distributed to businesses.</li> </ul>
<p>8. Review the Sustainable Water Strategy with a focus on the development of a Water Sensitive City, including water sensitive urban design (WSUD).</p>		<ul style="list-style-type: none"> <li>- Our new Water Strategy, Watershed: Towards a Water Sensitive Darebin, for 2015-2025 was adopted in 2015 and implemented in 2015/2016.</li> <li>- Water Sensitive Urban Design capital projects, Water Suites and Transforming Darebin, were completed.</li> </ul>



 **COMPLETE**
 **ONGOING**
 **ON TRACK**
 **BEHIND SCHEDULE**



## Council plan performance indicators/targets

– how we measure up



ACTIVITY	MEASURE	FOUR-YEAR TARGET	YEAR 1 2013/ 2014	YEAR 2 2014/ 2015	YEAR 3 2015/ 2016	COMMENTS
<b>Environmental Performance</b>	The percentage of respondents who rate their personal level of satisfaction with our overall environmental performance at six or more on a 10-point scale.	>75%	91.6%	91.2%	91.1%	✓
<b>Reduction in Greenhouse Emissions</b>	The percentage of respondents who rate our performance in supporting a reduction in community greenhouse emissions at six or more on a 10-point scale.	>75%	82.3%	82.5%	81.5%	✓
<b>Parks and Open Space</b>	The percentage of respondents who rate their personal level of satisfaction with our maintenance of parks, reserves and open spaces at six or more on a 10-point scale.	>75%	91.1%	89.7%	88.5%	✓
<b>Waste Diversion</b>	The percentage of waste collected diverted from landfill.	50%	48%	48.3%	47.4%	<b>Target not met</b> The figure is slightly down on last year. The result is due to seasonal variations affecting green waste and the uptake of digital media replacing newspapers.
<b>Bicycle Paths, Shared Routes and New Facilities</b>	Increase length of bike and shared paths to improve cycling and pedestrian facilities.	> the length of paths of the previous year	25.78km	26.3km	30.1km	✓



## Major initiatives from our Annual Budget

PROGRAM	DESCRIPTION	PROGRESS
<b>Pavilion Redevelopment Projects (CH Sullivan and WR Ruthven)</b>	Completion of the redevelopment works to CH Sullivan Reserve (\$260,000). Works commenced in 2014/2015 and will be completed in 2015/2016 within a total budget of \$940,000. Completion of reconstruction works at WR Ruthven VC Reserve. Works commenced in 2013/2014 within a total budget of \$2.32m over three years.	<b>100%</b>
<b>Energy Efficient Street Lighting Program</b>	Ongoing replacement of inefficient 80W Mercury Vapour lights with energy efficient lights. It is expected to reduce annual greenhouse gas emissions by around 3,800 tonnes. Project estimated cost is \$4.35 million with net saving over \$9.7 million repaid within 20 years. Commonwealth funding of \$1.85 million has been provided which reduces the payback to Council from this project to an estimated five-year period.	<b>100%</b>
<b>Green Streets Tree Planting Program</b>	Council's Street Tree Planting Strategy has provided valuable direction for the delivery of the Street Tree Planting Program for many years. The Program planted 1,500 new trees in 2015/2016.	<b>100%</b>
<b>Sports Field Practice Nets and Fencing</b>	Upgrade of sports field practice nets and fencing in accordance with the Outdoor Sports Venues Infrastructure Policy. Location in 2015/2016 is WR Ruthven and JE Moore Reserve in Preston.	<b>100%</b>
<b>Solar Saver Program extension</b>	Extension of the Solar Saver Program across the municipality, building on the achievements of the 2014/2015 Program.	<b>50%</b> Expected completion in 2016/2017. The scope of the project was determined and will include pensioners, low income rental and not for profit organisations.







## Challenges

Government regulations and incentives are not supportive of sustainable community infrastructure such as solar panels. We are advocating for increased solar Feed-in Tariffs to boost renewables in our community.

Darebin received significant Australian Government grants of \$875,800 for energy efficiency works at our two aquatic centres and 1.85 million for our three-year energy efficient street light project. The Australian Government no longer offers these types of project grants that benefit the community financially and environmentally so we will need to find other ways of funding similar projects.

## Looking to the future

The expanded Tree Planting Program will lead to an increase in maintenance costs. All newly planted trees are maintained for two years to give them the best chance of survival. The trees that were planted in 2015/2016 will need to be maintained, which will lead to a drop in the number of trees we are able to plant in 2016/2017.

Completion of the tree data collection for all trees on public land in Darebin is scheduled for 2016/2017. This information will provide a database covering species, health, age, risk and expected life span of all trees in the city, which will allow us to make informed decisions in our tree maintenance and planting programs.

We will be reviewing the Edwardes Lake Park Master Plan and the opportunities it presents for the long-term development and care of this significant site.

Our Climate Change Action Plan targets, actions and community outcomes will be reviewed in the coming year.

A Stormwater Prioritisation Project is scheduled to identify and prioritise the stormwater management infrastructure that will achieve best water quality and potable water outcomes for the Darebin community.





## 3.1 Environmental report

### Our commitment

We are committed to action that moves our City, community and services towards environmental sustainability; influencing and inspiring other governments and communities with our action. We aim to make Darebin a great place to live, work and play, both now and into the future.

### Climate change, energy and adaptation

Since 1998 Darebin has maintained a strong leadership position on reducing greenhouse pollution and addressing climate change. We demonstrated that significant greenhouse pollution reductions are possible by achieving our 2010 greenhouse pollution 20 per cent reduction target for Council operations (based on 1995 levels). We are now aiming for carbon neutrality by 2020. We are also supporting the Darebin community to reach zero emissions by 2020.

### Highlights of 2015/2016

- Completion of the three-year Green Light Energy Efficient Streetlight Project. We upgraded 9,440 residential street lights, thereby reducing greenhouse emissions by 3,800 tonnes per year and annual costs by over \$550,000.
- The award-winning Solar \$aver Program was expanded to include low income rental, not for profit and community organisations. This program enables low income households to install solar on their homes through a special rates scheme.
- The commencement of the Climate Change Action Plan Review.

### Climate change and peak oil

Our Climate Change and Peak Oil Adaptation Plan puts us on the front foot when identifying and planning for risks in relation to climate change and peak oil. It contains more than 100 immediate, medium-term, and long-term actions and focuses on areas where we can provide community support, advocacy, and cooperation with other levels of government.

### Waste, recycling and litter

The Waste and Litter Strategy 2015-2025 was adopted in July. The Strategy focuses on achieving excellent social, economic and environmental outcomes.

### Key actions in 2015/2016

- The Food Know How Program involved website, popular cooking, information, and compost/worm farm sessions attracting over 280 participants focused on avoiding food waste.
- A variety and number of waste and/or litter related events included the Community Recycling Stations Program, Bright Sparks Small Appliance Recycling Program, DeTox Your Home Drop off Day, Plastic-free July, Spring into Compost, and Clean Up Australia Day.





### Sustainable Planning and Transport

Increased development and its associated transport demands are fundamental issues for sustainable communities. Darebin’s population is increasing, with greater density, smaller households and a growth in car ownership.

The transport sector accounts for approximately 15 per cent of Australia’s emissions so we promote alternate transport options to encourage a shift from private vehicles to sustainable transport. We spent approximately \$1.2 million on programs and projects designed to promote and improve access to walking, cycling and public transport, and to improve the sustainability of our roads and paths.

We encourage the best possible environmental standards in development and use Environmentally Sustainable Design (ESD) assessment tools to assess and guide planning decisions.

Significant integrated land use and transport planning work in the Northland and Preston Junction areas was undertaken in 2015/2016 and many ESD initiatives were incorporated. Integrated Water Cycle Management Study and Design, and Environmental Performance Modelling were completed for the Northland Urban Renewal Precinct. A Transport and Movement Strategy and pre-feasibility study of a light-railway service will be conducted for the precinct in the coming year.

The Junction Urban Master Plan proposes adding 270 square metres of garden beds and more than 16,000 plants; using permeable pavements in the central median; repurposing the Oakover Road slip lane into a green space; retaining the bike lane; and creating pedestrian refuges at Oakover Road and Seymour Street. Detailed designs were developed in 2015/2016 and construction is expected to be complete in 2016/2017.

#### Highlights from sustainable transport programs in 2015/2016

- > 23 Darebin workplaces held Ride2Work Day breakfast events.
- > 71 new bicycle parking spaces were created.
- > 10 primary schools held Walk to School Month events.
- > Three new bicycle repair stations were installed.
- > Six new car share spaces were created.
- > A solar powered bicycle counter was installed on St Georges Road shared path.
- > 19 bike education courses for adults.
- > Supported five teachers at three schools to be trained in Bike Education and six schools ran Bike Education programs.
- > Worked with local communities to support their Drive With Your Heart community building and active travel activities.
- > Provided an additional 238m of new shared path increasing the total length of shared path within Darebin to 30.1km.

#### Number of businesses displaying 'We Are Greening our Business' stickers





- Reduced speed limits from 60km/hr to 50km/hr on Arthurton Road, Northcote; Miller Street, Preston; Regent Street, Gilbert Road and Edwardes Street, Reservoir; and from 50km/hr to 40km/hr in the Northcote precinct between Clarke Street, Victoria Road and the Merri Creek to improve safety for pedestrians, bike riders and vehicle occupants.
- Reviewed the safety and amenity of the Darebin Creek Trail.
- Constructed four new refuges to allow pedestrians and bike riders to cross main roads safely on popular walking and bike routes, and a contra-flow bike lane on Tyler Street to allow bike riders to ride west between High Street and Plenty Road in Preston.

## Water and waterways

### The two key environmental issues concerning water use in cities are:

- Conserving and using water efficiently to prevent wastage, maintain adequate water supply, and avoid the construction of new dams.
- Ensuring the quality and quantity of water that enters our drains does not have a negative impact on our creeks, the bay and the oceans or the plants and animals they support.

Our new Water Strategy, Watershed: Towards a Water Sensitive Darebin, for 2015-2025 was implemented. The Strategy ensures that Darebin develops as a water sensitive city that values and manages water wisely to enhance liveability, support a healthy environment, and build resilience to drought and climate change; a city where people want to live.

Water Sensitive Urban Design (WSUD) has been adopted across capital projects and integrated into community developments. Five successful grant applications resulted in \$248,000 funding from the Melbourne Water Living Rivers fund for part-funding of WSUD treatments and strategic work.

### Green space and biodiversity

Almost 1,400 trees were planted in streets across the municipality. An additional 300 trees were planted in parks as part of the Urban Forest Strategy. More than 3,000 trees were given to residents and community groups.

Approximately 14 per cent of land in Darebin is open space and almost half of this is conservation reserve ranging from wetlands to protected bushland, grasslands and creeks. The revegetation of the Darebin and Merri Creeks created the opportunity for city dwellers to appreciate the peace and beauty of the creeks, and provided connectivity for the movement and spread of native plants and animals.

The Natural Heritage Strategy was adopted in October. The Strategy guides how we manage Darebin's natural heritage for the next ten years. It will work in concert with Darebin's Urban Forest Strategy, and the GreenStreets Streetscape Strategy 2012-2020.





## Sustainable Food

Implementation of the Urban Food Production Strategy started with establishing an internal working group, finalising community garden guidelines, and running two Sustainable Food Leaders' Forums.

### Other highlights included:

- The successful Darebin Backyard Harvest Festival, with 21 events including open garden tours and workshops held over two weeks in November. This festival promotes and shares the fabulous food producing gardens and expertise in Darebin. Sustainable food workshops were also held in conjunction with the Homemade Food and Wine Festival in May.
- A community garden was established as a partnership arrangement with the Pavilion School and a keen community group formed to manage and nurture the garden. The garden will be planted and launched in the coming year.
- Two community gardens were designed and are being installed for two public housing estates in consultation with the residents.

## Community and engagement

Our community is our biggest asset when it comes to improving Darebin's environmental sustainability. Thousands of people were engaged in Darebin's environmental programs over the year, including:

- The Sustainable Homes Program partnership with Banyule held four Darebin workshops and graduated the third class of Community Leaders in Sustainability.

- 59 events and activities were held, engaging over 2,100 participants.
- There are over 2,500 subscribers to Darebin's quarterly Sustainability Newsletter.
- The Darebin Environmental Reference Group continued to provide excellent advice to improve our community engagement.

## Green Business

### We adopted a Green Business Attraction strategy in September 2012. Key highlights in 2015/2016 included:

- 22 businesses and organisations participated in the Sustainable Living Expo.
- We hosted two Darebin Green Business Network events.
- 102 Darebin businesses proudly display 'We are Greening our Business' stickers and 80 of these also have 'We are Greening our Business' certificates.

19 businesses retrofitted their lights through the Light\$mart Program during 2015/2016 bringing the total number of businesses to 123. This equates to 9,613 lights and savings of over \$312,000 per year. Collectively, 2,169 tonnes of greenhouse gases are being saved, which equates to taking 585 cars off the road.



## Goal 4 – Thriving and creative culture

Our goal is to: foster inspiration, celebrations, innovation, creativity and diversity in Darebin’s arts and culture and encourage it to thrive, entertain, challenge and delight.

Promote initiatives that support the economic prosperity of local creative industries.

Support arts and culture festivals that enhance social connection and inclusion, pride of place, a sense of belonging and cultural tourism.

**3%** of our budget was allocated to achieving this goal.

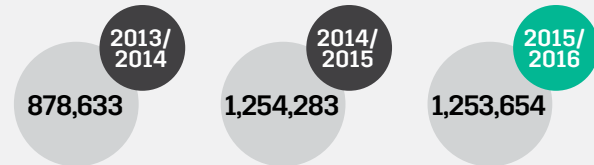




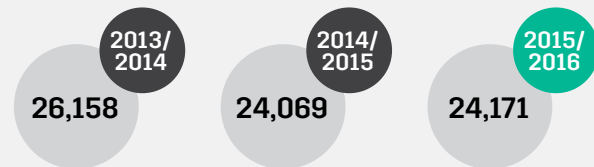
## Highlights and achievements

- Capital improvements to the Darebin Arts and Entertainment Centre included new projection systems, audio desk upgrades, installation of LED lighting in the car park, new carpet, and painting the theatre.
- Box office sales exceeded \$1 million for the second year in a row.
- Our Loud Mouth Program, which provides quality, contemporary and creative programming specifically designed for children and families, attracted 3,000 people across four sell-out seasons.
- Won a Green Room Award for Polyglot Theatre's *Separation Street*. The show was presented by Darebin Arts Loud Mouth at Northcote Town Hall.
- Aboriginal arts featured strongly in 2015/2016. Our Speakeasy Program hosted Hot Brown Honey, Ilbijerri's *Which Way Home*, and the Next Wave Festival. Bundoora Homestead exhibited *Revisoning Histories* and acquired works by Yhonnie Scarce, Steaphan Paton and Megan Cope.

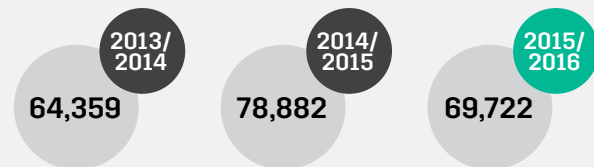
### Box office sales (\$)



### Number of active library members



### Attendances at arts and cultural venue-based events



## Services

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

		Cost of providing this service in 2015/2016 \$'000
<b>Arts, culture and venues</b>	Provides a program of arts and cultural events and activities and develops policies and strategies to facilitate arts practice. The arts and cultural projects, programs, services and facilities provided by Council contribute significantly to the creativity, physical and mental wellbeing, economic development and social cohesiveness of our community. Management of the Bundoora Homestead Art Centre and the Darebin Art and History Collection. Coordination of Darebin Arts and Entertainment Centre and Northcote Town Hall.	2,731



## Four-year priority actions

– what we committed to in the Council Plan 2013-2017



ACTION	STATUS	WHAT WE'VE DONE...
1. Review the existing Darebin Arts and Cultural Development Plan and develop, implement and monitor a new Darebin Arts Strategy.	✓	<ul style="list-style-type: none"> <li>- The second year of the Darebin Arts Strategy 2014-2020 was implemented.</li> <li>- Highlights included: Creative Spark sector engagement workshop and forum series; N-SCRIBE annual publication celebrating Darebin's literary community; Mayor's Writing Award; Public exhibitions and workshops program at the Bundoora Homestead Gallery; and Art in Public Spaces Commissions related to Master Plans at Donath Dole Reserve, JUMP Master Plan and Reservoir Streetscape Master Plan.</li> <li>- 39 artworks were audited.</li> <li>- A Public Art Discovery Map was developed.</li> </ul>
2. Investigate options for implementing a Paint the City Program that engages a diversity of artistic expressions, including murals and street art, and discourages illegal tagging.	✓	<ul style="list-style-type: none"> <li>- Four pieces of street art were commissioned in 2015/2016.</li> </ul>
3. Support a diverse community arts festival and events program that reflects the changing needs of our community and its diverse character, including festivals and events such as: Midsumma, Darebin Community and Kite Festival, Darebin Backyard Harvest Festival, Darebin Homemade Food and Wine Festival, True North, Carols in All Nations, Ganesh Chaturthi event and the Koorie Pride Youth Festival.	✓	<ul style="list-style-type: none"> <li>- Planning and delivery of: the Homemade Food and Wine Festival; the Inaugural Dance Affair; True North Festival; Darebin Music Feast 2015; Darebin Community and Kite Festival.</li> </ul>
4. Increase the participation of newly arrived migrant communities in our festivals and events. Investigate options for a community arts project celebrating the role migration has played in Darebin. Continue to support the True North festival that celebrates the uniqueness of Reservoir.	✓	<ul style="list-style-type: none"> <li>- A number of participatory arts projects focused on the engagement of children and families.</li> <li>- Proactive strategies were formulated with a specific focus on True North and the Community and Kite Festival to ensure engagement and participation with people from Culturally and Linguistically Diverse (CALD) backgrounds.</li> <li>- Organisational partnerships such as 100 Story Building were developed.</li> </ul>
5. Increase attendances, particularly from young families, for arts programs at the Northcote Town Hall, Darebin Arts and Entertainment Centre and Bundoora Homestead Art Centre.	✓	<ul style="list-style-type: none"> <li>- Our families programming, Loudmouth, increased the number of events and attendees at all three arts facilities.</li> </ul>
6. Commission and install a new major public art work by July 2014 and promote and improve the Peace Poles site as an iconic feature of the City.	✓	<ul style="list-style-type: none"> <li>- Peace Poles featured in community events hosted at the Darebin Intercultural Centre as an initial place of gathering. In 2015/2016 Peace Poles was highlighted as part of World Harmony Day.</li> </ul>

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## Four-year priority actions

– what we committed to in the Council Plan 2013-2017

ACTION	STATUS	WHAT WE'VE DONE...
7. Restore the Koorie Mural and complete and launch the Stolen Generations Marker public art project.		<ul style="list-style-type: none"> <li>- Restoration of the Koorie Mural was completed in 2013/2014.</li> <li>- The Stolen Generations Marker, <i>Empty Coolamon</i>, was launched on Sorry Day, 26 May 2015.</li> </ul>
8. Develop, promote and monitor a signature festival, Darebin Music Feast, as a key cultural asset.		<ul style="list-style-type: none"> <li>- Darebin Music Feast 2015 was held from 23 October - 1 November.</li> <li>- We started planning for the 20-year anniversary of Darebin Music Feast in 2016. Community engagement was via a series of stakeholder engagement workshops seeking ideas and input into the design of the festival.</li> </ul>
9. Host a public forum on arts and cultural activity with the community and industry stakeholders		<ul style="list-style-type: none"> <li>- A public forum called 'What's Your Big Idea?' was held in August 2013 at the Darebin Arts and Entertainment Centre. The forum focused on community ideas around arts and creativity and the development of the new Arts Strategy.</li> </ul>
10. Support and assist local art galleries and collaborate with the arts community.		<ul style="list-style-type: none"> <li>- A list of visual arts galleries in Darebin was compiled and shared with the City of Melbourne as part of their Cultural Infrastructure Study of Metropolitan Melbourne.</li> <li>- Arts sector partnerships, developments and co-productions included: Darebin Arts' Loud Mouth and Polyglot Theatre presentation of <i>Separation Street</i>, which won the 2015 Green Room Award for Innovation in Contemporary Performance for Young People; Darebin Arts Development Program supported arts development and mentoring; Speakeasy enabled 14 partnerships and creative collaborations with arts festivals, arts organisations and companies; and Darebin Arts Presents (DAEC series) enabled 16 co-productions and performances.</li> <li>- Bundoora Homestead secured over \$110,000 in external funding to support public programming at the Gallery.</li> </ul>
11. Investigate the feasibility of introducing a developer contribution levy or special rate to fund new public works of art.		<ul style="list-style-type: none"> <li>- This is not achievable under the legislation and supporting guidelines for development contributions.</li> </ul>
12. Initiate a Cultural Tourism Development Strategy to promote the value of cultural assets, heritage sites and facilities, and to coordinate major festivals and events.		<ul style="list-style-type: none"> <li>- The Cultural Tourism Development Strategy was incorporated into the broader Tourism Strategy project.</li> </ul>
13. Evaluate the impact of local arts and culture industries on the local economy.		<ul style="list-style-type: none"> <li>- An external contractor assessed the economic value and social impact of the arts in the City of Darebin.</li> <li>- The creative and cultural industries support more than 2,500 jobs or nearly 5% of Darebin's employment. The industry contributes over \$400m in gross regional product, a contribution of 7.5% of Darebin's economic value. The live music scene contributes an estimated \$32m to Darebin's economy, with patronage estimated at over 700,000 in 2015.</li> <li>- Council's contribution to the creative economy in Darebin is estimated at \$4.8 million. Our direct expenditure is \$3.38 million and the contribution generates more than 45 jobs and an economic uplift estimated at \$1.45 million.</li> </ul>

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## Council plan performance indicators/targets

– how we measure up

ACTIVITY	MEASURE	FOUR-YEAR TARGET	YEAR 1 2013/2014	YEAR 2 2014/2015	YEAR 3 2015/2016	COMMENTS
<b>Festivals and Events</b>	The percentage of respondents who rate their personal level of satisfaction with our festivals and events at six or more on a 10-point scale.	>75%	90.1	92.4%	95.5%	✓
<b>Arts and Cultural Activities</b>	The percentage of respondents who rate their personal level of satisfaction with our arts and cultural activities at six or more on a 10-point scale.	>75%	95.3%	91.6%	95.9%	✓
<b>Street Art Projects</b>	Number of street art projects completed.	Up to 10	26	14	4	✓
<b>Arts and Cultural Venues</b>	Number of attendances at arts and cultural venue-based events.	116,000 by 2015	200,345	183,343	163,459	✓
<b>Arts and Cultural Businesses</b>	Number of residents who work as professional artists	1,200 by 2017	N/A	N/A	N/A	Data on this indicator is not available until the release of ABS 2016 Census data in 2017.
<b>Visitors Attending Festivals and Events</b>	Number of visitors from outside Darebin attending arts and cultural events	3,000 by 2015	10,076	27,836	9,931	✓





## Major initiatives from our Annual Budget

PROGRAM	DESCRIPTION	PROGRESS
<b>Northcote Town Hall Works</b>	Conservation and repair works to the façade of the building, including protection and preservation works for the building (\$437,000). Completion of works regarding the installation of theatre truss systems including theatre lighting, sound systems, drapes and curtain rails (\$156,000).	<b>100%</b>
<b>Art in Public Places</b>	The Art in Public Places Program is a central feature of Council's Public Art Strategy. It seeks to create and install art work of community and civic significance in public places and to actively engage members of the community in this process. This is a rolling two-year Program. Additionally, this includes the provision for the refurbishment and renewal of all art works in Council's public art collection. The Arts in Public Places Program has been in place for 14 years and has produced over 20 works of art. Annual inspections of the whole collection are undertaken to identify maintenance requirements.	<b>100%</b>

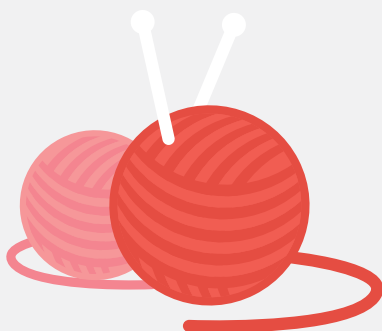
### Challenges

Supporting and enabling arts precincts across the municipality. Determining how best to activate and grow the three primary arts venues that we manage.

### Looking to the future

An Arts Precinct Coordinator position will be created to replace the former Coordinator, Arts Venues. This will be the first step towards a long-term strategic and planned approach to arts precincts in Darebin.

The catalogue of the Darebin indoor and outdoor art collection will be digitised to provide full access for our community and increase awareness of and engagement with these important items.



## Goal 5 – Excellent service

Our goal is to provide an efficient and productive administration that delivers excellent customer service that is responsive, accessible and inclusive.

**8%** of our budget was allocated to achieving this goal.





## Highlights and achievements

- > Customer Service staff were trained to use Hootsuite software to deliver quicker responses to customer requests lodged via social media.
- > A Customer Service Model Review was completed using Best Value Principles to highlight strengths and opportunities for improvement.
- > Our continuous improvement approach to Workplace Health and Safety resulted in a 29 per cent reduction of our 2015/2016 WorkCover premium.
- > We achieved an underlying surplus of \$7.11 million despite the challenges created by the freezing of indexation of the Financial Assistance Grants and cost shifting from other levels of government.
- > We assigned 2,414 e-learning modules; scheduled over 322 training programs; helped 116 employees attend conferences; and conducted 84 learning and development/career consultations.
- > New leadership/corporate courses included 'Leading with Emotional Intelligence'.
- > We coordinated 130 placements in 2015/2016, including 12 overseas-qualified placements and implemented a pilot program that supported six students with a disability to undertake placements. We also supported four ATSI trainees to undertake a Business Administration Certificate III - two have successfully completed and the other two will complete in 2016/2017.

- > We sponsored and volunteered at the Real Industry Job Interviews for local Darebin secondary schools; participated at a careers expo; reviewed the Real Industry Job Interview Resource; and assisted with the delivery of the updated Resource to teachers from Moreland, Yarra and Darebin City Councils at their Professional Development day.
- > Improved public question time by enabling attendees to submit questions directly to Councillors at Council Meetings via a tablet device.
- > Responded to recommendation of the Victorian Ombudsman to develop Darebin Complaint Handling Framework and Policy.

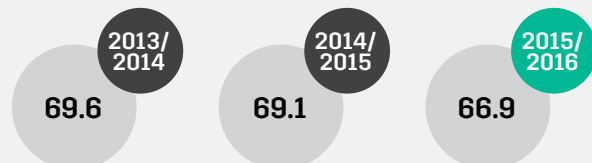
### Number of Citizenship Ceremonies



### Telephone enquiries resolved at first point of contact by Customer Service (%)



### Community satisfaction rating with Council's overall performance (out of 100)



## Services

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

		Cost of providing this service in 2015/2016 \$'000
<b>Customer Service</b>	Provides the customer interface for a number of service units and a wide range of transactions. Service is delivered via customer service centres, a telephone call centre, internet site and an after-hours emergency service.	2,003
<b>Corporate Risk Management</b>	Responsible for implementing strategies, policies and operational procedures to minimise or eliminate the exposure of Council to risk. Services include administration of insurance claims, assisting with risk audits and providing risk management training.	1,023
<b>Finance</b>	Provides financial services and support to both internal and external customers. Management of finances, raising and collection of rates and charges, and valuation of properties.	2,352
<b>People and Development</b>	Provides support to the organisation on strategic issues such as change management, leadership development and organisation development. Services include employee relations, industrial relations, occupational health and safety, injury management, employment programs, recruitment, workers compensation and training and development.	1,923





## Four-year priority actions

– what we committed to in the Council Plan 2013-2017

ACTION	STATUS	WHAT WE'VE DONE...
1. Implement and monitor the Customer Service Excellence customer service system and the Customer Feedback Policy to ensure we meet all needs to deliver high quality services to the community in an accessible and inclusive manner.		<ul style="list-style-type: none"> <li>- Provided Customer Service inductions to all new frontline Customer Service.</li> <li>- Recruited a Customer Service Enhancement Officer to support the delivery of the Ombudsman Complaint Handling System.</li> </ul>
2. Provide regular feedback to the community on service and organisational performance.		<ul style="list-style-type: none"> <li>- Information on Council performance was reported to the public via the Annual Report.</li> <li>- Darebin Community News published an update on Performance Indicators from the Annual Report and another article that related to rate capping.</li> </ul>
3. Facilitate a process of Best Value reviews of our existing services and operations, with a focus on selected services in each year, to ensure continuous improvement.		<ul style="list-style-type: none"> <li>- The final report on the Customer Service Review was completed.</li> <li>- The review of Family Services was conducted.</li> <li>- The Performance Support Unit assisted with a review of Youth Services.</li> <li>- Preparations began for the implementation of process mapping software.</li> </ul>
4. Advocate to the Federal Government on the roll-out of NBN to ensure all residents and local businesses have equal access and benefit to this critical resource.		<ul style="list-style-type: none"> <li>- Met with NBN representatives who advised that rollout of the NBN in Darebin would commence in 2017.</li> <li>- NBN co-partnered in the delivery of the Darebin Digital Business Program.</li> </ul>
5. Monitor, expand and continuously improve e-services by facilitating rate payments by credit card, implementing rate payment reminders via SMS, providing online facilities with additional transaction types and investigating the feasibility of rewarding customers who make early payments of rates and charges.		<ul style="list-style-type: none"> <li>- Options to streamline existing processes to allow customers to update their payment preferences were considered.</li> <li>- Increased use of SMS communication provided an ongoing good response.</li> </ul>
6. Implement and monitor the introduction of an improved Occupational Health and Safety (OHS) Management System.		<ul style="list-style-type: none"> <li>- A number of key strategies and training courses were implemented.</li> <li>- Work started on the First Aid Policy Review.</li> <li>- Incident reporting policy changes were updated.</li> <li>- A policy for the Prevention of Occupational Violence towards employees was drafted.</li> <li>- Collation of policies relating to drug and alcohol management from other councils in Victoria began with a view to redeveloping our Drug and Alcohol Policy.</li> </ul>



## Four-year priority actions

– what we committed to in the Council Plan 2013-2017

ACTION	STATUS	WHAT WE'VE DONE...
7. Consider the Diversity Capabilities Framework (DCF) in all of our professional development programs and training.		<ul style="list-style-type: none"> <li>- Diversity Capabilities Framework Competencies were considered during the development of corporate training programs.</li> <li>- All facilitators were asked to incorporate competencies within their sessions in programs relating to Recruitment and Selection, Performance Management, Corporate Induction, Family Violence, Human Rights, Gender Equity and the Prevention of Violence against Women.</li> </ul>
8. Develop, implement and monitor a recruitment strategy that values diverse capabilities.		<ul style="list-style-type: none"> <li>- A Workforce Planning Strategy was developed with a focus on current and emerging needs, rate capping and its effect, critical roles, leadership and change.</li> </ul>
9. Develop, implement and monitor an effective induction process for new employees or those transferring to new roles.		<ul style="list-style-type: none"> <li>- Our induction process was reviewed and improved.</li> <li>- Policy and checklists were updated in accordance with audit requirements.</li> <li>- 76 employees attended corporate induction sessions in 2015/2016.</li> </ul>
10. Review and/or implement and monitor (where appropriate) policies, strategies and frameworks associated with the Supporting Strategic Framework.		<ul style="list-style-type: none"> <li>- The strategies library was updated on the intranet and internet monthly.</li> <li>- A library of current policies was developed.</li> </ul>



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## Council plan performance indicators/targets

– how we measure up

ACTIVITY	MEASURE	FOUR-YEAR TARGET	YEAR 1 2013/2014	YEAR 2 2014/2015	YEAR 3 2015/2016	COMMENTS
<b>Financial Sustainability</b>	The result of the most recent published financial sustainability risk assessment undertaken by the Victorian Auditor General's Office following its review of the audited statements.	Low risk	Medium risk	Low risk	Low risk	✓
<b>Underlying Surplus</b>	The budgeted underlying surplus reported in the most recently published Budget report.	>\$0	\$44,000	\$35,000	\$5,809,000	✓
<b>Customer Service</b>	The percentage of respondents who have contacted us in the previous 12 months who rate our performance in ease of contact, helpfulness of staff, speed of response and attitude of staff at six or more on a 10-point scale.	>75%	83.1%	86.2%	81.5%	✓
<b>Employee Turnover</b>	The equivalent full-time number of staff resigning or retiring in a given year expressed as a percentage of the overall number of equivalent full-time staff.	<10%	7.4%	9.8%	5.1%	✓
<b>Telephone Enquiries</b>	Telephone enquiries to customer service resolved at the first point of contact.	75%	90%	89.9%	87.4%	✓
<b>WorkCover</b>	Reduce WorkCover premium from current levels after allowing for government adjustments and health CPI increases.	<2%	10%	(31.8%)	(29.0%)	✓



## Major initiatives from our Annual Budget

PROGRAM	DESCRIPTION	PROGRESS
<b>Darebin Broadband Project</b>	Provision of funding to assist Council to respond to the rollout of the National Broadband Network to facilitate greater economic development throughout the City. Locations in 2015/2016 included Preston and Northcote. This also included provision for wireless network access.	<b>100%</b>
<b>IT and Communication Equipment Renewal</b>	Upgrade of PCs, laptops, monitors, printers (including multi-function devices), digital cameras, projectors, phones (fixed line and mobile), and other end user devices in line with operational policy and a four-yearly lifecycle. This covers IT and communication equipment for all Council areas except the libraries in line with the IT Strategy.	<b>100%</b>
<b>IT Server, Disk Storage and Communication Systems Upgrade</b>	This project addresses the need to maintain and improve the backend IT infrastructure which underpins many of the services delivered by Council. This work will increase the speed, flexibility and capacity of the infrastructure which may include upgrades to disk storage systems, network infrastructure, internet connectivity, servers, backup and disaster recovery mechanisms in line with the IT Strategy.	<b>100%</b>

### Challenges

While we are looking forward to another decrease in our WorkCover premium in 2016/2017 (39%), an increase in WorkCover claims in 2016 will affect the premium for 2017/2018. Early intervention before injuries result in claims will help reduce the impact that claims have on the premium.

The introduction by the State Government of Fair Go rates (rates capping) for the 2016/2017 year and beyond will put great pressure on our ongoing financial sustainability and capacity to continue to meet the community's expectations relating to infrastructure and the range of services we deliver.

### Looking to the future

We are working on even more ways for our community to contact and engage with us and we are continually seeking to improve our online options.

New injury intervention processes will be implemented with the aim of reducing claims and retaining staff. A Driver

Education Program will be introduced to decrease the number of motor vehicle incidents and the associated costs.

An online interactive budget simulator will be introduced to enable Darebin ratepayers to provide input during the development phase of the 2017/2018 budget and provide feedback on the level of funding that should be allocated to the delivery of services.

Ongoing service reviews will be undertaken to ensure that service delivery aligns with community needs; services are being delivered as efficiently as possible; and we are able to maintain service delivery while ensuring long-term financial sustainability.

We will negotiate the next enterprise agreement, which will help us improve responsiveness to our community and remain viable and sustainable.

An Aboriginal and Torres Strait Islander (ATSI) Employment Strategy will be launched in 2016 and we will appoint an ATSI Employment Officer.

## 5.1 Technology report

Our Technology Report details how we updated our systems and services to keep pace with fast-moving technological changes. We recognise and embrace the use of new and emerging technology to ensure our services and programs are accessible, equitable, inclusive and responsive to the needs of our community.

### Online facilities

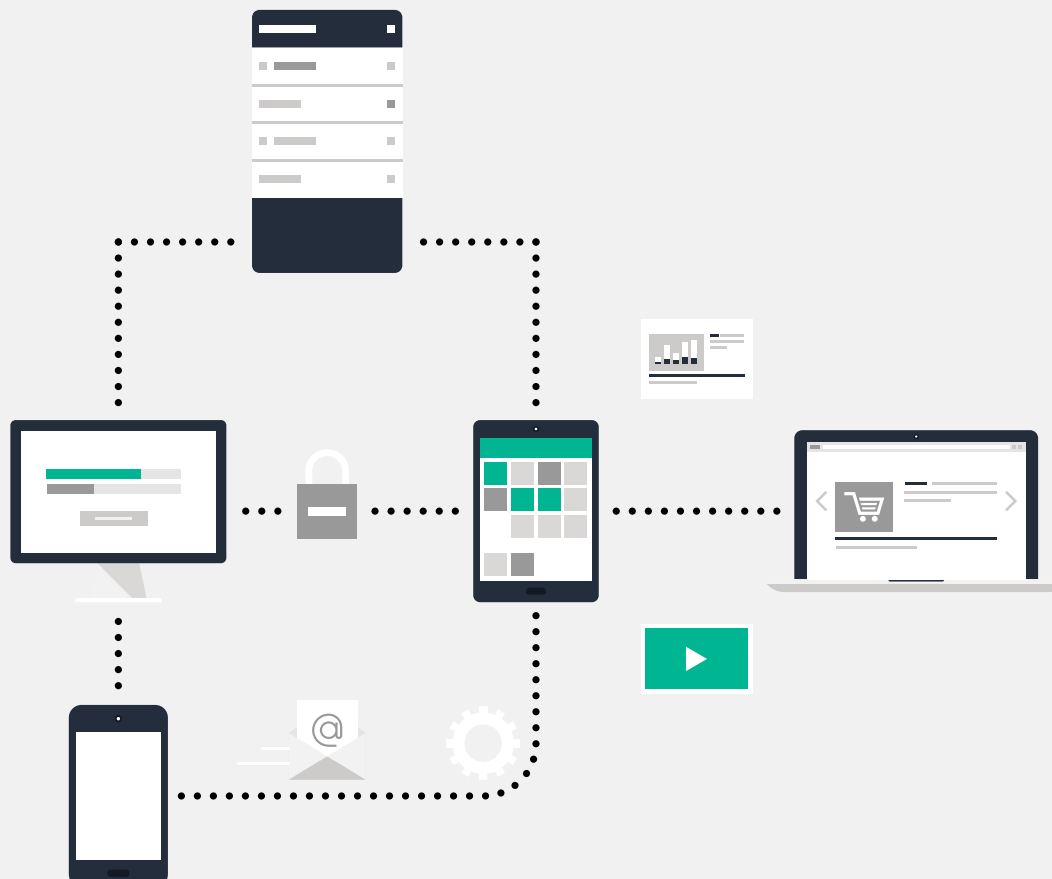
- Implemented a variety of customer-facing online facilities to provide more convenient options for the community.
- Improved look and feel and various other facilities for planning applications.
- Implemented online Animal Registrations module.
- Transport management applications for cycle parking and car share bays.

### Mobile facilities

Implemented various hardware and software facilities to improve mobile access for several Council Departments. The mobile facilities enable Council staff members to report issues faster via real-time links which, in turn, speeds up the Council's response to the community.

Some examples are:

- Implemented Fire Inspections Module (nominated for MAV Technology Awards).
- Extended the types of devices which can be used.
- Extended the use of mobile devices for Aged and Disability Community Support Workers and Intake and Assessment staff members.





## Upgrade of our business systems

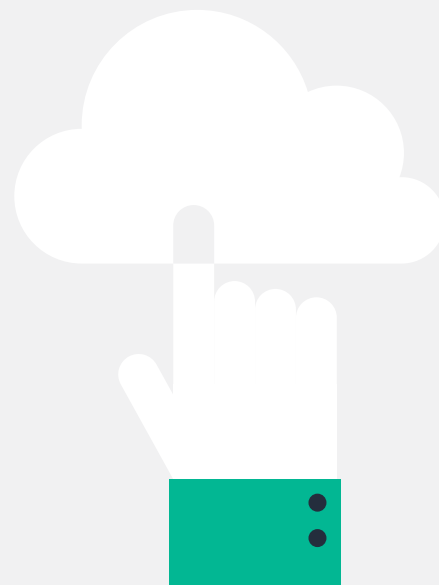
During 2015/2016, we replaced or upgraded many computer based business systems in order to provide better facilities for staff members and, consequently, the community. Some of the upgrades were:

- > Electronic Document Management System, which stores over three million documents.
- > Interface between the Property and Rates System and the Electronic Document Management System to enable staff to more easily collate information related to a property and, especially, planning applications.
- > Geographical Information System which assists staff with planning applications and local laws issues.
- > Property and Rates System, which manages many of Council's major activities.
- > Introduced a Print Management System to improve monitoring of Council's document printing and copying.
- > Contracts and Tendering Systems.
- > Child Immunisation System.
- > Replaced Maternal and Child Health System.
- > Assets Management System which manages many Council assets such as roads, footpaths, drains and trees.
- > Vehicle Maintenance System.
- > Council Agendas and Minutes System.
- > Upgraded telecommunications software.

## Upgrade of IT infrastructure

Installation and commissioning of a new Storage Area Network (disk space) was completed. This hardware provides Council with the capability for storing more data and retrieving the data faster and, consequently, the ability to meet community requests more efficiently and comprehensively. In addition to this important upgrade, many other infrastructure improvements were made to improve data security and to ensure that staff members were supplied with appropriate equipment so they could more efficiently service community requirements. For example:

- > Deployed 150+ PCs to Council staff members to replace ageing equipment.
- > Rolled out video phones and cameras to improve video conferencing facilities and reduce the need for travelling from site to site.





# Goal 6 – Open and accountable democracy

Our goal is to: encourage active community engagement in Council decision-making.

Advocate for equity and social inclusion and to always act responsibly and in the best interests of the whole Darebin community.

Govern in accordance with Darebin City Council's Charter of Good Governance.

**14%**

of our budget was allocated to achieving this goal.



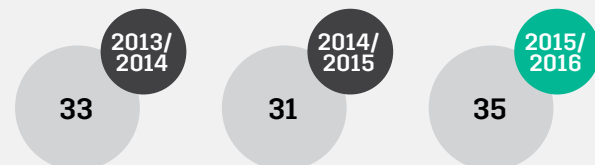


## Highlights and achievements

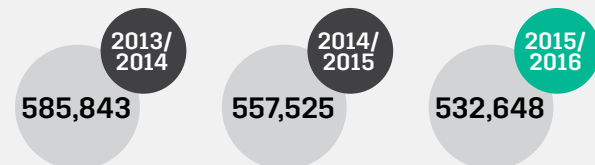
- > A new Social Media Strategy was implemented and it increased engagement with our community. More than 50 per cent of the potential Darebin social media audience engaged with us.
- > The Darebin Community News evaluation showed high respondent satisfaction: 86.3 per cent were satisfied or highly satisfied; 82.1 per cent rated the importance of information good or very good; and 89.6 per cent rated the quality of information good or very good.
- > A customised Mapping Inspections Compliance System was developed to improve the productivity of Local Laws staff when performing fire hazard inspections. Tangible benefits included a reduction in time spent from at least 12 working days to four working days and an increase in the number of property inspections from 800 to 1,300 per year. Other improvements include reduced times to produce reports and collate follow-up data, and greater confidence in data accuracy. This project was nominated for the MAV Technology Awards.

- > Various new application systems were developed and implemented. They included integration of aerial photography with other software to enable more efficient access to property information; a new IT Helpdesk System; Print Management Software to enable more secure printing and better cost accounting; Council Agenda and Minutes System; and replacement of the Maternal and Child Health System.
- > Introduction of an iPad kiosk at Bundoora Farm allowed continuous monitoring and improvement of customer experience.
- > Received a Silver Award from the Australasian Reporting Awards for our 2014/2015 Annual Report.

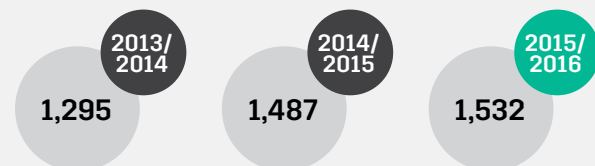
### Number of Freedom of Information requests received



### Total cost of governance (\$)



### Community grants and other contributions (\$'000)

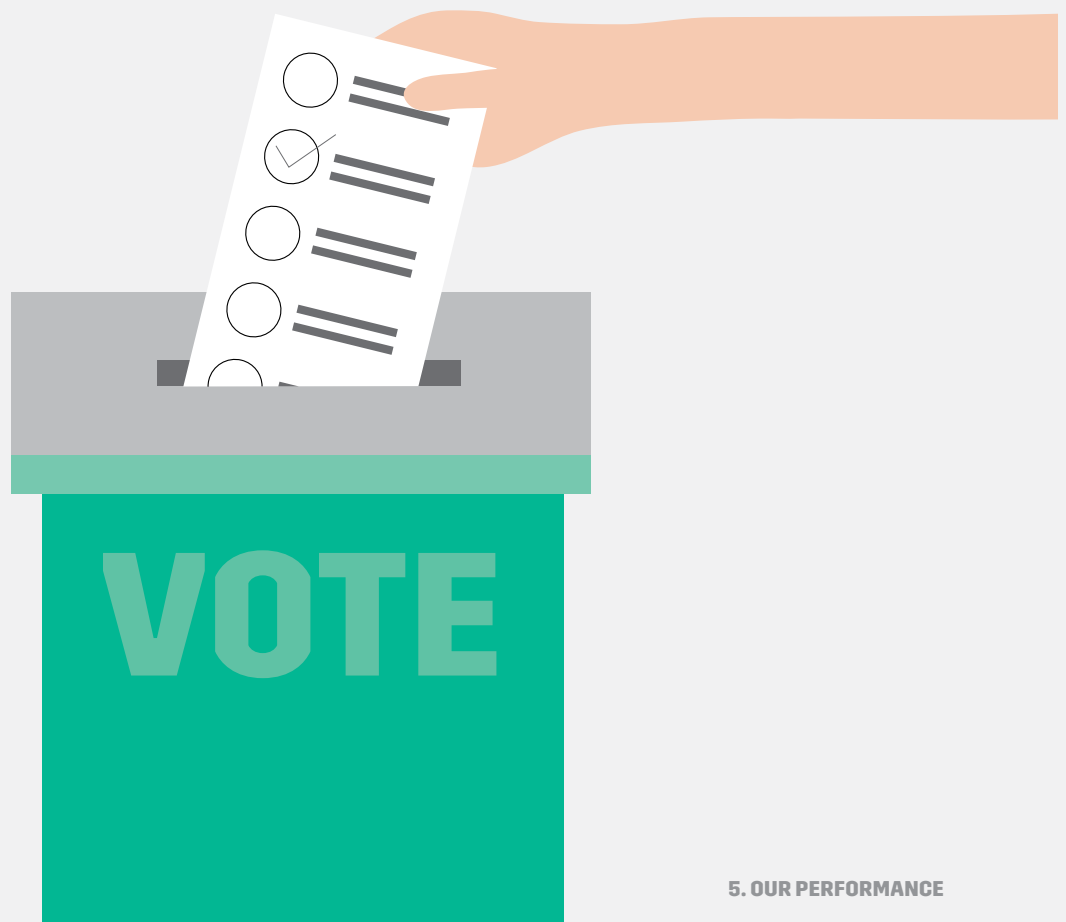




## Services

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

		Cost of providing this service in 2015/2016 \$'000
<b>Mayor and Council</b>	The Mayor and Councillors are responsible for the governance and leadership of the Council, and for providing strategic direction to the organisation.	534
<b>Organisational and Corporate Governance</b>	This service provides direct administrative support to the Mayor and Councillors, coordination of Council and Committee meetings, and includes the Chief Executive, Executive Management Team, administrative and policy support staff, and a number of Council officers with cross-functional responsibilities who report directly to a Director.	5,616
<b>Communication and Marketing</b>	Works with local media, undertakes advertising, manages the website and social media and creates publications including the Darebin News. Runs civic events including Citizenship Ceremonies, Australia Day and an annual government briefing.	1,715
<b>Information Services</b>	Responsible for the delivery of computer software and hardware support to the organisation and management of the integrated Asset Information Management and Customer Request Tracking System.	4,090





## Four-year priority actions

– what we committed to in the Council Plan 2013-2017

ACTION	STATUS	WHAT WE'VE DONE...
1. Update our website to support improved governance by publishing a summary of Councillor expenses on a quarterly basis, investigate the possibility of streaming Council meetings live, and consider a centralised page with hyperlinks to all key adopted policies and strategies.		– Expenses and reimbursements were updated on our web page <a href="http://www.darebin.vic.gov.au/Governance">www.darebin.vic.gov.au/Governance</a>
2. Review key governance policies, including the Governance Local Law, Councillor Code of Conduct and Councillor Support and Expenses Policy.		– The Councillor Code of Conduct Interaction Protocol was updated. – The Procurement Policy was adopted. – The Councillor Code of Conduct was adopted.
3. Implement, monitor and evaluate our Equity and Inclusion Planning, Audit Tool (EIPAT) and the Community Engagement Framework to help ensure we consult with and plan for all our citizens.		– Community Engagement Framework – a practical toolkit was developed for use with the framework. Re-engagement of the Framework across Council was supported by training and promotion of the toolkit. – Equity and Inclusion Planning and Audit Tool – EIPAT processes were reviewed to improve uptake and application. This led to greater integration of Human Rights and Health and Wellbeing considerations as part of the assessment process. – The first half-year report on Advisory Committees was presented to Council in July. Detailed information on Advisory Committees was included in the Annual Report.
4. Develop, implement and monitor an annual Corporate Communications Strategy that targets specific community priorities and ensures consistent delivery of key messages relating to the priorities across a range of communication channels.		– Key deliverables included web enhancements, implementation of a new social media strategy, and implementation of a new brand strategy. – Media coverage ratio was tracking above the 80% target.
5. Develop up-to-date, research-based tools and channels to communicate effectively with all members of our diverse community, including Culturally and Linguistically Diverse (CALD) audiences, people with disabilities and other groups who experience barriers to mainstream communication.		– A research project commenced to determine CALD communication preferences. Research questions were included in our community survey to assess the ease of access to Council communication. The results showed that 89.8% rated ease of finding required information as 'easy' with no discernible difference between demographic groups, including CALD.
6. Ensure that human rights principles and commitments are considered in all relevant policies, strategies, plans, actions and initiatives.		– Our Human Rights Officer provided monitoring and support through the Equity and Inclusion Audit and Planning Tool Process.







## Four-year priority actions

– what we committed to in the Council Plan 2013-2017

ACTION	STATUS	WHAT WE'VE DONE...
7. Ensure that all major projects that involve issues of strategic significance include a specific communication plan.		<ul style="list-style-type: none"> <li>- Plans commenced or completed included: Budget 2016/2017; Batman Park renaming project; level crossing removal consultation; federal candidate forum; Northland Urban Renewal Project; Employee Communication and Engagement Survey (internal); asbestos safety works (internal); Junction Urban Master Plan; Libraries Strategy; Darebin North East Community Hub; Reservoir Streetscape Master Plan; launch of Inclusive Communications Charter; Customer Service Review; Stolen Generations Marker; launch of Education Inquiry Report; Local Law Review; Multi-sports stadium consultation; transport forum; community-wide survey; and Toy Library changes.</li> </ul>
8. Participate in relevant Local, State and Federal Government forums and networks to help raise our profile as a leader in Local Government affairs.		<ul style="list-style-type: none"> <li>- In October we participated in a workshop on the Local Government Act reform.</li> <li>- In collaboration with other councils, community forums were held in October on the impact of NDIS.</li> <li>- In April we held a workshop about online community engagement. It was attended by almost 30 staff from various councils.</li> </ul>
9. Advocate, and form strategic alliances with other stakeholders to advocate, on issues of regional, state or national strategic significance.		<ul style="list-style-type: none"> <li>- Alliances were formed in the following areas: Local Government Review, rate capping implications, and Aged and Disability funding changes.</li> <li>- Advocacy work was undertaken in relation to major projects and issues e.g. railway crossing removal, purchase of Ruthven and Lakeside Schools, and the Junction Urban Master Plan.</li> </ul>
10. Support all Advisory Groups and Committees and ensure that such bodies comply with all relevant Council policies, strategies and plans.		<ul style="list-style-type: none"> <li>- Regular reports from the Advisory Committees were presented to Council throughout the year. See pages 128-130 for more information about our Advisory Committees.</li> <li>- A Statutory Meeting was held in November, which included allocation of Advisory Committees to Councillors.</li> </ul>





## Council plan performance indicators/targets

– how we measure up

ACTIVITY	MEASURE	FOUR-YEAR TARGET	YEAR 1 2013/ 2014	YEAR 2 2014/ 2015	YEAR 3 2015/ 2016	COMMENTS
<b>Advocacy and Lobbying</b>	The percentage of respondents who rate our performance lobbying on behalf of the community at six or more on a ten-point scale.	>75%	81.4%	82.9%	83.1%	✓
<b>Consultation and Engagement</b>	The percentage of respondents who rate our performance in engaging with the community at six or more on a ten-point scale.	>75%	79.2%	79.1%	79.1%	✓
<b>Councillor Leadership</b>	The total number of Councillors in attendance at Council Meetings, Special Council Meetings and Standing Committee Meetings, divided by the number of Councillors expected to attend, expressed as a percentage. Councillors who have been formally granted a leave of absence are not included in the calculation.	>85%	89%	96.2%	92.5%	✓
<b>Communication</b>	The percentage of respondents who rate their personal level of satisfaction with our communication at six or more on a ten-point scale.	>75%	83.4%	85.9%	85.5%	✓
<b>Equity and Inclusion</b>	Projects that require consideration by Council assessed in accordance with the Darebin Equity and Inclusion Planning and Audit Tool.	100%	100%	100%	100%	✓



## Major initiatives from our Annual Budget

PROGRAM	DESCRIPTION	PROGRESS
<b>Darebin City Council Website Enhancements</b>	The 2013 website review identified a need to coordinate and consolidate Darebin's satellite web presences to provide a seamless brand and user experience for residents. This project provides for satellite sites (e.g. Darebin Arts and Entertainment Centre, Bundoora Park, Reservoir Leisure Centre) to move onto the corporate content management system, Sitecore, enabling the sites to be mobile responsive, enhanced with smart forms and on-brand.	<b>Deferred to 2016/2017.</b>  Phase Three website enhancements – consolidating satellite websites – were not started in 2015/2016 due to delays completing Phase Two and inadequate resources to run the two projects concurrently.

### Challenges

We will need to develop new ways to deliver local information effectively as local news media declines.

Maintaining an appropriate balance between digital and traditional communication and media channels and keeping up with community trends and preferences within a limited budget will be a challenge.

We aim to become fully digital and paperless, which necessitates enhancing our planning processes. Eight problem areas related to this issue were identified, of which six have been resolved.

### Looking to the future

Further website enhancements will provide a balanced and tailored experience across both desktop and mobile. Satellite websites (e.g. Reservoir Leisure Centre and Bundoora Park) will be consolidated and updated.

Comprehensive investigation and analysis of Customer Service requirements will be undertaken with a view to implementing improved computer system facilities to provide residents with more online and self-service capabilities.

Together with our new Councillors we will be developing the Council Plan 2017-2021 to set priorities and directions for the next four years.

The development of a comprehensive IT Strategy for 2017-2021 will coincide with the new Council Plan.





## 6.1 Consultation and engagement summary

A great community can only be built with the assistance of our residents, businesses and ratepayers. As set out in our Charter of Good Governance (page 13) we aim to meaningfully involve the community in our decision-making processes and in shaping the future vision and aspirations of the City. Community engagement is a key step in forming decisions, policies and services that are relevant and responsive to changing needs and expectations. Below are some of the ways that we engaged with the Darebin community in 2015/2016.

### National Disability Insurance Scheme (NDIS)

Through information sessions held in partnership with other local governments, the Department of Health and Human Services, and the National Disability Insurance Agency we were able to prepare our community for changes brought about by the NDIS.

The Darebin 'OurSay' community consultation process and online forum, along with the work of our Advisory Committees, enabled us to gather information about how our community saw Council's role under the NDIS. This helped us make a decision not to continue to provide direct services beyond 1 July 2016 and, instead, focus on building capacity, advocating for people with a disability, and helping people to navigate the new service system.

In deciding not to be a provider under the NDIS, we committed to provide additional resources to our Aged and Disability Department. These resources will be used to respond to ideas that people with a disability, their families and carers contributed at consultations held in early 2016. They included access to information, advocacy and support, particularly for people who are vulnerable.

### Introduction of myCAV and impacts on incorporated older adult groups

Consumer Affairs Victoria introduced myCAV, which is an online reporting tool developed for incorporated associations. We held a number of workshops for senior citizens' groups to build their capacity and understanding of the new requirements with regard to their annual reporting. Online reporting presents many challenges for the older population, who may have limited access to computers, or where English is their second language. We worked closely with Consumer Affairs Victoria to gain a greater understanding of the barriers to older people using myCAV.

### Draft Tourism Strategy 2016-2021

Innovative consultation methods were employed to engage our community and seek feedback during the development of our draft Tourism Strategy 2016-2021. Methods included:

- > A Facebook campaign using video testimony featuring local business operators.
- > Advertisements in local Chinese newspapers.
- > An online community survey.



## 6.2 Advocacy in Darebin

### Community Satisfaction Survey

Four times every year, we randomly select Darebin households to survey using a door-knock interview approach. In 2015/2016 we increased the number of households we consult to 1,000 per year. The data provides an objective, timely and consistent picture of the community's perception of our performance and helps us improve service provision. The survey also allows us to find out what the most important issues are and what our community would like addressed in the next 12 months.

### Engagement on environmental issues

Along with the engagement strategies highlighted in our Environmental Report on page 86, we held six Waterwatch events, which highlighted the importance of our waterways and the water quality in our creeks. In June 2016 we presented the Darebin Climate Forum at the Northcote Town Hall. Discussions focused on the climate situation, why we should be taking action, and what local governments, other government bodies and individuals could do to address climate change.

Advocacy involves identifying and responding to issues that impact the wellbeing of our community. These issues include infrastructure services and programs that address health, social justice, housing, travel, access, safety, sustainability and education. Our aim is to address disadvantage in our community and improve health and wellbeing for all.

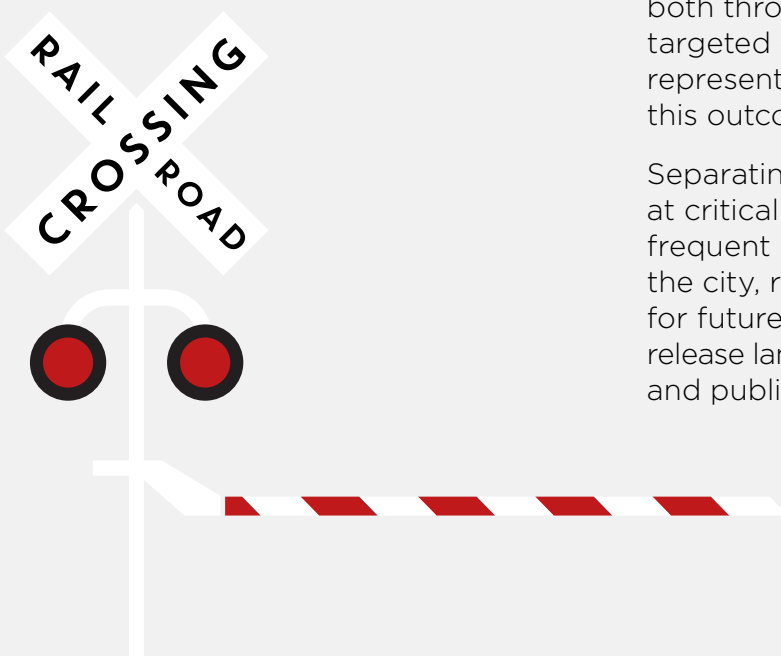
Our advocacy work is underpinned by Victoria's Charter of Human Rights and Responsibilities 2006 (read more about the Charter on page 138) and the City of Darebin Advocacy Framework.

Successful advocacy means the Darebin community's priorities are 'on the radar' to influence the Australian and Victorian Governments and other stakeholders to gain support, resources and funding to implement projects, programs and policies.

### Train level crossing removals in Reservoir, Preston and Fairfield

A major advocacy success in the past year was the State Government's commitment to remove rail crossings at three key intersections in Darebin: Bell Street Preston, High Street Reservoir and Grange Road Alphington. Our sustained advocacy on the issue of grade separation, both through public campaigning and targeted discussions with political representatives, significantly influenced this outcome. Work will begin in 2018.

Separating the road from the rail network at critical junctions will enable more frequent rail services to run to and from the city, reduce road congestion, allow for future public transport upgrades and release land for regeneration, development and public open space.





### St Georges Road Shared Path Upgrade

The St Georges Road shared path, otherwise known as the Great Northern Bikeway, is Darebin's busiest bicycle route (and the sixth busiest in Australia) and is heavily used by people riding bikes to and from the city. As well as being a popular commuting route for cyclists, the shared path is frequently used by pedestrians.

Improving this path was the second most important issue raised by those living in the south of Darebin in the 2014/2015 Traffic and Transport survey.

In 2015, we advocated strongly for Melbourne Water to retain the trees planted along the bike path as part of their pipeline upgrade work. Our advocacy was successful and in early 2016 Melbourne Water announced that the trees would be kept and the shared path widened.

### Joint Animal Pound Facility

In 2015 we partnered with neighbouring councils Moreland and Whittlesea to investigate the feasibility of building and operating a joint animal pound facility to serve all three municipalities in an efficient shared service arrangement. Jointly owning and operating an animal pound presented an opportunity to further embed the policies and goals of Darebin's Domestic Animal Management Plan (read more on page 137) in day-to-day pound practice. The project is now a reality and the new pound site in Whittlesea is expected to be operational by mid-2017.

### Improving access to sport for women and girls

On 21 September 2015 Council endorsed the construction of a regional Multi-Sport Stadium (MSS) specifically targeting grass-roots women's sports in Darebin. This key piece of sporting infrastructure will provide much-needed facilities for a range of court-sports including netball, basketball, volleyball and badminton. One of the key outcomes expected from this project is to increase participation in sport and physical activity, in particular for women who experience a lack of access to quality sports facilities in Darebin.

We are working with a number of stakeholders to make this facility a reality, including the State and Federal Governments and sporting associations such as Basketball Victoria, Netball Victoria and Football Federation Victoria.

We successfully applied to the State Government for approval to use the balance of the obligation related to developer contribution funds collected over ten years to build the MSS. The funds will contribute over \$6 million to the total project cost of \$13 million. This will be the first time developer contribution funds have been used for a single, whole-of-municipality project and it is an excellent outcome for Darebin residents. We will continue to advocate to government for the remaining funds and have made an application for federal funding.





### Development pressures and implementation of new residential zones

Darebin continues to be challenged by unprecedented levels of residential development activity coupled with a relatively low percentage of the municipality under the protection of Neighbourhood Residential Zones. Unlike neighbouring municipalities such as Moreland and Yarra with close to 70 per cent of their residential areas in a Neighbourhood Residential Zone, Darebin has just 10.5 per cent of the municipality under the same level of protection. Council sought to address this during 2015/2016 via a request to the Minister for Planning for the approval of amendment C152 to the Darebin Planning Scheme. This proposal would have seen Darebin provided with 60 per cent of the municipality being better protected from inappropriate development.

Recognising the urgency of the situation Council worked with the Department of Environment, Water, Land and Planning to prepare a further planning scheme amendment that ensured approximately 30 per cent of the municipality was included in the Neighbourhood Residential Zone. This proposal is currently with the Minister for Planning awaiting consideration.

Further planning and advocacy work (beyond the proposal with the Minister for Planning) is required to ensure that Darebin’s residential areas are better protected and development encouraged in areas supported by our Municipal Strategy.

### Council Plan advocacy and lobbying

ACTIVITY	MEASURE	FOUR-YEAR TARGET	YEAR 1 2013/2014	YEAR 2 2014/2015	YEAR 3 2015/2016
<b>Advocacy and Lobbying</b>	The percentage of respondents who rate our performance lobbying on behalf of the community at six or more on a ten-point scale.	>75%	81.4%	82.9%	83.1%

To find out more about our advocacy projects and progress, go to [www.darebin.vic.gov.au/Advocacy](http://www.darebin.vic.gov.au/Advocacy) 



# 6. Corporate information and governance

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## 1. An overview of our governance in 2015/2016

During 2015/2016, governance practices were significantly enhanced through a number of reforms that provided positive outcomes across the organisation and for the community. The reforms were successfully implemented at the conclusion of the work undertaken by the Chief Executive, Executive Management Team, Mayor and Councillors with the assistance of the two appointed Special Municipal Inspectors. Some of the noticeable improvements were to the structure and management of Council meetings, which resulted in finishing times well before 10pm. This was also a result of the reduction in speaking times during meetings, Councillors being well informed of officer reports coming to Council for consideration, and the receipt of agendas seven days prior to scheduled meetings.

To ensure Councillors were well-informed on current issues and prior to making decisions in the Chamber, Councillor briefings were held weekly with additional strategic briefing nights held for major projects that had an impact on Council and the broader community. The Chief Executive met monthly with the Mayor and Councillors to inform them of any issues and to receive any questions or concerns Councillors may have had.

Council recognises the need for ongoing commitment and monitoring of all the reforms implemented to ensure the high level of good governance is consistently maintained throughout the coming years.

Councillors and officers received extensive governance training, in particular on the *Local Government Act 1989* reforms, improper direction of staff, and the disclosure of confidential information. A Confidentiality Policy: Handling of Confidential Information

by Councillors was adopted in April 2016. To strengthen accountability and transparency, Council also amended and adopted its Councillor Support and Expenses policy and provided a range of additional information under the transparency page on the Council website.

[www.darebin.vic.gov.au/Governance](http://www.darebin.vic.gov.au/Governance) 

In preparation for the new Councillors and Council term to be decided by the community on 22 October 2016, work has commenced on the 2017-2020 Council Plan and Councillor Induction Program to ensure the new Councillors are adequately equipped with all the necessary skills and tools to fulfil their roles as elected representatives.

## 2. Councillor allowances

The allowance paid to Councillors was set by the State Government in an Order-In-Council and specified as \$92,333 for the Mayor and \$28,907 for Councillors. The Mayor and Councillors also received an additional 9.5 per cent being an amount equivalent to the Superannuation Guarantee.

Councillor Tsitas was Mayor from 1 July 2015 until 12 November 2015. Councillor Fontana was Mayor from 12 November 2015 until 30 June 2016.

## 3. Councillor expenses

Councillors incur expenses in the course of fulfilling their roles as elected representatives. Expenditure is regulated by the Councillor Support and Expenses Policy, as endorsed by Council and consistent with Section 75 of the *Local Government Act 1989*. A summary of Councillor expenses is reported every quarter on our website.

[www.darebin.vic.gov.au/Governance](http://www.darebin.vic.gov.au/Governance) 



Councillor expenses – 1 July 2015 to 30 June 2016										
	Cr Fontana	Cr McCarthy	Cr Tsitas	Cr Greco	Cr Laurence	Cr Walsh	Cr Li	Cr Williams	Cr Villiella	Total
Day-to-day activities	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Mobile	462	536	226	507	602	3,220	380	1,096	359	7,388
Landline	410	-	529	404	419	-	-	411	401	2,574
Internet	763	240	240	483	240	240	-	240	240	2,686
Travel	-	-	197	260	-	3,770	830	171	-	5,228
Family care	-	-	-	-	-	-	21	1,050	-	1,071
Conferences/training	-	23	-	-	-	-	2,529	-	-	2,552
Functions/events	225	-	375	375	375	470	375	40	40	2,275
Approved by Council resolution	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	31	-	-	31
Net expenses	1,860	799	1,567	2,029	1,636	7,700	4,166	3,008	1,040	23,805
Reimbursements to Council	(23)			(359)	(1)	(855)	(814)	(39)	(308)	(2,399)
<b>Total net expenses</b>	<b>1,837</b>	<b>799</b>	<b>1,567</b>	<b>1,670</b>	<b>1,635</b>	<b>6,845</b>	<b>3,352</b>	<b>2,969</b>	<b>732</b>	<b>21,406</b>

More information about our Councillors is available on pages 32-34 of this report.

#### 4. Councillor and staff interaction protocols

Darebin Council follows Councillor and Staff Interaction Protocols that apply whenever a Councillor and Council staff member interact. The Protocols cover requests for information on strategic and service issues, and discussions or other communications (including verbal discussions, emails and SMS communications) that take place outside a formal meeting (e.g. where a Councillor approaches a staff member for clarification in relation to a report) and involve an issue affecting Council.

These protocols are in place throughout the organisation and are incorporated in both the Councillor Code of Conduct and Excellence in Governance and the Darebin City Council Employee Code of

Conduct. All staff are provided with training, which forms part of the organisational corporate induction process.

#### 5. Conflict of interest declaration

In accordance with the *Local Government Act 1989*, during 2015/2016 there were 23 Conflicts of Interest declared by Councillors and one Conflict of Interest declared by a Council Officer.

#### 6. 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 to or likely to be the subject of a 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. The following section provides information on Assemblies of Councillors during 2015/2016.

An Advisory Committee with at least one Councillor present is also an Assembly of Councillors. Councillors at such Assemblies are required to disclose conflicts of interest in accordance with the provisions of the Act and to leave the meeting prior to discussions about those particular agenda items.

In 2015/2016 there were 81 Assemblies of Councillors convened, including Councillor Briefing Sessions and Strategic Workshops, which take place twice a month.

### 7. Council meetings

Council meetings are usually held on the first and third Mondays of each month. The times and venues of Council meetings are fixed annually and advertised in Darebin's local newspapers and on our website [www.darebin.vic.gov.au/meetings](http://www.darebin.vic.gov.au/meetings)

Meetings of the Council are generally open to the public. Council is committed to transparent governance and meetings are only closed when considering confidential reports. During 2015/2016, 32 Council reports were considered confidential matters.

In addition to considering reports at Council meetings, the community is invited to ask or submit questions during public question time. In 2015/2016, 139 questions were submitted for public question time.

The record of Councillor attendance at Ordinary meetings of Council and Special Council meetings held during 2015/2016 is shown in the table on page 120.





	Ordinary Meeting	Special Meeting	Number of Reports	Confidential Items	Questions from the Gallery	Notices of Motion	Cr Laurence	Cr Walsh	Cr Fontana	Cr Williams	Cr Li	Cr McCarthy	Cr Vilella	Cr Greco	Cr Tsitas
6/07/2015	1		11	1	11	5	1	1	1	1	1	1	1	1	LoA
20/07/2015	1		8	0	8	4	1	1	1	1	1	1	1	1	LoA
3/08/2015	1		7	2	7	3	1	1	1	1	1	1	1	1	LoA
17/08/2015	1		11	0	5	8	1	1	1	1	1	1	1	LoA	1
3/09/2015		1	0	1	0	0	1	1	1	1	1	1	1	1	1
7/09/2015	1		14	0	8	8	1	1	1	LoA	1	1	1	1	1
21/09/2015	1		8	0	5	3	1	1	1	1	Ap	1	1	1	1
5/10/2015	1		12	1	7	4	1	1	1	1	Ap	LoA	1	1	1
19/10/2015	1		6	1	7	10	Ap	1	1	1	1	1	1	1	1
9/11/2015		1	6	0	0	0	1	1	1	1	1	1	1	1	1
23/11/2015	1		18	2	10	6	1	1	1	1	1	1	Ap	1	1
7/12/2015	1		17	2	14	1	1	1	1	1	1	1	1	1	1
1/02/2016	1		11	3	16	1	1	1	1	1	1	1	1	1	1
15/02/2016	1		6	2	13	1	1	1	1	1	1	1	Ap	1	1
16/02/2016		1	0	1	0	0	1	1	1	1	1	1	1	1	1
22/02/2016		1	0	1	0	0	1	1	1	1	1	1	1	1	1
7/03/2016	1		10	3	4	8	1	1	1	1	1	1	1	1	1
21/03/2016	1		11	2	2	5	1	1	1	Ap	1	Ap	1	1	1
4/04/2016	1		4	1	4	1	Ap	1	1	1	1	1	1	LoA	1
18/04/2016	1		12	4	2	1	1	1	1	1	1	1	1	1	1
2/05/2015	1		3	2	3	3	1	1	1	1	1	1	1	1	1
16/05/2016	1		9	1	4	4	1	1	1	1	1	1	1	1	1
6/06/2016	1		7	1	5	2	1	1	1	1	1	1	1	1	1
20/06/2016	1		10	1	4	4	1	1	1	1	1	LoA	Ap	1	1
27/06/2016		1	3	0	0	0	1	1	1	1	1	1	1	1	1
28/06/2016		1	3	0	0	0	1	Ap	1	1	1	Ap	1	LoA	1
	<b>20</b>	<b>6</b>	<b>207</b>	<b>32</b>	<b>139</b>	<b>82</b>	<b>24</b>	<b>25</b>	<b>26</b>	<b>25</b>	<b>24</b>	<b>24</b>	<b>23</b>	<b>26</b>	<b>26</b>

LoA: Approved leave of absence Ap: Apology



## 8. Our Council committees

Darebin City Council has four Standing Committees, known as Special Committees, to facilitate efficient and effective decision-making processes. 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 and manage a service or facility on behalf of Council. The other Committees make recommendations to Council.

Darebin City Council also has a number of Community Advisory Committees that provide specialist advice or recommendations to Council. They differ from Special Committees in that they do not have formal delegated authority from Council to make decisions or exercise the power conferred on them.

Information about all of our committees is available on our website at

[www.darebin.vic.gov.au/Committees](http://www.darebin.vic.gov.au/Committees)

## 9. 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 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 the Council.

### 9.1 Hearing of Submissions Committee membership and attendance in 2015/2016

	Hearing of Submissions Committee	Cr Laurence	Cr Walsh	Cr Fontana	Cr Williams	Cr Li	Cr McCarthy	Cr Villella	Cr Greco	Cr Tsitas
28/09/2015	1	1	1	1	1	Ap	LoA	1	1	1
15/03/2016	1	1	1	1	Ap	1	1	Ap	1	1
9/06/2016	1	1	1	1	1	1	1	1	1	Ap
	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>2</b>

LoA: Approved leave of absence Ap: Apology



## 9.2 The year in review for the Hearing of Submissions Committee

The Hearing of Submissions Committee met three times during 2015/2016 to hear submissions in relation to:

- > Proposed discontinuance and acquisition of title of right-of-way, rear 185 Westgarth Street and adjoining 1 Bower Street, Northcote.
- > Johnson Park proposed dog off-lead area.
- > Proposed budget 2016/2017.

## 10. 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 on the second and fourth Mondays of each month 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.

### 10.1 Planning Committee membership and attendance 2015/2016

All Councillors were members of the Committee. Cr Tsitas (Mayor from 10 November 2014 to 8 November 2015) and Cr. Fontana (Mayor from 9 November 2015 to 21 October 2016) were the Chairpersons during those respective periods. Councillor attendance at Planning Committee meetings is shown in the table on page 123.





	Planning Committee Meeting	Number of Reports	Cr Laurence	Cr Walsh	Cr Fontana	Cr Williams	Cr Li	Cr McCarthy	Cr Villella	Cr Greco	Cr Tsitas	
13/07/2015	1	4	1	1	1	1	1	1	1	1	1	LoA
27/07/2015	1	3	Ap	1	1	1	1	1	1	Ap	1	LoA
10/08/2015	1	4	1	1	1	1	1	1	Ap	Ap	1	LoA
24/08/2015	1	6	1	1	1	1	1	1	1	1	1	LoA
14/09/2015	1	4	1	1	1	LoA	Ap	1	1	Ap	1	1
28/09/2015	1	3	1	1	1	1	Ap	LoA	1	1	1	1
12/10/2015	1	4	1	1	1	1	Ap	1	1	1	1	1
26/10/2015	1	3	Ap	1	1	1	1	1	1	1	1	1
30/11/2015	1	9	1	1	1	1	1	1	1	1	1	1
14/12/2015	1	12	1	1	1	Ap	1	1	1	1	1	1
8/02/2016	1	4	1	1	1	1	1	1	1	1	1	1
22/02/2016	1	9	1	1	1	1	1	1	1	1	1	1
15/03/2016	1	9	1	1	1	1	1	1	1	Ap	1	1
29/03/2016	1	9	1	1	1	1	1	1	1	Ap	Ap	1
11/04/2016	1	17	1	1	1	Ap	1	1	1	1	1	1
26/04/2016	1	7	1	1	1	1	1	1	1	1	1	1
9/05/2016	1	14	1	1	1	1	1	1	1	1	1	1
23/05/2016	1	8	1	1	1	Ap	1	1	1	1	1	1
14/06/2016	1	19	Ap	1	1	1	1	1	1	1	1	Ap
27/06/2016	1	12	1	1	1	1	1	1	1	1	1	1
	<b>20</b>	<b>160</b>	<b>17</b>	<b>20</b>	<b>20</b>	<b>17</b>	<b>17</b>	<b>19</b>	<b>15</b>	<b>19</b>	<b>19</b>	

LoA: Approved leave of absence Ap: Apology

## 10.2 The year in review for the Planning Committee

The Planning Committee considered reports on planning applications during the year. The Committee also received reports on:

- Details of recent and upcoming appeals at the Victorian Civil and Administrative Tribunal.
- The progress of significant planning applications.
- Specific matters of interest or statutory planning matters that were required to be reported to Council.
- New and amended development plans for future redevelopment areas in Northcote and Bundoora.
- Submissions from objectors and applicants for planning permits where the item was being considered by the Planning Committee.



### Key issues in 2015/2016

The Planning Committee dealt with a number of large and complex planning applications, including:

- A six-storey mixed use development at 472 High Street Preston (refused).
- A five-storey residential development at 154 High Street, Northcote.
- An 18-storey and a 14-storey mixed use development at 63-71 Plenty Road, Preston (both refused).
- A five-storey mixed use development at 72a Station Street, Fairfield.
- A six-storey mixed use development at 501-503 Plenty Road, Preston (refused).
- A five-storey mixed use development at 466 High Street, Preston.
- A five-storey mixed use development at 752 High Street, Thornbury (refused).
- A six-storey mixed use development at 712-716 High Street, Thornbury (refused).
- A six-storey residential development at 481-485 St Georges Road, Thornbury (refused).
- A six-storey mixed use development at 518 High Street Preston (refused).

### Challenges

The Planning Committee functioned efficiently and made decisions on 160 applications in 2015/2016 compared with 86 in 2014/2015 and 73 in 2013/2014. This included consideration of a number of major development applications. The number of objections lodged regarding planning applications sharply increased in the City of Darebin during 2015/2016. This highlights the challenge for Council in managing the growth pressures and increasing demand for different forms of housing such as apartments.

### 11. 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 is made up of nominated Councillors and community representatives and has delegated authority from the Council to manage Bundoora Homestead.

#### 11.1 Bundoora Homestead Board of Management membership and attendance 2015/2016

	Bundoora Homestead Board of Management	Cathy Dodson	Sally Jones	Craig Barrie	Megan Williams	Tahila Azaria	Cr Laurence	Cr Villella	Cr Greco
22/07/2015	1	Ap	Ap	1	1	1	Ap	1	1
	1	0	0	1	1	1	0	1	1

LoA: Approved leave of absence Ap: Apology





## 11.2 The year in review for the Bundoora Homestead Board of Management

Bundoora Homestead highlights of 2015/2016 included:

- > Education programs at Bundoora Park Farm were extremely successful. 8,176 children were involved, which is the highest recorded number for a financial year.
- > Strong volunteer and work experience/ placement programs. This included 35 volunteers per semester contributing to Bundoora Park Farm on a weekly basis and 30 different work experience placements.
- > The annual number of people visiting Bundoora Park Farm continued to impress with an estimated 80,000 people visiting in 2015/2016.
- > Construction of animal shelters in paddocks and new chicken and cockatoo enclosures.
- > Darebin Children's Day in May was attended by more than 6,000 families. They enjoyed free access to the Bundoora Park Farm and Cooper's Settlement and were entertained with face painting, pony rides, interactive art activities, puppet shows, local bands and information stalls.

## 11.3 Bundoora Homestead Board of Management outlook for 2016/2017

- > Confirm and finalise exhibitions, public programs and events for 2016/2017.
- > Continue to work on the digitisation of the Art and History Collection.
- > Approve acquisitions for the City of Darebin Art and History Collection.

You can find more information about Bundoora Homestead on our website [www.darebin.vic.gov.au/BundooraHomestead](http://www.darebin.vic.gov.au/BundooraHomestead) 

## 12. Audit Committee

The Audit Committee is an Advisory Committee appointed in accordance with section 139 of the *Local Government Act 1989*. The Audit Committee assists Council in fulfilling its responsibilities relating to risk management, financial management, control and reporting.

The scope of its activity is to help:

- > Enhance the credibility and objectivity of internal and external financial reporting.
- > Effectively manage financial and other risks and protect Council assets.
- > Comply with laws and regulations and use best practice guidelines.
- > Ensure that the internal audit function operates effectively.
- > Provide an effective means of communication between the external auditor, internal auditor, management and Council.

The Audit Committee has no delegated powers and its decisions become recommendations to be considered at Council meetings.

The Audit Committee consists of two Councillors and three external members. External members are appointed by Council and contribute additional local government regulatory knowledge along with finance, audit or management experience. The external members are appointed for two-year terms with an option to extend for another two years by mutual consent.

The Audit Committee met on five occasions in 2015/2016:

- > 31 August 2015
- > 5 October 2015
- > 7 December 2015
- > 7 March 2016
- > 6 June 2016



## Audit Committee Members

Name	Role	Period	Attendance
Mr Michael Said	Chairperson	July 2015 – June 2016	5 of 5 meetings
<b>Certified Practising Accountant; Registered Company Auditor.</b>			
Dr Bruce Carroll	Deputy Chairperson	July 2015 – March 2016	4 of 4 meetings
<b>Doctor of Philosophy; Master of Education; Graduate Diploma; Bachelor of Arts; Member – Australian Institute of Company Directors; Member – Australian Human Resource Institute.</b>			
Mr Terry Richards	Independent External Member	July 2015 – June 2016	5 of 5 meetings
<b>Certified Practising Accountant; Bachelor of Business (Accounting); Postgraduate Diploma in Arts (Criminology); Diploma of Government (Fraud Control); Diploma of Government (Investigation).</b>			
Cr. Tim Laurence	Internal Member	July 2015 – November 2015	2 of 2 meetings
Cr. Steven Tsitas	Internal Member	July 2015 – November 2015	2 of 2 meetings
Cr. Vince Fontana*	Internal Member	November 2015 – June 2016	3 of 3 meetings
Cr. Oliver Walsh*	Internal Member	November 2015 – June 2016	3 of 3 meetings

\*At the Special Council meeting on 12 November 2015, Cr Fontana and Cr Walsh were appointed to the Audit Committee as new members.

### 12.1 Audit Committee attendance 2015/2016

Councillors attended all meetings in 2015/2016. The June 2016 meeting was attended by two external Committee Members as Dr Bruce Carroll's term had finished and a third external member had not been appointed.

The Chief Executive and Director of Corporate Services attended all Audit Committee meetings held in 2015/2016 and each of Council's Directors attended as required to brief the Committee on the activities of their respective divisions.

### 13. The audits we undertake here at Darebin Council

During the 2015/2016 financial year the following internal audits were conducted and reports tabled at Audit Committee meetings for endorsement:

- > Follow-Up of Selected Higher Risk Matters Raised in Prior Internal Audit Reports.
- > Internal Audit Progress Reports.
- > Privacy Management.
- > Procurement – over the tender threshold.
- > Strategic Internal Audit Plans.
- > VicRoads Information Protection Agreement.
- > GST Compliance Review.
- > City Works and Parks and Gardens.
- > Core Financial Functions.
- > Councillor Expense Claims.
- > Information Technology General Controls Review.
- > Information Technology Strategy Review.
- > Risk Management Framework.
- > Community Grants Process Review.
- > FBT Compliance.
- > Gifts and Donations for Councillors and Staff.



### 13.1 Internal audit processes

The Audit Committee has the following internal audit responsibilities:

- > Review with management and the internal auditor the charter, activities, staffing and organisation structure of the internal audit function.
- > Review and recommend the annual audit plan for approval by the Darebin City Council and all major changes to the plan.
- > Monitor processes and practices to ensure that the appropriateness and independence of the internal audit function is maintained.
- > As part of the Audit Committee's annual assessment of performance, determine level of satisfaction with the internal audit function having consideration of the Institute of Internal Auditors' International Standards for the Professional Practice of Internal Auditing.
- > Monitor that the internal auditor's annual plan is linked with and covers the material business risks.
- > Provide an opportunity for the Audit Committee to meet with the internal auditors to discuss private matters.

Council's internal audit function provides independent and objective assurance that the appropriate processes and controls are in place across Council.

- > Internal audit is provided by Crowe Horwath, an organisation with extensive local government experience. A risk-based three-year strategic internal audit plan is revised annually to ensure the audit resources remain focused on the appropriate areas. The review process considers Council's risk framework; the Council Plan; the impact of any change on operations,

systems or the business environment; prior audit coverage; and outcomes and management input. The strategic internal audit plan is reviewed and approved by the Audit Committee annually.

- > The internal auditors attend each Audit Committee meeting to report on the status of the internal audit plan, provide an update on the implementation of audit recommendations and present findings of completed reviews. The responsible director and manager for each area reviewed are required to attend the Audit Committee meeting to respond to questions in relation to the review.
- > All audit issues identified are risk rated. Recommendations are assigned to the responsible manager. Managers provide quarterly status updates that are reviewed by the internal auditor and reported to the Audit Committee.
- > Quality assurance is measured through client satisfaction surveys, the annual Audit Committee self-assessment and completion of the internal audit plan.

### 13.2 External audit processes

The Audit Committee has the following external audit responsibilities:

- > Note the external auditor's proposed audit scope and approach, including any reliance on internal auditor activity.
- > Provide an opportunity for the Audit Committee to meet with the external auditors to discuss private matters.

For the 2015/2016 financial year, Council's financial and standard statements and performance statement were externally audited by The Victorian Auditor General.



The external auditors attend the March and June Audit Committee meetings to present the annual audit plan and independent audit report. The external audit management letter and responses are also provided to the Audit Committee.

## 14. Darebin Community Advisory Committees

Council relies upon a number of 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 a number of community representatives.

The community representatives can be local 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 the operation of the committee. Community Advisory Committees report to Council on their special areas of expertise and interest biannually and their advice contributes to the development and evaluation of Council strategies, policies and programs.

### 14.1 A list of the Darebin Community Advisory Committees in 2015/2016

Below is a list of all Darebin Community Advisory Committees. This information is also available on our website

[www.darebin.vic.gov.au/Committees](http://www.darebin.vic.gov.au/Committees)

Community Advisory Committee	Appointments for 2015/2016
<b>Active and Healthy Ageing Community Board</b>	Cr. J. Williams (Chair) Cr. G. Greco (proxy)
<b>Darebin Aboriginal Advisory Committee</b>	Cr. V. Fontana Cr. G. Greco (proxy)
<b>Darebin Arts Ambassadors</b>	Cr. T. McCarthy (Chair) Cr. A. Villella (proxy)
<b>Darebin Australia Day Committee</b>	Cr. V. Fontana (Chair)
<b>Darebin Bicycle Advisory Committee</b>	Cr. B. Li (Chair) Cr. T. McCarthy (proxy)
<b>Darebin Child Friendly City</b>	Cr. J. Williams (Chair) Cr. T. McCarthy (proxy)
<b>Darebin Disability Advisory Committee</b>	Cr. J. Williams (Chair) Cr. G. Greco (proxy) Cr. O. Walsh (proxy)
<b>Darebin Domestic Animal Management Reference Group</b>	Cr. J. Williams Cr. T. McCarthy (proxy)
<b>Darebin Education Committee</b>	Cr. B. Li (Chair) Cr. G. Greco (proxy)
<b>Darebin Environmental Reference Group</b>	Cr. T. McCarthy (Chair) Cr. S. Tsitas (proxy)
<b>Darebin Housing Committee</b>	Cr. T. Laurence (Chair) Cr. G. Greco (proxy)
<b>Darebin Interfaith Council</b>	Cr. G. Greco (Chair) Cr. T. Laurence (proxy)
<b>Darebin Women's Advisory Committee</b>	Cr. J. Williams (Chair) Cr. A. Villella (proxy)



Community Advisory Committee	Appointments for 2015/2016
<b>Darebin Youth Advisory Group</b>	Cr. A. Villella (Chair) Cr. O. Walsh (proxy)
<b>Edwardes Lake Park Reference Group</b>	Cr. G. Greco Cr. T. Laurence Cr. A. Villella
<b>Municipal Emergency Management Planning Committee</b>	Cr. V. Fontana (Chair)
<b>Northland Urban Renewal Precinct Steering Committee</b>	Cr. V. Fontana Cr. B. Li Cr. J. Williams (Co-Chairs)
<b>Preston Business Advisory Committee</b>	Cr. J. Williams (Chair) Cr. B. Li (proxy)
<b>Reservoir Structure Plan Community Reference Group</b>	Cr. G. Greco Cr. T. Laurence Cr. A. Villella (Co-Chairs)
<b>Sexuality, Sex and Gender Diversity Advisory Committee</b>	Cr. B. Li (Chair) Cr. T. McCarthy (proxy)

## 14.2 Some highlights from our Advisory Committees

- > The Active and Healthy Ageing Community Advisory Board assisted in the planning and delivery of the Reservoir Village Festive Day for Seniors and hosted the Darebin Seniors' Expo during the Victorian Seniors' Festival in October.
- > The Darebin Aboriginal Advisory Committee was involved in the consultation process for renaming Batman Park and the Federal Electorate of Batman; provided advice regarding Darebin Council's Aboriginal Employment Strategy; and gave feedback on the Darebin Aboriginal Employment Strategy process.
- > The Darebin Australia Day Committee organised a successful Australia Day Awards event on 21 January 2016, with approximately 300 attendees.
- > Darebin Bicycle Advisory Committee members provided feedback and suggestions on a range of cycling projects including: bicycle provision at Miller Street and St Georges Road intersection; the alignment of the Great Western Shimmy bicycle route; bicycle provision at Miller Street and High Street intersection; and the Tyler Street contraflow bike lane.
- > The Darebin Disability Advisory Committee led the implementation of the Darebin Disability Access and Inclusion Plan 2015-2019 and remained updated and engaged in issues relating to the NDIS and Aged Care Reforms.
- > The Darebin Domestic Animal Management Reference Meeting guided the implementation of Council's Animal Rescue Program, which saved the lives of more than 1,000 animals.





- > The Darebin Education Committee led a successful pilot project to promote the Darebin Spiritual Healing Trail as a local resource to teach Aboriginal history, culture and emotional wellbeing.
- > The Darebin Environmental Reference Group assisted with the preparation and promotion of Council's environmental events including the Sustainable Living Expo and the Darebin Climate Forum. The Reference Group also provided community feedback in relation to the Natural Heritage, Water, and Waste and Litter strategies and the Solar \$aver project.
- > The Darebin Interfaith Council supported the World Interfaith Harmony Week 'Stories of Hope' youth event, which exceeded expectations as participants listened to young speakers from the Baha'i, Islam, Christian, Jewish, Buddhist, Sikh and Hindu faiths.
- > Darebin Women's Advisory Committee members provided advice on the extension of the Women's Equity Strategy, Gender Equity Action Plan, and Preventing Violence Against Women Action Plan beyond 2015; and women's leadership and participation, notably, ways for Council to support women to run for local elections.
- > The Preston Business Advisory Committee delivered five promotional events, four of which were uniquely designed for Preston Central and included the Race to Preston Market. The Committee planned Christmas decorations and entertainment; and sponsored the Northern Blues annual Leukaemia Lunch and the Darebin Homemade Food and Wine Festival.

- > The Darebin Sexuality, Sex And Gender Diversity Advisory Committee provided advice to Council regarding activities and support for older and isolated LGBTIQ residents. Members also participated in events marking International Day against Homophobia, Biphobia and Transphobia 2016; consulted with MIND Australia on the scoping of a new LGBTIQ mental health support service in Darebin; and provided advice in relation to scoping for a new LGBTIQ Indigenous support group.

#### **14.3 Newly-established Advisory Committees**

There were no new Advisory Committees formed in 2015/2016.

#### **15. Community Support Program**

Every year Darebin City Council provides funds and assistance to not-for-profit groups and organisations through the Darebin Community Support Program (CSP) [www.darebin.vic.gov.au/CSP](http://www.darebin.vic.gov.au/CSP)

The Program helps our communities to develop and implement programs and activities that build thriving and creative cultures; environmentally sustainable and resilient neighbourhoods; healthy and connected communities that promote access, inclusion and human rights; and provide people who live, study and work in Darebin with a chance to participate fully in community life.

Council also funds a Quick Response Program, which is available throughout the year for groups who missed the annual funding round. Sixteen venue hire subsidy applications requesting a total of \$22,144.67 were submitted under the Quick Response Program. Of these, 12 applicants were approved a total of \$4,709.91.



### Summary of applications received and recommendations for the 2015/2016 funding round

Program	Applications Received	Applications Approved	% Approved	Amount Requested	Amount Approved
Cash Grants	161	121	75%	\$662,216	\$226,010
Facility Hire Subsidy Grants	52	48	92%	\$88,132	\$74,529
<b>Total</b>	<b>213</b>	<b>169</b>	<b>79%</b>	<b>\$750,348</b>	<b>\$300,539</b>

### Annual Cash Grant applications by funding streams

Funding Stream	Applications Received	Applications Approved	% Approved	Amount Requested	Amount Approved
Arts and Culture	29	21	72%	\$126,678	\$57,400
Sport and Recreation	21	16	76%	\$93,864	\$24,700
Environment	12	10	83%	\$59,400	\$21,000
Community Development	99	74	75%	\$382,274	\$122,910
<b>Total</b>	<b>161</b>	<b>121</b>	<b>75%</b>	<b>\$662,216</b>	<b>\$226,010</b>

### Annual facility hire subsidy applications by venue

Funding Stream	Applications Received	Applications Approved	% Approved	Amount Requested	Amount Approved
Preston City and Shire Halls	16	16	100%	\$24,166	\$24,143
Northcote Town Hall	10	9	90%	\$14,005	\$10,932
Darebin Arts and Entertainment Centre	4	1	25%	\$9,978	\$993
Intercultural Centre	9	9	100%	\$20,191	\$20,191
Libraries' Meeting Rooms	7	7	100%	\$13,258	\$12,598
Reservoir Civic Centre	2	2	100%	\$2,754	\$2,754
Donald Street Community Hall	1	1	100%	\$984	\$984
Clyde Street Community Hall	2	2	100%	\$1,102	\$1,102
Fairfield Community Hall	1	1	100%	\$832	\$832
<b>Total Subsidies</b>	<b>52</b>	<b>48</b>	<b>92%</b>	<b>\$87,270</b>	<b>\$74,529</b>

Further information about the Community Support Program is available on our website [www.darebin.vic.gov.au/CSP](http://www.darebin.vic.gov.au/CSP) 



## 16. 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.

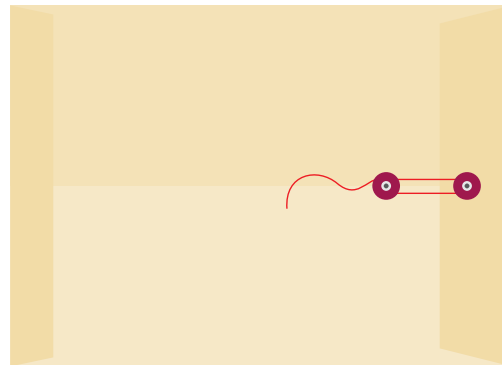
The Act has four main functions:

- > 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.

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

Freedom of Information Officer  
Darebin City Council  
PO Box 91  
Preston 3072

The table below outlines the Freedom of Information requests that Council has received over the past four years.



FOI requests received	2012/2013	2013/2014	2014/2015	2015/2016
New requests	30	33	31	35
Access granted in full	3	11	0	0
Access granted in part	13	6	18	17
Access denied in full	3	1	2	0
Requests not finalised at the end of the reporting period	4	4	2	4
Withdrawn	0	0	2	8
Requests outside the Act	0	0	2	0
Requests, no documents existed	5	4	1	3
Others: Not processed, Not proceeded with, Act did not apply	2	7	4	4
Application fees collected	\$702	\$819	\$817	\$868
Charges collected	\$497	\$534	\$501	\$706





## 17. Information privacy

Council believes that 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 will take the necessary steps to ensure that personal information 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 Policy and Health Privacy Policy are available on our website

[www.darebin.vic.gov.au/Privacy](http://www.darebin.vic.gov.au/Privacy) 

Darebin City Council received two privacy complaints in 2015/2016.

## 18. Protected Disclosures

The *Protected Disclosure Act 2012* (PDA) facilitates disclosures of improper conduct by the Council or its employees and provides protection for people who make disclosures. Darebin City Council has a high regard for transparency and accountability and fully supports the PDA.

### 18.1 Disclosures

A protected disclosure:

- about a Councillor must be referred to the Independent Broad-based Anti-corruption Commission (IBAC) or the Ombudsman; or
- about a Council officer/employee can be made either to the Council's Protected Disclosure Coordinator (PDC) or directly to the IBAC.

On receipt of a disclosure (via a Protected Disclosure form) the PDC will determine if it is made in accordance with the PDA, i.e. whether the disclosure shows or tends to show that a person, public officer or public body:

- has engaged, is engaging or proposes to engage in improper conduct; or
- has taken, is taking or proposes to take detrimental action against a person in contravention of the PDA.

Detrimental action includes:

- action causing injury, loss or damage; or
- intimidation or harassment; or
- discrimination, disadvantage or adverse treatment in relation to a person's employment, career, profession, trade or business, including the taking of disciplinary action.

If the disclosure falls within the meaning of the PDA, Council must within 28 days:

- refer the disclosure to IBAC for determination as to whether it is a protected disclosure; and
- notify the person who made the disclosure that IBAC will determine whether an investigation will occur and who will conduct the investigation.

If Council determines that the disclosure does not meet the requirements of the PDA to be considered a protected disclosure, the complainant must be informed of the decision and of their entitlement to make the disclosure directly to IBAC.

From 1 July 2015 to 30 June 2016 there were 2 protected disclosures reported.

Further information about applying the PDA is available from the Protected Disclosure Coordinator and from our website.

[www.darebin.vic.gov.au/Governance](http://www.darebin.vic.gov.au/Governance) 



## 19. 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* 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 which 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 which 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.
- 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, of the Act.
- A document containing details of all leases involving land which 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 the 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.

## 20. Other information available for inspection

- General Local Law No. 1 of 2015 and Governance Local Law 2013.
- 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.
- 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 Executive Manager Corporate Governance and Performance.



## 21. Contracts

During 2015/2016 Council did not enter into any contracts valued at \$150,000 or more for goods or services or \$200,000 or more for works of a kind specified in section 186(5)(a) and (c) of the Act. It also did not enter into any other contracts valued at \$150,000 or more for goods or services or \$200,000 or more for works without engaging in a competitive process.

## 22. 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* (RMA). The aim of the Act is to provide a safe and efficient road network via a coordinated approach and a legal framework for the management of public roads.

The Act gives road authorities the option of developing a Road Management Plan (RMP). The RMP 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 RMP:

- Establishes a management system for the road management functions of Council 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 RMP in 2004, revised it in 2009 and adopted the latest

plan on 1 July 2013. Under section 54(5) of the RMA "a road authority must in accordance with the regulations conduct a review of its Road Management Plan at prescribed intervals". Regulation 301 of the Road Management (General) Regulations 2005 requires Council to complete its review of the RMP within six months after each general election or by the next 30 June, whichever is later.

We have four mobile tablet devices that enable us to collect live data in the field. This data is collected by our Inspection Officer and is uploaded directly into our asset management system. This information is used to produce a GPS record of the inspection, a temporary repairs works request and the permanent repair works request if required.

## 23. Risk Management Attestation

I, Rasiah Dev, Chief Executive, can attest that Darebin City Council has met its obligations under Council's adopted Risk Management Policy and Framework and in line with Australian/New Zealand Standard AS/NSZ ISO 31000:2009.

Strategic and Operational Risk registers are reviewed annually and monitored on a quarterly basis to ensure new and evolving risk exposures are considered and treated appropriately and timely. A dedicated Corporate Risk department provides risk management advice, guidance and support across the organisation to effectively manage risks, mitigate exposures and protect the organisation from potential litigation.

Compliance can be verified through regular reporting to the Executive Management Team, Governance, Risk and Corporate Performance Committee and the Audit Committee.

**Rasiah Dev**  
Chief Executive



## 24. Statutory Reports

### 24.1 Darebin Best Value Report 2015/2016

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 2015/2016 were:

- > The annual business planning and evaluation process applied the Best Value principles.
- > Local Government Performance indicators and service indicators were incorporated into the Continuous Improvement Framework and benchmarked against previous results.
- > A scorecard showing Council's progress against the targets in the Council Plan was published in the Darebin Community News and delivered to every household.

In addition, there were a number of programs and projects that addressed the Best Value principles. A selection of these is shown below:

- > A report on progress against Council's strategies was reported to Council and posted on our website.
- > A Quality and Continuous Improvement Framework was adopted by the Aged and Disability department to ensure the highest standards in policies and procedures.
- > The Kindergarten Centralised Waiting List was reviewed to simplify the application process and prepare for an online portal.
- > The Street Cleaning team carried out 89 'special needs' hard waste collections. This is where the resident cannot access the booked or annual collection for various reasons such as age, disability, etc.
- > The Equity and Inclusion Planning and Audit Tool ensured that every significant Council project addressed the needs of our diverse community – particularly those in danger of social exclusion.
- > Between January and June 2016 Youth Services undertook a detailed service review that was based on the Best Value principles.
- > After extensive consultation with the community, recommendations for improvements to service were included in the Customer Service Model Review.



## 24.2 National Competition Policy – Local Government Compliance Statement

In accordance with reporting guidelines issued by Local Government Victoria, we certify that we:

- > Are compliant with respect to the requirements of trade practices legislations.
- > Applied the competition test to all new local laws made in 2015/2016.
- > Applied competitive neutrality measures to all significant businesses

## 24.3 Domestic Animal Management

Darebin's Domestic Animal Management Plan (DAMP) 2013-2017 aims to guide 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*.

Key highlights and achievements in 2015/2016 included:

- > A commitment to develop a Regional Animal Management Facility with Moreland and Whittlesea City Councils.
- > The third annual Darebin Pet Expo in March 2016.
- > Hosting a Facebook page to help find/rehome lost animals.  
**[www.facebook.com/darebinlostanimals](https://www.facebook.com/darebinlostanimals)**
- > Providing \$50,000 to rescue groups for the provision of veterinary care, including de-sexing pets to be rehomed.

- > The appointment of 1.7 (EFT equivalent) positions dedicated to rehoming animals.
- > Providing an extra 24-48 hours in addition to the statutory holding period so that rescue groups were more likely to rehome animals.
- > Building stronger links with foster care and rescue groups.
- > Reviewing cat management and trapping processes.
- > Encouraging responsible pet ownership through community education focused on de-sexing, microchipping, registrations and general animal welfare. This included running a pet expo, advertising and regular articles in our publications.
- > Promoting animal fostering to 16,000 pet owners via registration notice renewals.
- > Discounted de-sexing, registration and microchipping programs for healthcare card holders.
- > A pet registration amnesty and doorknocking neighbourhoods to increase animal registration.





	2013/2014	2014/2015	2015/2016
<b>Dogs</b>			
Number of dogs impounded	645	615	551
Returned to owner by Council	48	55	23
Number returned to owner	545 (84%)	551 (90%)	439 (80%)
Number rehoused	58 (9%)	48 (8%)	18 (3%)
Number transferred to rescue	18	21	17
Surrendered directly to rescue	1	1	3
Number euthanased	39 (6%)	24 (4%)	9 (2%)
<b>Cats</b>			
Number of cats impounded	732	950	728
Returned to owner by Council	5	4	2
Number returned to owner	71 (10%)	68 (8%)	53 (7%)
Number rehoused	60 (9%)	88 (9%)	78 (11%)
Number transferred to rescue	126	464	262
Surrendered directly to rescue	34	45	16
Number euthanased	341 (47%)	268 (28%)	200 (27%)

## 24.4 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 rights set out in the Act when creating laws, developing policy and providing services. This means that the State Government, local councils, Victoria Police and others are required to act in a way that is consistent with the rights protected under the Charter.

During 2015/2016 some of the activities that occurred under the Charter included:

- Screening of films from the Human Rights Film Festival archive with facilitated human rights conversations for International Women’s Day, Reconciliation Week, World Environment Day and Refugee Week.
- Six Spiritual Healing Trail guided community walks for reconciliation as part of Senior’s Month.

- Coordination of professional development as part of the Darebin Diversity Capabilities Framework included training needs analyses and training coordination for staff in teams with significant community interface.
- Support to Melbourne Polytechnic students for a human rights flash mob at Preston Market.
- Input to State Government’s annual reporting on Charter of Human Rights and Responsibilities implementation including provision of case studies.

During 2015/2016 no complaints relating to Darebin City Council’s implementation of the *Charter of Human Rights and Responsibilities Act 2006* were received by Council or the Victorian Ombudsman.

Further information relating to Council’s ongoing implementation of the *Human Rights and Responsibilities Act 2006* can be obtained from our Children, Families and Community department.



## 24.5 Disability Access and Inclusion Plan

Over the past 12 months Council continued its strong legacy of leadership in access and inclusion by running programs and activities designed to enhance access in the City of Darebin and the wider community.

Council has been working closely with government departments, disability agencies, community groups, people with a disability and carers to develop the fourth Access and Inclusion Plan 2015-2019. The new Plan supports the *Disability Discrimination Act 1992* and the *Disability Act 2006*.

Highlights from the 2015/2016 year include:

- Publication of the Darebin Access and Inclusion Plan 2015-2019, with promotion publically and throughout Council.
- Continuation of the Darebin Aboriginal Disability Network.
- Provision of information sessions for the community about the National Disability Insurance Scheme (NDIS) in anticipation of the rollout of the scheme in Darebin from 1 July 2019.
- Community engagement and consultation sessions delivered in partnership with OurSay to discuss Council decisions regarding service provision under the NDIS.
- Support of 'sensory friendly' festival initiatives at the Darebin Children's Festival, including the provision of a chill out tent, and support staff.
- Lodging submissions on behalf of Darebin City Council and the Darebin Disability Advisory Committee regarding sector inquiries and review. This included the Victorian Government Inquiry into services for people with Autism Spectrum Disorder, and consultation regarding the Victorian State Disability Plan.

- Delivery of supported placements at Council for Croxton Specialist School students with the provision of Disability Awareness Training for Communication and Marketing, Civic Services, and Bushland Management teams.

It is a requirement of Section 38(3) of the *Disability Act 2006* that Council reports on the progress of its Access and Inclusion Plan in the Annual Report and at a public Council meeting. For further information relating to Darebin's Access and Inclusion Plan contact Council's Aged and Disability department.

## 24.6 Carers Recognition Act 2012

Council takes all practicable measures to comply with its responsibilities as outlined in the *Carers Recognition Act 2012*. Council is in the process of promoting the principles of the Act to people in care relationships who receive Council services.

Council ensures that staff, Council agents and volunteers working for Council are informed about the principles and obligations of the Act by including information on the care relationship in:

- Council induction and training programs for staff working in home and community care and disability services.
- Council induction and training programs for staff working in front line positions with the general community.

Council has begun to review and modify policies, procedures and supports to include recognition of the carer relationship.

Further information relating to the *Carers Recognition Act 2012* can be obtained from Council's Children, Families and Community department.



## 25. Victorian Local Government Indicators

The Victorian Local Government Indicators Program is designed to provide a range of indicators of Council's performance in a manner that allows comparisons between municipalities across Victoria. Every council in Victoria is required to include this information in its Annual Reporting for 2015/2016.

Darebin City Council includes many of these indicators in its Performance Statement and, as a result, they are subject to independent audit. For the sake of simplicity, these indicators are reproduced here, as well as being contained in the Performance Statement.

Indicator	Definition	2013/2014	2014/2015	2015/2016
Overall performance	Community satisfaction rating for overall performance generally of Council	68*	69*	67*
Advocacy	Community satisfaction rating for Council's lobbying on behalf of the community	64*	67*	67*
Community consultation	Community satisfaction rating for Council's community consultation and engagement	64*	67*	66*
All Rates	Average rates and charges per assessment	\$1,545	\$1,603	\$1,677
Residential rates	Average residential rates and charges per assessment	\$1,315	\$1,381	\$1,448
Operating costs	Average operating expenditure per assessment	\$2,225	\$2,290	\$2,087
Capital expenditure	Average capital expenditure per assessment	\$473	\$504	\$317
Infrastructure	Renewal gap	0.68	0.60	0.66
Infrastructure	Renewal and maintenance	0.78	0.72	0.75
Debts	Average liabilities per assessment	\$481	\$573	\$476
Operating result	Operating result per assessment	\$209	\$83	\$296

\*Since 2013/2014 Darebin City Council has sourced the 'overall performance', 'advocacy' and 'community consultation' indexed means from its own Darebin Community Satisfaction Survey Program. Previous years' performance indexed means were sourced from the Victorian Government's Local Government Satisfaction Survey Program in which Darebin City Council no longer participates.





## Local Government Performance Reporting Framework Indicators

● Service ● Indicator ● Measure

\* No material variations or comments.

Service Performance Indicators	2015 Results	2016 Results	Material Variations and Comments
<b>● Aquatic Facilities</b>			
<b>● Satisfaction</b>			
<b>● User satisfaction with aquatic facilities (optional)</b> [User satisfaction with how Council has performed on provision of aquatic facilities]	76.20	0.00	A survey was not carried out in 2015/2016.
<b>● Service standard</b>			
<b>● Health inspections of aquatic facilities</b> [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	1.00	1.50	Three health inspections were carried out at Darebin aquatic facilities this year.
<b>● Health and Safety</b>			
<b>● Reportable safety incidents at aquatic facilities</b> [Number of WorkSafe reportable aquatic facility safety incidents]	3.00	1.00	Council has upgraded the health and safety policies and procedures at its leisure centres which led to a decrease in the number of notifiable incidences for 2015/2016.
<b>● Service cost</b>			
<b>● Cost of indoor aquatic facilities</b> [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	-\$0.47	-\$0.71	Council made 71 cents in revenue per visit to our indoor centres. Last year's result was reported incorrectly – in fact Council earned 47 cents per visit in 2014/2015.
<b>● Service Cost</b>			
<b>● Cost of outdoor aquatic facilities</b> [Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]	\$0.00	\$0.00	Council does not have a facility that fits into this category.
<b>● Utilisation</b>			
<b>● Utilisation of aquatic facilities</b> [Number of visits to aquatic facilities / Municipal population]	6.31	5.55	Attendances at multi-use aquatic and leisure facilities have slowly been declining possibly due to an increase in private fitness centres. Council is reviewing its service delivery to meet this and other challenges.
<b>● Animal Management</b>			
<b>● Timeliness</b>			
<b>● Time taken to action animal management requests</b> [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	0.00	1.84	This indicator was measured for the first time in 2015/2016
<b>● Service standard</b>			
<b>● Animals reclaimed</b> [Number of animals reclaimed / Number of animals collected] x100	36.00%	38.47%	This indicator only measures Darebin's rate of reclaimed (returned to their homes) animals, and does not include rehomed animals (those where a new home is found). Darebin has been successful in reducing euthanasia rates.



● Service ● Indicator ● Measure

\* No material variations or comments.

Service Performance Indicators	2015 Results	2016 Results	Material Variations and Comments
<b>● Service cost</b>			
<b>● Cost of animal management service</b> [Direct cost of the animal management service / Number of registered animals]	\$67.97	\$64.51	Darebin's Animal Management service is focused on reducing the animal euthanasia rate by working collaboratively with rescue groups to find new homes for lost animals. This is a resource-intensive activity. The actual cost figure for 2014/2015 was \$67.97 so the result for this year is a marginal improvement.
<b>● Health and safety</b>			
<b>● Animal management prosecutions</b> [Number of successful animal management prosecutions]	11.00	3.00	The result is due to a large increase in park patrols, an upgrade of signage, two new fenced 'off-lead' areas as well as education programs in schools.
<b>● Food Safety</b>			
<b>● Timeliness</b>			
<b>● Time taken to action food complaints</b> [Number of days between receipt and first response action for all food complaints / Number of food complaints]	0.00	1.50	The indicator was measured for the first time in 2015/2016.
<b>● Service standard</b>			
<b>● Food safety assessments</b> [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	96.00%	90.21%	Due to the large number of new businesses to inspect (an additional 74 in 2015 and 48 in 2014) all assessments were completed by 31 March 2016 rather than December 2015. A significant number of complex and lengthy litigations were also carried out during the year.
<b>● Service cost</b>			
<b>● Cost of food safety service</b> [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the <i>Food Act 1984</i> ]	\$535.14	\$537.75	*
<b>● Health and safety</b>			
<b>● Critical and major non-compliance outcome notifications</b> [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	98.00%	100.00%	Over the course of the year, every critical or major non-compliance outcome notification was followed up.



● Service ● Indicator ● Measure

\* No material variations or comments.

Service Performance Indicators	2015 Results	2016 Results	Material Variations and Comments
<b>● Governance</b>			
<b>● Transparency</b>			
<b>● Council decisions made at meetings closed to the public</b> [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	11.00%	5.14%	*
<b>● Consultation and engagement</b>			
<b>Satisfaction with community consultation and engagement</b> Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement	66.80	66.00	The result comes from Darebin's Community Survey. For the full report visit <a href="http://www.darebin.vic.gov.au">www.darebin.vic.gov.au</a>
<b>● Attendance</b>			
<b>Councillor attendance at Council meetings</b> [The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] x100	96.00%	92.63%	This figure represents a decrease in the number of Special Meetings in addition to Ordinary Council Meetings called by Council in comparison to 2014/2015.
<b>● Service cost</b>			
<b>Cost of governance</b> [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$61,947.22	\$59,183.11	*
<b>● Satisfaction</b>			
<b>Satisfaction with Council decisions</b> [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	67.80	66.90	Residents maintained a high level of satisfaction with Council decision-making. The result comes from Darebin's Community Survey. For the full report visit <a href="http://www.darebin.vic.gov.au">www.darebin.vic.gov.au</a>
<b>● Home and Community Care (HACC)</b>			
<b>● Timeliness</b>			
<b>Time taken to commence the HACC service</b> [Number of days between the referral of a new client and the commencement of HACC service / Number of new clients who have received a HACC service]	0.00	28.08	This figure includes weekends and public holidays. There are currently no clients on the waiting list.



● Service ● Indicator ● Measure

\* No material variations or comments.

Service Performance Indicators	2015 Results	2016 Results	Material Variations and Comments
<p>● <b>Service standard</b></p> <p>● Compliance with Community Care Common Standards</p> <p>[Number of Community Care Common Standards expected outcomes met / Number of expected outcomes under the Community Care Common Standards] x100</p>	94.00%	94.44%	*
<p>● <b>Service cost</b></p> <p>● Cost of domestic care service</p> <p>[Cost of the domestic care service / Hours of domestic care service provided]</p>	\$0.00	\$69.69	The service model is based on client preferences and is highly individualistic. This indicator was measured for the first time in 2015/2016.
<p>● <b>Service cost</b></p> <p>● Cost of personal care service</p> <p>[Cost of the personal care service / Hours of personal care service provided]</p>	\$0.00	\$36.47	The service model is based on client preferences and is highly individualistic. This indicator was measured for the first time in 2015/2016.
<p>● <b>Service cost</b></p> <p>● Cost of respite care service</p> <p>[Cost of the respite care service / Hours of respite care service provided]</p>	\$0.00	\$48.47	The service model is based on client preferences and is highly individualistic. This indicator was measured for the first time in 2015/2016.
<p>● <b>Participation</b></p> <p>● Participation in HACC service</p> <p>[Number of people that received a HACC service / Municipal target population for HACC services] x100</p>	18.70%	19.57%	There are a large number of agencies offering home care in Darebin and therefore some eligible residents seek assistance elsewhere. Last year's result for this measure was incorrect and should have been 18.70% so participation slightly increased in 2015/2016. A lot of work by our Home and Community Care Team is not included in this measure.
<p>● <b>Participation</b></p> <p>● Participation in HACC service by CALD people</p> <p>[Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100</p>	17.90%	18.51%	There are a large number of agencies offering home care in Darebin and therefore some eligible residents seek assistance elsewhere. Last year's result for this measure was incorrect and should have been 17.90% so participation slightly increased in 2015/2016. A lot of work by our Home and Community Care Team is not included in this measure.
<p>● <b>Libraries</b></p>			
<p>● <b>Utilisation</b></p> <p>● Library collection usage</p> <p>[Number of library collection item loans / Number of library collection items]</p>	6.10	5.92	This reporting year includes e-books for the first time. In addition to these items, a further 58,690 digital items (such as music) were borrowed through Darebin libraries but sourced from other digital collections.
<p>● <b>Resource standard</b></p> <p>● Standard of library collection</p> <p>[Number of library collection items purchased in the last 5 years / Number of library collection items] x100</p>	70.00%	72.70%	Investment by Council resulted in a relevant up-to-date collection across a wide form of media.



● Service ● Indicator ● Measure

\* No material variations or comments.

Service Performance Indicators	2015 Results	2016 Results	Material Variations and Comments
<b>● Service cost</b>			
● Cost of library service [Direct cost of the library service / Number of visits]	\$7.66	\$8.12	Darebin Council invested increased funds into this service to support changing customer needs and expectations.
<b>● Participation</b>			
● Active library members [Number of active library members / Municipal population] x100	16.00%	16.02%	Darebin Council increased investment into this service by expanding the digital collection and ensuring libraries are an engaging and vital public space.
<b>● Maternal and Child Health (MCH)</b>			
<b>● Satisfaction</b>			
● Participation in first MCH home visit [Number of first MCH home visits / Number of birth notifications received] x100	104.00%	0.00%	LGV provided an extension for the MCH indicators until the end of October 2016 due to a statewide software issue.
<b>● Service standard</b>			
● Infant enrolments in the MCH service [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	100.00%	0.00%	LGV provided an extension for the MCH indicators until the end of October 2016 due to a statewide software issue.
<b>● Service cost</b>			
● Cost of the MCH service [Cost of the MCH service / Hours worked by MCH nurses]	\$0.00	\$74.18	The Maternal and Child Health Program provided 40,231 hours of assistance in this financial year. As well as working with families, the Program also cared for 6,512 children.
<b>● Participation</b>			
● 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	76.00%	0.00%	LGV provided an extension for the MCH indicators until the end of October 2016 due to a statewide software issue.
<b>● Participation</b>			
● 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	60.00%	0.00%	LGV provided an extension for the MCH indicators until the end of October 2016 due to a statewide software issue.
<b>● Roads</b>			
<b>● Satisfaction of use</b>			
● Sealed local road requests [Number of sealed local road requests / Kilometres of sealed local roads ] x100	45.91	27.21	Over the past 12 months we had an increase in capital funding allocated to these works, along with a reduction in our Road Management Plan timeframes and intervention levels.



● Service ● Indicator ● Measure

\* No material variations or comments.

Service Performance Indicators	2015 Results	2016 Results	Material Variations and Comments
<p>● <b>Condition</b></p> <p>● Sealed local roads below the intervention level</p> <p>[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100</p>	99.00%	99.81%	*
<p>● <b>Service cost</b></p> <p>● Cost of sealed local road reconstruction</p> <p>[Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]</p>	\$0.00	\$151.00	This year, Council delivered 8,060m <sup>2</sup> of local road reconstruction across four diverse projects.
<p>● <b>Service Cost</b></p> <p>● Cost of sealed local road resealing</p> <p>[Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]</p>	\$21.10	\$28.54	This year, Council completed 73,960m <sup>2</sup> of local road resealing. This kind of asphalt is more expensive in the short term but we expect to see longer term savings.
<p>● <b>Satisfaction</b></p> <p>● Satisfaction with sealed local roads</p> <p>[Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]</p>	69.30	70.80	The results come from Darebin's Community Survey. For the full report visit <a href="http://www.darebin.vic.gov.au">www.darebin.vic.gov.au</a>

● Statutory Planning			
<p>● <b>Timeliness</b></p> <p>● Time taken to decide planning applications</p> <p>[The median number of days between receipt of a planning application and a decision on the application]</p>	107.00	103.00	This result continues to be impacted by the large and complex nature of many applications.
<p>● <b>Service standard</b></p> <p>● Planning applications decided within 60 days</p> <p>[Number of planning application decisions made within 60 days / Number of planning application decisions made] x100</p>	45.00%	40.01%	This result is partly due to an increase in the number of objections lodged and therefore the number of applications that need to be reported to Council's Planning Committee.
<p>● <b>Service cost</b></p> <p>● Cost of statutory planning service</p> <p>[Direct cost of the statutory planning service / Number of planning applications received]</p>	\$2,234.93	\$2,351.37	*
<p>● <b>Decision making</b></p> <p>● Council planning decisions upheld at VCAT</p> <p>[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</p>	45.00%	60.32%	Despite a growing number of complex planning applications, in 2015/2016 60% of Council's decisions were supported by VCAT compared with 45% last year.



● Service ● Indicator ● Measure

\* No material variations or comments.

Service Performance Indicators	2015 Results	2016 Results	Material Variations and Comments
<b>● Waste Collection</b>			
<b>● Satisfaction</b>			
<b>● Kerbside bin collection requests</b> [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1,000	126.48	116.65	This result is slightly lower than last year as a result of the replacement of old Preston area bins.
<b>● Service standard</b>			
<b>● Kerbside collection bins missed</b> [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	9.88	9.51	*
<b>● Service cost</b>			
<b>● Cost of kerbside garbage bin collection service</b> [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$95.71	\$97.03	*
<b>● Service cost</b>			
<b>● Cost of kerbside recyclables collection service</b> [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$25.14	\$25.55	*
<b>● Waste diversion</b>			
<b>● Kerbside collection waste diverted from landfill</b> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	48.00%	47.42%	This figure is slightly down on last year's result of 48%. The result is due to seasonal variations affecting green waste and the uptake of digital media replacing newspaper.

Workforce data										
Structure	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	Other	Total
Classification	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Permanent Full-time Female	0	0	5	30	67	55	26	15	25	<b>223</b>
Permanent Full-time Male	0	2	91	35	44	44	37	10	24	<b>287</b>
Permanent Part-time Female	30	6	162	25	29	28	10	2	24	<b>316</b>
Permanent Part-time Male	29	2	21	3	7	6	0	0	0	<b>68</b>
Casual Female	26	25	111	19	22	7	1	0	17	<b>228</b>
Casual Male	15	14	76	12	3	1	2	0	0	<b>123</b>
<b>TOTAL</b>	<b>100</b>	<b>49</b>	<b>466</b>	<b>124</b>	<b>172</b>	<b>141</b>	<b>76</b>	<b>27</b>	<b>90</b>	<b>1,245</b>



## Governance and Management Checklist

Local government (planning and reporting) regulations 2014 – schedule 1

Annual report – governance and management checklist in report of operations

August 2016 – Darebin City Council

Governance and Management Items	Assessment
<b>1. Community engagement policy</b> (policy outlining Council's commitment to engaging with the community on matters of public interest)	Policy: Yes Date of operation of current policy: 20/08/2012
<b>2. Community engagement guidelines</b> (guidelines to assist staff to determine when and how to engage with the community)	Guidelines: Yes Date of operation of current guidelines: 20/08/2012
<b>3. Strategic Resource Plan</b> (plan under section 126 of the Act outlining the financial and non financial resources required for at least the next four financial years)	Adopted in accordance with section 126 of the Act Date of adoption: 27/06/2016
<b>4. Annual budget</b> (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)	Adopted in accordance with section 130 of the Act Date of adoption: 27/06/2016
<b>5. Asset management plans</b> (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Plans: Yes Date of operation of current plans: Road Management Plan 07/07/2013 Drainage Asset Management Plan 21/05/2007 Road Asset Management Plan 20/06/2016 Property and Asset Management Strategy 19/05/2014 Asset Management Strategy 18/05/2015 Asset Management Policy 06/11/2013 Building Asset Management Plan 07/08/2007
<b>6. Rating strategy</b> (strategy setting out the rating structure of Council to levy rates and charges)	Strategy: Yes Date of operation of current strategy: 30/04/2016
<b>7. Risk policy</b> (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy: Yes Date of operation of current policy: 01/11/2014
<b>8. Fraud policy</b> (policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy: Yes Date of operation of current policy: 20/04/2016
<b>9. Municipal emergency management plan</b> (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> Date of preparation: 21/10/2013
<b>10. Procurement policy</b> (policy under section 186A of the <i>Local Government Act 1989</i> outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with section 186A of the <i>Local Government Act 1989</i> Date of approval: 23/11/2015
<b>11. Business continuity plan</b> (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Plan: Yes Date of operation of current plan: 10/03/2016
<b>12. Disaster recovery plan</b> (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan: Yes Date of operation of current plan: 11/01/2015





Governance and Management Items	Assessment
<p><b>13. Risk management framework</b> (framework outlining Council's approach to managing risks to the Council's operations)</p>	<p>Framework: Yes Date of operation of current framework: 01/11/2014</p>
<p><b>14. Audit Committee</b> (advisory committee of Council under section 139 of the Act whose role is to oversee the integrity of a 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: 09/11/2015</p>
<p><b>15. Internal audit</b> (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)</p>	<p>Engaged: Yes Date of engagement of current provider: 01/05/2015</p>
<p><b>16. Performance Reporting framework</b> (a set of indicators measuring financial and non financial performance, including the performance indicators referred to in section 131 of the Act)</p>	<p>Plan: Yes Date of operation of current plan: 28/06/2016</p>
<p><b>17. Council Plan reporting</b> (report reviewing the performance of the 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: Yes Date of report: 05/03/2016</p>
<p><b>18. Financial reporting</b> (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 Dates statements presented: 07/09/2015, 23/11/2015, 15/02/2016, 16/05/2016</p>
<p><b>19. Risk reporting</b> (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)</p>	<p>Reports: Yes Date of reports: Audit Committee meet four times a year with Risk Management being a standard item on the agenda: 05/10/2015, 07/12/2015, 07/03/2016, and 06/06/2016</p>
<p><b>20. Performance reporting</b> (six monthly reports of indicators measuring results against financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)</p>	<p>Reports: Yes Date of reports: 19/10/2015, 26/04/2016</p>
<p><b>21. Annual report</b> (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 meeting of the Council in accordance with section 134 of the Act Date of consideration: 19/10/2015</p>
<p><b>22. Councillor Code of Conduct</b> (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: 28/06/2016</p>
<p><b>23. Delegations</b> (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: 07/06/2016</p>



**Governance and Management Items**

**Assessment**

**24. Meeting procedures**

(a local law governing the conduct of meetings of Council and special committees)

Meeting procedures local law made in accordance with section 91(1) of the Act

Date local law made: 19/08/2013

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

**Signature of Chief Executive**

Date: 31 August 2016

**Signature of Mayor**

Date: 31 August 2016



Winner!

MY FAVOURITE PLACE IN DAREBIN IS...

*Anywhere there's live music.*

PHOTO BY VANESSA. MUSICIANS: KELSEY JAMES AND MARK ELTON.

#discoverdarebin





# 7. Annual Financial Report and Performance Statement

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## Guide to the financial statements

### For the year ended 30 June 2016

This guide provides an overview of each of the statements including the 2015/2016 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 37 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 2016 and shows the value of revenues, such as rates, that Council earned and the value of expenses, such as employee costs, 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 in 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 2015/2016 year the Darebin City Council recorded a surplus of \$20.06 million.

#### Balance Sheet

The Balance Sheet is a one-page summary providing a snapshot of the financial situation of Council as at 30 June 2016. It details Council's net worth and discloses owned assets such as cash, investment, building, land, parks, roads and drains, what it owes as liabilities such as amounts owed to creditors, and the equity. The bottom line of this statement is net assets. 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 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 2016 the Balance Sheet shows Council to be in a healthy financial position, with \$64.61 million in cash and financial assets and a net worth of \$1.27 billion. Council's liquidity or current ratio is 2.3:1 (current assets:current liabilities). This means that for every \$1.00 of current



## Guide to the financial statements

### For the year ended 30 June 2016

liabilities, the Darebin City Council has \$2.30 of current assets to settle these liabilities. This demonstrates that Darebin City Council has sufficient funds on hand to pay liabilities as they fall due.

#### 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 2016 the Statement of Changes in Equity shows an increase in equity, or net worth, of \$88.8 million during the 2015/2016 financial year, representing the recorded comprehensive result for the year.

#### 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 the 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 that 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 2015/2016 Council generated a \$36.10 million cash inflow from operating activities. A cash outflow of \$37.29 million was incurred on investing activities and financing activities incurred a \$0.18 million cash outflow. Total cash balances decreased by \$1.37 million during the year to \$45.44 million at 30 June 2016.

#### 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 2015/2016, \$21.44 million was expended on capital works.

#### Notes to the Financial Statements

The Financial Statements contain 37 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.

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



## Guide to the financial statements

### For the year ended 30 June 2016

next to that value. For example, in the Comprehensive Income Statement, a reference to Note 3 is shown next to Rates and Charges. Note 3 shows a number of items that make up the Rates and Charges value for the current and previous year.

#### Performance Statement

The Victorian Government developed a new 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' 2015/2016 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

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, and is made separately in respect of each Statement. The Councillors and the Chief Executive 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 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.

#### FINANCIAL REPORT OVERVIEW

Our financial performance for 2015/2016 reflects the careful financial management and strategies that have been developed in the context of our long-term financial planning.

The Major Projects Program for 2015/2016 included the following:

- Completion of upgrade works to the Ruthven Community Pavilion.
- Completion of the Energy Efficient Street Light Replacement Program.
- Upgrades to Darebin's play spaces.
- Upgrades to Darebin's library facilities.

#### In brief

The following information relates to the Financial Statements contained in the Annual Financial Report:

- \$20.06 million surplus, which includes the reversal of the recognition of Council's obligation under the previous Darebin Development Contributions Plan of \$6.49 million, which was first recognised in 2014/2015.
- \$161.35 million revenue with 70.56 per cent coming from rates and charges.
- \$141.29 million expenditure with 54.04 per cent attributable to employee costs and 32.37 per cent for materials and services.



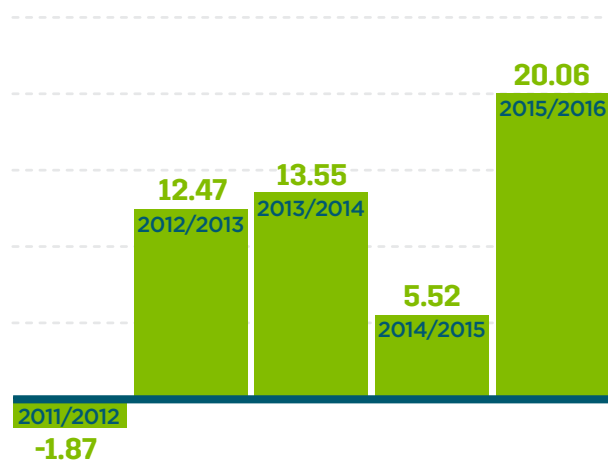
- \$1.22 billion infrastructure, property, plant and equipment, comprising community facilities and infrastructure.
- \$64.61 million holdings of cash and other financial assets, \$13.70 million more than last year.

### 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. While Council is a 'not-for-profit' organisation, it should nonetheless generate a surplus in order to ensure financial sustainability in the future.

The Strategic Resource Plan (SRP), which expresses the strategic objectives, plans and strategies in financial terms, was adopted by Council in June 2016 and shows surpluses will continue to be achieved in all years while maintaining existing service delivery except for 2018/2019 when it is forecast that there will be a \$0.03 million deficit. 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 that will average \$34.10 million per annum over the four years to 30 June 2020.

#### Net operating result (\$million)



Note: the 2011/2012 result was due to the recognition of the unexpected \$14 million call up of unfunded superannuation.

### Capital works

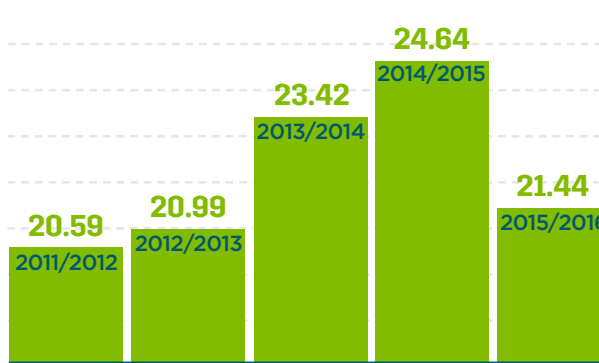
The delivery of the Capital Works Program is an essential part of Council's stewardship role in managing the assets required to provide services to the community. A Capital Works Program is essential to Council's effective management of its infrastructure assets to maintain community access to services and facilities and to support the delivery of Council services to the community.

The Statement of Capital Works details the \$21.44 million of capital works expenditure across Darebin for 2015/2016. This includes \$13.64 million on asset renewal, \$4.66 million on asset upgrade, \$1.45 million on asset expansion, and \$1.70 million on new assets.

### Cash flow

Cash and cash equivalents decreased by \$1.37 million to \$45.44 million. The main movements during the year were a cash inflow from operating activities of \$36.10 million, offset by a cash outflow from investing activities of \$37.29 from investing activities and financing cash outflows of \$0.18 million. Council continues to hold an appropriate level of cash to ensure liquidity. Council undertook no borrowings during 2015/2016 and had no outstanding borrowings at 30 June 2016.

#### Capital works (\$million)







## Financial Stewardship

Each quarter, and 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 2015/2016 results are looked at in the context of the long-term financial strategic objectives that are reflected in the Council Plan 2013-2017 and articulated in the Strategic Resource Plan.

The key principles in Council's Strategic Resource Plan that underpin long term financial planning are:

- Maintenance of the scope and standard of ongoing services provided to the Darebin community and a flexibility to address changing community needs with innovative services and facilities.
- A 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.
- Generation of sufficient ongoing income to fund Council services and capital works commitments over the longer term.
- Holding of sufficient cash and other assets in order to meet Council's payment obligations to suppliers and employees.

Council has forecast rate increases at 2.5 per cent for the term of the current Strategic Resource Plan. This is in line with the rate cap introduced by the State Government for the 2016/2017 financial year.

We will need to undertake the essential conversation with our community on how Council's adopted Council Plan, the related services and infrastructure development may best be revised in light of the introduction of rate capping. The City of Darebin community has a number of diverse social and economic challenges. These factors may enable Council to make an application to vary the rate cap to continue to achieve the vision for Darebin to be 'The Place to Live'.

Darebin is one of the most financially sustainable councils in Victoria, yet we also depend heavily on rate revenue to deliver our 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 have been issued an unqualified audit opinion by the Victorian Auditor-General.

Our careful financial strategies and balanced long-term planning has enabled us to limit the rate rise in 2016/2017 to 2.5 per cent while keeping the pensioner rate of rebate at \$150.



# Financial Report 30 June 2016





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## Comprehensive Income Statement

### For the Year Ended 30 June 2016

	Notes	2016 \$'000	2015 \$'000
<b>Income</b>			
Rates and charges	3	113,848	107,761
Statutory fees and fines	4	7,103	6,767
User fees	5	13,762	13,145
Grants - operating	6	13,178	18,265
Grants - capital	6	3,068	4,380
Contributions - monetary	7	5,764	4,105
Contributions - non-monetary assets	7	144	364
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	8	(33)	(96)
Fair value adjustments for investment property	22	61	(976)
Other income	9	4,452	4,089
<b>Total Income</b>		<b>161,347</b>	<b>157,804</b>
<b>Expenses</b>			
Employee costs	10 (a)	76,355	72,723
Materials and services	11	45,731	47,711
Bad and doubtful debts	12	1,002	1,172
Depreciation and amortisation	13	20,973	20,605
Borrowing costs	14	8	16
Unspent DCP contributions	24	(6,485)	6,485
Other expenses	15	3,704	3,572
<b>Total expenses</b>		<b>141,288</b>	<b>152,284</b>
<b>Surplus/(Deficit) for the year</b>		<b>20,059</b>	<b>5,520</b>
<b>Other comprehensive income</b>			
<b>Items that will not be classified to surplus or deficit in future periods</b>			
Net asset revaluation increment/(decrement)	28	68,760	(2,396)
<b>Total comprehensive result</b>		<b>88,819</b>	<b>3,124</b>

The above comprehensive income statement should be read with the accompanying notes.



## Balance Sheet

### As at 30 June 2016

	Notes	2016 \$'000	2015 \$'000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	16	45,441	46,806
Trade and other receivables	17	12,647	12,131
Other financial assets	18	19,164	4,103
Inventories	19	65	94
Other assets	20	1,809	1,469
<b>Total current assets</b>		<b>79,126</b>	64,603
<b>Non-current assets</b>			
Trade and other receivables	17	114	114
Property, infrastructure, plant and equipment	21	1,221,142	1,152,310
Investment property	22	2,867	2,806
Intangible assets	23	811	746
Other financial assets	18	236	236
<b>Total non-current assets</b>		<b>1,225,170</b>	1,156,212
<b>Total assets</b>		<b>1,304,296</b>	1,220,815
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	24	10,771	18,103
Trust funds and deposits	25	5,390	4,868
Provisions	26	18,730	17,385
Interest bearing loans and borrowings	27	0	136
<b>Total current liabilities</b>		<b>34,891</b>	40,492
<b>Non-current liabilities</b>			
Provisions	26	1,705	1,406
Interest bearing loans and borrowings	27	0	36
<b>Total non-current liabilities</b>		<b>1,705</b>	1,442
<b>Total liabilities</b>		<b>36,596</b>	41,934
<b>Net assets</b>		<b>1,267,700</b>	1,178,881
<b>Equity</b>			
Accumulated surplus		506,524	495,445
Reserves	28	761,176	683,436
<b>Total equity</b>		<b>1,267,700</b>	1,178,881

The above balance sheet should be read with the accompanying notes.



## Statement of Changes in Equity For the Year Ended 30 June 2016

	Notes	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2016</b>					
Balance at beginning of the financial year		1,178,881	495,445	673,397	10,039
Surplus/(deficit) for the year		20,059	20,059	0	0
Net asset revaluation increment/(decrement)	28	68,760	0	68,760	0
Transfers to other reserves	28	0	(12,091)	0	12,091
Transfers from other reserves	28	0	3,111	0	(3,111)
<b>Balance at end of financial year</b>		<b>1,267,700</b>	<b>506,524</b>	<b>742,157</b>	<b>19,019</b>

		Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2015</b>					
Balance at beginning of the financial year		1,175,757	490,577	675,793	9,387
Surplus/(deficit) for the year		5,520	5,520	0	0
Net asset revaluation increment/(decrement)	28	(2,396)	0	(2,396)	0
Transfers to other reserves	28	0	(3,906)	0	3,906
Transfers from other reserves	28	0	3,254	0	(3,254)
Balance at end of financial year		1,178,881	495,445	673,397	10,039

The above statement of changes in equity should be read with the accompanying notes.



## Statement of Cash Flows

### For the Year Ended 30 June 2016

	Notes	2016 Inflows/ (Outflows) \$'000	2015 Inflows/ (Outflows) \$'000
<b>Cash flows from operating activities</b>			
Rates and charges		114,185	106,506
Statutory fees and fines		6,532	6,208
User fees (inclusive of GST)		14,149	14,808
Grants - operating		13,442	18,143
Grants - capital		3,068	4,380
Contributions - monetary		5,764	3,906
Other income		2,050	1,865
Employee costs		(74,230)	(72,286)
Materials and services (inclusive of GST)		(56,859)	(58,529)
Net FSPL refund/payment		11	196
Interest		1,868	1,837
Trust funds and deposits		511	373
Net GST refund		5,611	6,178
Net cash provided by/(used in) from operating activities	29	36,102	33,585
<b>Cash flows from investing activities</b>			
Proceeds from sales of property, plant and equipment		346	715
Payments for property, infrastructure, plant and equipment		(22,612)	(25,816)
Repayment of loans and advances		41	64
Proceeds from sales of other financial assets		0	0
Proceeds from/(payments) for other financial assets		(15,061)	10,727
Net cash provided by/(used in) investing activities		(37,286)	(14,310)
<b>Cash flows from financing activities</b>			
Finance costs		(9)	(17)
Repayment of interest bearing loans and borrowings		(172)	(128)
Net cash provided by/(used in) financing activities		(181)	(145)
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>(1,365)</b>	19,130
Cash and cash equivalents at the beginning of the financial year		46,806	27,676
<b>Cash and cash equivalents at the end of the financial year</b>	16	<b>45,441</b>	46,806
Financing arrangements	30		
Restrictions on cash assets	16		

The above statement of cash flows should be read with the accompanying notes.



## Statement of Capital Works

### For the Year Ended 30 June 2016

	Notes	2016 \$'000	2015 \$'000
<b>Capital expenditure areas</b>			
<b>Property</b>			
Land		0	0
Buildings		4,319	9,460
Total buildings		4,319	9,460
Total property		4,319	9,460
<b>Plant and equipment</b>			
Plant, machinery and equipment		2,203	3,275
Fixtures, fittings and furniture		237	268
Computers and telecommunications		1,282	1,039
Library books		702	682
Total plant and equipment		4,424	5,264
<b>Infrastructure</b>			
Roads		4,766	3,673
Bridges		326	0
Footpath and cycleways		1,927	2,087
Drainage		737	599
Land improvements		919	507
Parks, open space and streetscapes		3,944	2,949
Off street car parks		80	103
<b>Total infrastructure</b>		<b>12,699</b>	9,918
Total capital works		21,442	24,642
Represented by:			
New asset expenditure		1,696	658
Asset renewal expenditure		13,638	12,198
Asset expansion expenditure		1,452	5,737
Asset upgrade expenditure		4,656	6,049
Total capital works		21,442	24,642

The above statement of capital works should be read with the accompanying notes.





## Notes to the financial report

### For the Year Ended 30 June 2016

#### 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 1989*, and the *Local Government (Planning and Reporting) Regulations 2014*.

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#### Note 1. 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 1 (m) )
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 1 (n) )
- the determination of employee provisions (refer to Note 1 (u) ).

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, and disclosure has been made of any material changes to comparatives.

##### (b) Changes in accounting policies

There have been no changes in accounting policies from the previous period.

##### (c) Principles of consolidation

The consolidated financial statements of Council incorporate all entities controlled by Council as at 30 June 2016, and their income and expenses for that part of the reporting period in which control existed.

Subsidiaries are all entities over which Council has control. Council controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to Council. They are deconsolidated from the date that control ceases.

Where dissimilar accounting policies are adopted by entities and their effect is considered material, adjustments are made to ensure consistent policies are adopted in these financial statements.

In the process of preparing consolidated financial statements all material transactions and balances between consolidated entities are eliminated.

This financial report covers Darebin City Council. There are no controlled entities.



## Notes to the financial report

### For the Year Ended 30 June 2016

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**(d) Committees of management**

All entities controlled by Council that have material revenues, expenses, assets or liabilities, such as committees of management, have been included in this financial report. Any transactions between these entities and Council have been eliminated in full.

**(e) Accounting for investments in associates and joint arrangements**

**Associates**

Associates are all entities over which Council has significant influence but not control or joint control. Investments in associates are accounted for using the equity method of accounting, after initially being recognised at cost.

**Joint arrangements**

Investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations each investor has, rather than the legal structure of the joint arrangement.

**(i) Joint operations**

Council recognises its direct right to the, and its share of jointly held assets, liabilities, revenues and expenses of joint operations. These have been incorporated in the financial statements under the appropriate headings.

**(ii) Joint ventures**

Interests in joint ventures are accounted for using the equity method. Under this method, the interests are initially recognised in the consolidated balance sheet at cost and adjusted thereafter to recognise Council's share of the post-acquisition profits or losses and movements in other comprehensive income in profit or loss and other comprehensive income respectively.

**(f) Revenue recognition**

Income is recognised when Council obtains control of the contribution or the right to receive the contribution, it is probable that the economic benefits comprising the contribution will flow to Council and the amount of the contribution can be measured reliably.

**(i) Rates and Charges**

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.

**(ii) Statutory fees and fines**

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.

**(iii) User fees**

User fees are recognised as revenue when the service has been provided or the payment is received, whichever first occurs.

**(iv) Grants**

Grant income is recognised when Council obtains control of the contribution. This is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant has been secured, and are valued at their fair value at the date of transfer.

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at balance date, the unused grant or contribution is disclosed in Note 6. The note also discloses the amount of unused grant or contribution from prior years that was expended on Council's operations during the current year.

**(v) Contributions**

Monetary and non-monetary contributions are recognised as revenue when Council obtains control over the contributed asset.

**(vi) Sale of property, infrastructure, plant and equipment**

The profit or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer.



## Notes to the financial report

### For the Year Ended 30 June 2016

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#### (vii) Interest

Interest is recognised as it is earned.

#### (viii) Dividends

Dividend revenue is recognised when Council's right to receive payment is established.

#### (ix) Other Income

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.

---

#### (g) Fair value measurement

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 re-assessing 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.

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#### (h) Cash and cash equivalents

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.

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#### (i) Trade and other receivables

Receivables are carried at amortised cost using the effective interest rate method. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred.

---

#### (j) Other financial assets

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.

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#### (k) Inventories

Inventories held for distribution are measured at cost adjusted when applicable for any loss of service potential. Inventories are measured at the lower of cost and net realisable value.

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.

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## Notes to the financial report

### For the Year Ended 30 June 2016

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#### **(l) Non-current assets classified as held for sale**

A non-current asset classified as held for sale (including disposal groups) is measured at the lower of its carrying amount and fair value less costs to sell, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

#### **(m) Recognition and measurement of property, plant and equipment, infrastructure, intangibles**

##### **(i) 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 amount for which the asset could be exchanged between knowledgeable willing parties in an arm's length transaction.

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 detailed in Note 1(n) have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

##### **(ii) 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 amount for which the assets could be exchanged between knowledgeable willing parties in an arm's length transaction. 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 on an asset result in changes to the permissible or practical highest and best use of the asset. Further details regarding the fair value hierarchy are disclosed at Note 21, Property, infrastructure, plant and equipment.

In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 2 to 3 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.

##### **(iii) Land under roads**

Council recognises land under roads it controls at fair value.

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## Notes to the financial report

### For the Year Ended 30 June 2016

**(n) Depreciation and amortisation of property, infrastructure, plant and equipment and intangibles**

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 which 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.

<b>Asset recognition thresholds and depreciation periods</b>	<b>Depreciation Period</b>	<b>Threshold Limit \$</b>
<b>Property</b>		
land	-	5,000
land improvements	50 years	5,000
<b>Buildings</b>		
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
<b>Plant and Equipment</b>		
vehicles	3 to 10 years	1,000
plant, machinery and parks equipment	5 - 20 years	1,000
fixtures, fittings and furniture	10 years	1,000
computers and telecommunications	3 - 5 years	1,000
library books, tapes and videos	3 - 8 years	All
<b>Infrastructure</b>		
road pavements and seals	20 - 30 years	All
road substructure	80 - 120 years	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		
- pipes, pits and gross pollutant traps	100 - 120 years	5,000
recreational, leisure and community facilities	10 - 50 years	5,000
parks, open space and streetscapes	10 - 50 years	5,000
off street car parks	10 - 50 years	5,000
<b>Intangible assets</b>		
software and system development costs	3 - 5 years	1,000



## Notes to the financial report

### For the Year Ended 30 June 2016

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**(o) 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.

---

**(p) Investment property**

Investment property are 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.

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**(q) 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 to sell and value in use, is compared to the asset's carrying value. Any excess of the asset's 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.

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**(r) Trade and other creditors**

Trade and other creditors are unsecured and interest free. Settlement generally occurs within 30 days of invoice receipt except for deposits which are settled at the satisfactory completion of works or services.

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**(s) Trust funds and deposits**

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 (refer to Note 25).

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**(t) Borrowings**

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

The classification depends on the nature and purpose of the interest bearing liabilities. Council determines the classification of its interest bearing liabilities at initial recognition.

**(i) Borrowing costs**

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council. Except where specific borrowings are obtained for the purpose of specific asset acquisition, the weighted average interest rate applicable to borrowings at balance date, excluding borrowings associated with superannuation, is used to determine the borrowing costs to be capitalised.

Borrowing costs include interest on bank overdrafts, interest on borrowings, and finance lease charges.

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## Notes to the financial report

### For the Year Ended 30 June 2016

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#### **(u) Employee costs and benefits**

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date:

##### **(i) 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.

##### **(ii) Long service leave**

Liability for long service leave (LSL) is recognised in the provision for employee benefits.

Current Liability - unconditional LSL is disclosed as a current liability even when Council does not expect to settle the liability within 12 months because it will not have the unconditional right to defer settlement of the entitlement should an employee take leave within 12 months.

The components of this current liability are measured at :

- present value - component that is not expected to be wholly settled within 12 months.
- nominal value - component that is expected to be wholly settled within 12 months.

##### **(iii) 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.

##### **(iv) Superannuation**

A liability is recognised in respect of Council's present obligation to meet the unfunded obligations of defined benefit superannuation schemes to which its employees are members. The liability is defined as the Council's share of the scheme's unfunded position, being the difference between the present value of employees' accrued benefits and the net market value of the scheme's assets at balance date. The liability also includes applicable contributions tax of 15%.

The superannuation expense for the reporting period is the amount of the statutory contribution Council makes to the superannuation scheme, which provides benefits to its employees together with any movements (favourable/unfavourable) in the position of any defined benefits schemes. Details of these arrangements are set out in Note 10(b).

##### **(v) Classification of employee costs**

Non-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. There is an unconditional right to defer settlement of the entitlement until the employee has completed the requisite years of service.

This non-current LSL liability is measured at present value.

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## Notes to the financial report

### For the Year Ended 30 June 2016

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#### **(v) Leases**

##### **(i) Operating leases**

Lease payments for operating leases are required by the accounting standard to be recognised on a straight line basis, rather than expensed in the years in which they are incurred.

##### **(ii) 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 a 15 year period.

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#### **(w) Goods and Services Tax (GST)**

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the balance sheet are shown inclusive of GST.

Cash flows are presented in the Statement of Cash flows on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

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#### **(x) Financial guarantees**

Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that that right will be exercised. Details of guarantees that Council has provided, that are not recognised in the balance sheet are disclosed at Note 34 Contingent Liabilities and Contingent Assets.

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#### **(y) Contingent assets and contingent liabilities and commitments**

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.

Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value by way of note and presented inclusive of the GST payable.

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#### **(z) Pending accounting standards**

Certain new Australian Accounting Standards have been issued that are not mandatory for the 30 June 2016 reporting period. Council has assessed these pending standards and has identified that no material impact will flow from the application of these standards in future reporting periods.

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#### **(aa) Rounding**

Unless otherwise stated, amounts in the financial report have been rounded to the nearest thousand dollars. Figures in the financial statement may not equate due to rounding.

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## Notes to the financial report

### For the Year Ended 30 June 2016

#### Note 2. Budget comparison

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 per cent 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 22 June 2015. 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 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

#### (a) Income and Expenditure

	Budget 2016 \$'000	Actual 2016 \$'000	Variance 2016 \$'000	Variance 2016 %	Ref
<b>Income</b>					
Rates and charges	113,858	113,848	(10)	0%	
Statutory fees and fines	6,607	7,103	496	8%	I1
User fees	11,852	13,762	1,910	16%	I2
Grants - operating	15,632	13,178	(2,454)	-16%	I3
Grants - capital	1,862	3,068	1,206	65%	I4
Contributions - monetary	5,500	5,764	264	5%	
Contributions - non-monetary assets	0	144	144	100%	I5
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(259)	(33)	226	-87%	I6
Fair value adjustments for investment property	0	61	61	100%	I7
Other income	4,442	4,452	10	0%	
<b>Total income</b>	<b>159,494</b>	<b>161,347</b>	<b>1,853</b>		
<b>Expenses</b>					
Employee costs	78,530	76,355	2,175	3%	E1
Materials and services	47,412	45,731	1,681	4%	E2
Bad and doubtful debts	802	1,002	(200)	-25%	E3
Depreciation and amortisation	22,243	20,973	1,270	6%	
Borrowing costs	23	8	15	65%	E4
Unspent DCP contributions	0	(6,485)	6,485	100%	E5
Other expenses	3,607	3,704	(97)	-3%	
<b>Total expenses</b>	<b>152,617</b>	<b>141,288</b>	<b>11,329</b>		
<b>Surplus/(deficit) for the year</b>	<b>6,877</b>	<b>20,059</b>	<b>13,182</b>		



## Notes to the financial report

### For the Year Ended 30 June 2016

#### (i) Explanation of material variations

Var Ref	Item	Explanation
I1	<b>Statutory fees and fines</b>	Statutory fees and fines were exceeded due to an increase in health registrations (\$0.1 million) and fees for building services (\$0.4 million).
I2	<b>User fees and fines</b>	User fees and fines were exceeded due to an increase in hospitality income at Darebin Arts and Entertainment Centre (\$0.4 million), environmental program fees (\$0.3 million), right of way income (\$0.3 million), local laws miscellaneous fines (\$0.2 million).
I3	<b>Grants - operating</b>	Operating grants were not achieved due to the early receipt of the 1st and 2nd quarter 2015/2016 Victorian Grants Commission funding (\$2.5 million) received last year.
I4	<b>Grants - capital</b>	Capital grants and contributions were exceeded due to new funding being received for water harvesting and flood mitigation works at DISC (\$0.7 million) and additional Roads to Recovery grants (\$0.4 million).
I5	<b>Contributions - non-monetary assets</b>	Contributions - non-monetary assets were exceeded due to contributed infrastructure assets from development received during the year. Contributed assets are not budgeted for during the year.
I6	<b>Net (loss) on disposal of property, infrastructure, plant and equipment</b>	Net loss on disposal of property, infrastructure, plant and equipment was not achieved due to a review of the change over policy for the replacement of Council's light fleet which resulted in fewer vehicles being replaced during the year.
I7	<b>Fair value adjustments for investment property</b>	Fair value adjustment for investment property was exceeded due to an increase in fair value of the Sullivan Reserve stadium. Fair value movements in investment property are not budgeted for during the year.
E1	<b>Employee costs</b>	Employee costs was not achieved due to a reduction in WorkCover levy achieved through better injury management (\$0.7 million) and vacant positions not being filled during the year.
E2	<b>Materials and services</b>	Materials and services was not achieved due to reduced waste disposal and tipping charges associated with environmental operations (\$0.8 million) and delays in procurement of solar panels for residents under the Solar Saver Program (\$0.9 million).
E3	<b>Bad and doubtful debts</b>	Bad and doubtful debts was exceeded mainly due to a higher provision for doubtful debts required for animal registrations and miscellaneous local law fines (\$0.2 million).
E4	<b>Borrowing costs</b>	Borrowing costs was not achieved as proposed borrowings for the new Multisports-Sports Stadium were not undertaken as construction had not yet commenced at year end.
E5	<b>Unspent DCP Funds</b>	See Note 24 - This item was exceeded due to a payable being provided for unspent developer contribution no longer required under our Darebin Planning Scheme Amendment C148 (\$6.4 million).



## Notes to the financial report

### For the Year Ended 30 June 2016

#### (b) Capital Works

	Budget 2016 \$'000	Actual 2016 \$'000	Variance 2016 \$'000	Variance 2016 %	Ref
<b>Property</b>					
Buildings	5,678	4,187	(1,491)	-26%	<b>CW1</b>
Building improvements	174	234	60	34%	<b>CW2</b>
<b>Total Buildings</b>	5,852	4,421	(1,431)		
<b>Total Property</b>	5,852	4,421	(1,431)		
<b>Plant and Equipment</b>					
Plant, machinery and equipment	2,326	2,211	(115)	-5%	
Fixtures, fittings and furniture	130	217	87	67%	<b>CW3</b>
Computers and telecommunications	1,491	1,245	(246)	-16%	<b>CW4</b>
Library books	732	702	(30)	-4%	
<b>Total Plant and Equipment</b>	4,679	4,375	(304)		
<b>Infrastructure</b>					
Roads	4,449	4,308	(141)	-3%	
Transport and road safety	1,900	440	(1,460)	-77%	<b>CW5</b>
Bridges	374	255	(119)	-32%	<b>CW6</b>
Footpaths and cycleways	1,596	1,903	307	19%	<b>CW7</b>
Drainage	740	737	(3)	0%	
Land improvements	-	65	65	+100%	<b>CW8</b>
Recreational, leisure and community facilities	507	515	8	2%	
Parks, open space and streetscapes	7,315	4,301	(3,014)	-41%	<b>CW9</b>
Off street car parks	42	42	-	0%	
Other infrastructure	85	80	(5)	-6%	
<b>Total Infrastructure</b>	17,008	12,646	(4,362)		
<b>Total Capital Works Expenditure</b>	27,539	21,442	(6,097)		
<b>Represented by:</b>					
New asset expenditure	4,417	1,696	(2,721)		
Asset renewal expenditure	13,855	13,638	(217)		
Asset expansion expenditure	2,236	1,452	(784)		
Asset upgrade expenditure	7,031	4,656	(2,375)		
<b>Total Capital Works Expenditure</b>	27,539	21,442	(6,097)		



## Notes to the financial report

### For the Year Ended 30 June 2016

#### (i) Explanation of material variations

<b>Var Ref</b>	<b>Item</b>	<b>Explanation</b>
<b>CW1</b>	<b>Buildings</b>	The budget for buildings was not achieved largely due to delays completing works on the Multi-Sports Stadium (\$1.3 million), East Preston Neighbourhood House (\$0.8 million) and relocatable kindergarten (\$0.2 million). Offsetting this was the completion of the Reservoir Community and Learning Centre (\$0.2 million) and the WC Ruthven Reserve Community Pavilion (\$0.4 million) which were both carried over from the previous year.
<b>CW2</b>	<b>Building improvements</b>	The budget for building improvements was exceeded largely due to improvement works at Darebin Arts and Entertainment Centre and Northcote Town Hall being originally allocated as maintenance (\$0.2 million).
<b>CW3</b>	<b>Fixtures, fittings and furniture</b>	The budget for fixtures, fittings and furniture was exceeded due to the completion of the Reservoir Community and Learning Centre fit-out (\$0.2 million).
<b>CW4</b>	<b>Computers and telecommunications</b>	The budget for computers and telecommunications was not achieved due to delays in the implementation of the venue management system (\$0.1 million) and planned website enhancements (\$0.1 million).
<b>CW5</b>	<b>Transport and road safety</b>	The budget for transport and road safety was not achieved due to delays in the tender evaluation of the Junction Urban Master plan project (\$1.1 million) and Merri Parade safe crossing project which was cancelled due to loss of external funding (\$0.2 million).
<b>CW6</b>	<b>Bridges</b>	The budget for bridges was not achieved due to savings on the completion of the Scott Grove pedestrian bridge (\$0.1 million).
<b>CW7</b>	<b>Footpaths and cycleways</b>	The budget for footpath and cycleways was exceeded due to works associated with the improving cycling facilities project originally being allocated as maintenance (\$0.4 million).
<b>CW8</b>	<b>Land improvements</b>	The budget for land improvements was exceeded due to the Merrilands tennis court refurbishment being allocated as maintenance (\$0.1 million).
<b>CW9</b>	<b>Parks, open space and streetscapes</b>	The budget for parks, open space and streetscapes was not achieved largely due to delays completing works including citywide beautification works (\$1.9 million), Reservoir streetscape (\$0.1 million), shopping strip infrastructure (\$0.5 million) and the Big Park and Batman Park master plans (\$0.5 million).



## Notes to the financial report

### For the Year Ended 30 June 2016

#### Note 3. Rates and charges

	2016 \$'000	2015 \$'000
General rates	110,207	103,738
Cultural and recreational properties	26	25
Green waste services	2,173	2,044
Supplementary rates and rate adjustments	1,118	789
Special rates and charges	324	1,165
<b>Total rates and charges</b>	<b>113,848</b>	<b>107,761</b>

Council uses Capital Improved Value as the basis of valuation of all properties within the municipal district. Capital Improved Value means the sum which 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 2015/2016 was \$39,252,793,101 (2014/2015: \$38,792,263,601).

The 2015/2016 rate in the capital improved value (CIV) dollar for:

- Residential properties was 0.258933 (2014/2015: 0.246603).
- Business properties was 0.453133 (2014/2015: 0.431555).
- Cultural and recreational properties was 0.226566 (2014/2015: 0.215778).

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2016, and the valuation was first applied in the rating year commencing 1 July 2016.

The date of the previous general revaluation of land for rating purposes within the municipal district was 1 January 2014, and that valuation applied to the rating periods commencing 1 July 2013 and 1 July 2014.

#### Note 4. Statutory fees and fines

Animal registration	630	594
Building services	1,023	661
Environmental health	640	600
Statutory planning	1,031	998
Traffic enforcement	2,938	3,089
Infringement court recoveries	824	808
Other planning and developer fees	17	17
<b>Total statutory fees and fines</b>	<b>7,103</b>	<b>6,767</b>

#### Note 5. User fees

Aged and health services	1,350	1,575
Arts and culture	2,571	2,315
Family, children and community programs	216	346
Golf course attendance	990	1,060
Leisure centres and recreation	3,921	3,665
Library	201	205
Recycling	711	724
Registrations and other permits	3,052	2,583
Right of ways	662	532
Other fees and charges	88	140
<b>Total user fees</b>	<b>13,762</b>	<b>13,145</b>



## Notes to the financial report

### For the Year Ended 30 June 2016

<b>Note 6. Grants</b>		
	<b>2016</b>	2015
	<b>\$'000</b>	\$'000
Grants were received in respect of the following:		
<b>Summary of grants</b>		
Commonwealth funded grants	<b>4,014</b>	11,998
State funded grants	<b>12,231</b>	10,647
<b>Total grants</b>	<b>16,245</b>	22,645
<b>Grants for operating purposes</b>		
<i>Recurrent - Commonwealth Government</i>		
Community aged care	<b>0</b>	325
Diesel fuel rebate scheme	<b>79</b>	75
Holiday program	<b>5</b>	25
Victorian Grants Commission - general purpose *	<b>1,856</b>	6,106
Victorian Grants Commission - local roads *	<b>453</b>	1,340
<i>Recurrent - State Government/Other</i>		
Dementia care	<b>342</b>	384
Disability resource	<b>149</b>	147
Family support	<b>409</b>	387
HACC Aboriginal liaison	<b>34</b>	99
HACC support services	<b>1,001</b>	944
Health and safety	<b>112</b>	109
Home help	<b>5,150</b>	4,509
Immunisation	<b>138</b>	139
Libraries	<b>916</b>	890
Maternal and child health	<b>1,126</b>	1,077
Meals on wheels	<b>247</b>	551
Metro access	<b>127</b>	122
Playgroup Initiatives	<b>193</b>	0
Property maintenance	<b>142</b>	246
School crossings	<b>286</b>	280
Senior citizens	<b>81</b>	80
Youth services	<b>39</b>	38
Other programs	<b>23</b>	30
<b>Total recurrent operating grants</b>	<b>12,908</b>	17,903
<i>Non-recurrent Commonwealth Government</i>		
Other programs	<b>20</b>	15
<i>Non-recurrent State Government/Other</i>		
VASP Vulnerable Households project	<b>0</b>	90
Other programs	<b>250</b>	257
<b>Total non-recurrent operating grants</b>	<b>270</b>	362
<b>Total operating grants</b>	<b>13,178</b>	18,265



## Notes to the financial report

### For the Year Ended 30 June 2016

#### Note 6. Grants (continued)

	2016 \$'000	2015 \$'000
<b>Grants for capital purposes</b>		
<i>Recurrent - Commonwealth Government</i>		
Roads to recovery	1,247	437
<b>Total recurrent capital grants</b>	<b>1,247</b>	437
<i>Non-recurrent Commonwealth Government</i>		
Energy efficient street lights	355	512
Reservoir Community and Learning Centre	0	2,562
Reservoir Leisure Centre Cogeneration	0	167
Resource Efficient projects	0	288
<i>Non-recurrent State Government/Other</i>		
Aged and disability system replacement	80	50
Minor works	180	67
DISC stormwater harvest and flood mitigation	650	0
Reservoir Laneway Revitalisation	0	46
Reservoir Streetscape Masterplan	0	100
Safe travel projects	38	0
Sportsfield Lighting	80	0
Sport and recreation grants	251	76
Water Sensitive Urban Design	187	75
<b>Total non-recurrent capital grants</b>	<b>1,821</b>	3,943
<b>Total capital grants</b>	<b>3,068</b>	4,380
<b>Total grants</b>	<b>16,246</b>	22,645
<b>Unspent grants received on condition that they be spent in a specific manner</b>		
Balance at start of year	3,312	464
Received during the financial year and remained unspent at balance date *	2,022	3,312
Received in prior years and spent during the financial year	3,312	464
Balance at end of year	2,022	3,312
<b>Conditions on grants</b>		
Grants recognised as revenue during the year that were obtained on condition that they be expended in a specified manner that had not occurred at balance date were: *	2,022	3,312
Grants which were recognised as revenues in a previous reporting period which were expended during the current year in the manner specified by the grantor were:	3,312	464
Net increase/(decrease) in restricted assets resulting from grant revenues for the year:	(1,290)	2,848

Note: \* In 2015, 50% of 2015/2016 Victorian Grants Commission funding (\$2.48 million) was received in advance.



## Notes to the financial report

### For the Year Ended 30 June 2016

#### Note 7. Contributions

	2016 \$'000	2015 \$'000
<b>(a) Monetary</b>		
Drainage and open space	5,606	3,906
Other capital and minor works	158	199
	<b>5,764</b>	4,105
<b>(b) Non-monetary assets</b>		
Contributions of non-monetary assets were received in relation to the following asset classes.		
Land under roads	13	81
Roads	30	62
Drainage	101	221
	<b>144</b>	364
<b>Total contributions</b>	<b>5,908</b>	4,469
<b>Non-monetary assets</b>		
The non-monetary assets in the current year relate to assets received from developers who have undertaken developments within the municipality.		

#### Note 8. Net gain/(loss) on disposal of property, infrastructure, plant and equipment

	2016 \$'000	2015 \$'000
Proceeds of sale	334	726
Write down value of assets disposed	(367)	(822)
<b>Total net gain/(loss) on disposal of property, infrastructure, plant and equipment</b>	<b>(33)</b>	(96)

#### Note 9. Other income

	2016 \$'000	2015 \$'000
Interest on investments, loans and advances and rates	1,941	1,789
Property rental and leases	461	435
Workers compensation insurance recovery	327	337
Insurance recovery	100	187
Parental leave scheme recovery	138	158
Recovery of costs	1,485	1,183
<b>Total other income</b>	<b>4,452</b>	4,089





## Notes to the financial report

### For the Year Ended 30 June 2016

#### Note 10 (a). Employee costs

	2016 \$'000	2015 \$'000
Wages, salaries and related oncosts	61,372	58,402
Casual staff	5,651	4,879
Superannuation	7,619	6,937
Personal gratuity leave	62	162
WorkCover	1,228	1,912
Fringe benefits tax	423	431
<b>Total employee costs</b>	<b>76,355</b>	72,723

#### Note 10 (b). 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 Comprehensive Income Statement when they are made or due.

Council made contributions to the following funds:

##### Defined benefit fund

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 Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	1,038	1,173
Employer contributions payable at reporting date.	8	0

##### Accumulation funds

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receives 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 2016, this was 9.5% required under Superannuation Guarantee legislation (for 2014/2015, this was 9.5%)).

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	4,896	4,524
Employer contributions - other funds	1,686	1,240
	6,582	5,764
Employer contributions payable at reporting date.	533	481



## Notes to the financial report

### For the Year Ended 30 June 2016

#### Note 11. Materials and services

	2016 \$'000	2015 \$'000
Advertising, marketing and promotions	532	625
Apprentices and trainees	492	499
Banking fees and charges	389	369
Consultants	1,476	1,403
Contract payments for goods and services	21,583	21,478
Facility rental and hire	172	158
Fleet parts, consumables and registration	752	760
Fuel and oil	916	1,047
Insurances and excess	1,419	1,434
License fees	163	194
Materials and consumables	2,653	2,611
Memberships and subscriptions	283	281
Minor equipment purchases	397	300
Non-capitalised major maintenance	7,081	8,865
Office administration	3,120	2,983
Repairs and maintenance	254	298
Other supplies and services	589	419
Utilities	3,460	3,987
<b>Total materials and services</b>	<b>45,731</b>	<b>47,711</b>

#### Note 12. Bad and doubtful debts

Parking fine debtors	133	299
Parking related debtors - PERIN Court	375	461
Other debtors	494	412
<b>Total bad and doubtful debts</b>	<b>1,002</b>	<b>1,172</b>

#### Note 13. Depreciation and amortisation

Property	5,524	5,311
Plant and equipment	4,267	4,042
Infrastructure	10,833	10,884
<b>Total depreciation</b>	<b>20,624</b>	<b>20,237</b>
Intangibles	349	368
<b>Total depreciation and amortisation</b>	<b>20,973</b>	<b>20,605</b>

Refer to Notes 21 and 23 for a more detailed breakdown of depreciation and amortisation charges.



## Notes to the financial report

### For the Year Ended 30 June 2016

#### Note 14. Borrowing costs

	2016 \$'000	2015 \$'000
Interest - Borrowings	8	16
Less capitalised borrowing costs on qualifying assets	0	0
<b>Total borrowing costs</b>	<b>8</b>	<b>16</b>

#### Note 15. Other expenses

Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	76	64
Auditors' remuneration - internal audit	160	174
Community grants and other contributions	1,532	1,487
Councillors' emoluments	342	342
Fire services levies	118	105
Lease payments	130	109
Legal expenses	810	874
Perin court costs	117	109
Special rate payments	309	302
Write off of property, infrastructure and plant and equipment	110	6
<b>Total other expenses</b>	<b>3,704</b>	<b>3,572</b>

#### Note 16. Cash and cash equivalents

Cash on hand	21	27
Cash at bank	3,995	3,841
Money market call accounts	12,910	8,435
Term deposits	28,515	34,503
	<b>45,441</b>	<b>46,806</b>

#### Restrictions

Council's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:

Developer contribution scheme	6,310	0
Drainage development reserve	23	23
Public resort and recreation reserve	12,459	9,789
Fire Services Property Levy payable	744	733
Contractor and security deposits (see Note 25)	4,645	4,135
Total restricted funds	24,181	14,680
Total unrestricted cash and cash equivalents	21,260	32,126

#### 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	6,464	7,974
Car park development reserve	227	227
Total funds subject to intended allocations	6,691	8,201

Refer also to Note 18 for details of other financial assets held by Council.



## Notes to the financial report

### For the Year Ended 30 June 2016

#### Note 17. Trade and other receivables

	2016 \$'000	2015 \$'000
<b>Current</b>		
Rates receivable	6,858	7,022
Special rate assessment	785	955
Parking infringement debtors	4,425	3,854
Less: Provision for doubtful debts - parking	(3,257)	(2,907)
Other debtors	3,758	3,154
Less: Provision for doubtful debts - other	(1,108)	(1,118)
GST receivable	1,186	1,130
Loans and advances	0	41
Total current trade and other receivables	12,647	12,131
<b>Non-current</b>		
Loans and advances	114	114
<b>Total trade and other receivables</b>	<b>12,761</b>	<b>12,245</b>

#### (i) Ageing of Receivables

At balance date, other debtors representing financial assets were past due but not impaired. These amounts relate to a number of independent customers for whom there is no recent history of default. The ageing of the Council's trade and other receivables (excluding statutory receivables) was:

Current (not yet due)	864	609
Past due by up to 30 days	467	875
Past due between 31 and 60 days	144	61
Past due between 61 and 90 days	209	175
Past due above 90 days	2,074	1,434
<b>Total trade and other receivables</b>	<b>3,758</b>	<b>3,154</b>

The Council does not hold any collateral in relation to these receivables.

#### (ii) Movement in Provision for Doubtful Debts

Balance at the beginning of the year	4,025	5,050
Provision for impairment recognised during the year	778	1,119
Debtors written-off during the year as uncollectable	(438)	(2,144)
Unused amount reversed	0	0
Balance at end of year	4,365	4,025

#### (iii) Ageing of individually impaired Trade and Other Receivables

At balance date, other debtors representing financial assets with a nominal value of \$1,355,000 (2015: \$1,275,000) were impaired. The amount of the impairment assessed against these debtors was \$1,108,000 (2015: \$1,118,000). The ageing of these receivables is as follows:

Over 3 months	1,355	1,275
<b>Total trade and other receivables</b>	<b>1,355</b>	<b>1,275</b>



## Notes to the financial report

### For the Year Ended 30 June 2016

#### Note 18. Other financial assets

	2016 \$'000	2015 \$'000
<b>Current</b>		
Term deposits	19,164	4,103
<b>Non-current</b>		
Unlisted shares in corporations at cost	236	236
<b>Total other financial assets</b>	<b>19,400</b>	4,339

Bank and other Authorised Deposit-taking Institutions (ADI) term deposits of greater than 3 months' duration but less than 12 months' duration.

The shares in unlisted corporations reflect Council's holdings in Maps Group Limited, Regional Kitchen Pty Ltd, and RFK Pty Ltd.

#### Note 19. Inventories

Inventories held for distribution	32	79
Inventories held for sale	33	15
<b>Total inventories</b>	<b>65</b>	94

#### Note 20. Other assets

Accrued income	1,356	923
Prepayments	453	546
<b>Total other assets</b>	<b>1,809</b>	1,469



## Notes to the financial report

### For the Year Ended 30 June 2016

#### Note 21. Property, infrastructure, plant and equipment

##### Summary of property, infrastructure, plant and equipment

	At Fair Value 30 June 2016	Accumulated Depreciation	WDV 30 June 2016	At Fair Value 30 June 2015	Accumulated Depreciation	WDV 30 June 2015
Land	612,730	0	612,730	550,249	0	550,249
Buildings	352,851	(159,298)	193,553	332,811	(146,217)	186,594
Plant and equipment	60,069	(40,257)	19,812	57,912	(37,654)	20,258
Infrastructure	658,194	(264,007)	394,187	644,443	(253,327)	391,116
Work in progress	860	0	860	4,093	0	4,093
	1,684,704	(463,562)	1,221,142	1,589,508	(437,198)	1,152,310

##### Summary of Work in Progress

	Opening WIP	Additions	Transfers	Write-offs	Closing WIP
Buildings	2,351	304	(2,265)	-	<b>390</b>
Plant and equipment	404	174	(404)	-	<b>174</b>
Infrastructure	1,338	247	(1,289)	-	<b>296</b>
	4,093	725	(3,958)	-	<b>860</b>



## Notes to the financial report

### For the Year Ended 30 June 2016

#### Note 21. Property, infrastructure, plant and equipment (continued)

Notes	Land - specialised	Land - non specialised	Total Land	Buildings - heritage	Buildings - specialised	Buildings - non specialised	Work in progress	Total Buildings	Total Property
<b>Land and Buildings</b>									
At fair value 1 July 2015	524,706	25,543	550,249	41,736	280,571	10,504	2,351	335,162	885,411
Accumulated depreciation at 1 July 2015	-	-	0	(25,987)	(114,252)	(5,978)	-	(146,217)	(146,217)
	524,706	25,543	550,249	15,749	166,319	4,526	2,351	188,945	739,194
<b>Movements in fair value</b>									
Acquisition of assets at fair value	13	-	13	761	5,430	-	304	6,495	6,508
Revaluation increments/decrements	57,080	5,388	62,468	(363)	13,678	534	-	13,849	76,317
Fair value of assets disposed	-	-	-	-	-	-	-	-	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	(2,265)	(2,265)	(2,265)
	57,093	5,388	62,481	398	19,108	534	(1,961)	18,079	80,560
<b>Movements in accumulated depreciation</b>									
Depreciation and amortisation	0	0	0	(268)	(5,073)	(183)	-	(5,524)	(5,524)
Revaluation increments/decrements	0	0	0	(811)	(7,004)	258	-	(7,557)	(7,557)
Accumulated depreciation of disposals	-	-	-	-	-	-	-	-	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
	0	0	0	(1,079)	(12,077)	75	-	(13,081)	(13,081)
At fair value 30 June 2016	581,799	30,931	612,730	42,134	299,679	11,038	390	353,241	965,971
Accumulated depreciation at 30 June 2013	-	-	0	(27,066)	(126,329)	(5,903)	-	(159,298)	(159,298)
	581,799	30,931	612,730	15,068	173,350	5,135	390	193,943	806,673



## Notes to the financial report

### For the Year Ended 30 June 2016

#### Note 21. Property, infrastructure, plant and equipment (continued)

Notes	Plant machinery and equipment	Computers and telecomms	Fixtures fittings and furniture	Library books	Artwork and historical collections	Other	Work in progress	Total plant and equipment
<b>Plant and Equipment</b>								
At fair value 1 July 2015	16,524	19,966	7,262	7,182	1,694	5,284	404	<b>58,316</b>
Accumulated depreciation at 1 July 2015	(6,323)	(16,106)	(6,567)	(4,691)	-	(3,967)	-	<b>(37,654)</b>
	10,201	3,860	695	2,491	1,694	1,317	404	<b>20,662</b>
<b>Movements in fair value</b>								
Acquisition of assets at fair value	1,500	1,505	237	702	46	259	174	<b>4,423</b>
Revaluation increments/decrements	-	-	-	-	-	-	-	<b>-</b>
Fair value of assets disposed	(1,048)	(1,044)	-	-	-	-	-	<b>(2,092)</b>
Impairment losses recognised in operating result	-	-	-	-	-	-	-	<b>-</b>
Transfers	-	-	-	-	-	-	(404)	<b>(404)</b>
	452	461	237	702	46	259	(230)	<b>1,927</b>
<b>Movements in accumulated depreciation</b>								
Depreciation and amortisation	(2,103)	(1,182)	(119)	(665)	-	(198)	-	<b>(4,267)</b>
Revaluation increments/decrements	-	-	-	-	-	-	-	<b>-</b>
Accumulated depreciation of disposals	624	1,040	-	-	-	-	-	<b>1,664</b>
Impairment losses recognised in operating result	-	-	-	-	-	-	-	<b>-</b>
Transfers	-	-	-	-	-	-	-	<b>-</b>
	(1,479)	(142)	(119)	(665)	-	(198)	-	<b>(2,603)</b>
At fair value 30 June 2016	16,976	20,427	7,499	7,884	1,740	5,543	174	<b>60,243</b>
Accumulated depreciation at 30 June 2016	(7,802)	(16,248)	(6,686)	(5,356)	-	(4,165)	-	<b>(40,257)</b>
	9,174	4,179	813	2,528	1,740	1,378	174	<b>19,986</b>





## Notes to the financial report

### For the Year Ended 30 June 2016

#### Note 21. Property, infrastructure, plant and equipment (continued)

Notes	Roads	Footpaths and cycleways	Bridges	Drainage	Land impr'ments	Parks, open spaces and streetscapes	Off street car parks	Work in progress	Total Infrastructure
<b>Infrastructure</b>									
At fair value 1 July 2015	278,186	101,293	7,781	173,411	46,950	28,550	8,272	1,338	<b>645,781</b>
Accumulated depreciation at 1 July 2015	(99,409)	(49,582)	(3,136)	(70,904)	(14,003)	(12,120)	(4,173)	-	<b>(253,327)</b>
	178,777	51,711	4,645	102,507	32,947	16,430	4,099	1,338	<b>392,454</b>
<b>Movements in fair value</b>									
Acquisition of assets at fair value	5,272	1,927	327	810	983	4,554	79	247	<b>14,200</b>
Revaluation increments/decrements	-	-	-	-	-	-	-	-	<b>-</b>
Fair value of assets disposed	-	-	(128)	-	-	(73)	-	-	<b>(201)</b>
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	<b>-</b>
Transfers	-	-	-	-	-	-	-	(1,289)	<b>(1,289)</b>
	5,272	1,927	199	810	983	4,481	79	(1,042)	<b>12,709</b>
<b>Movements in accumulated depreciation</b>									
Depreciation and amortisation	(4,547)	(2,025)	(95)	(1,448)	(876)	(1,706)	(136)	-	<b>(10,833)</b>
Revaluation increments/decrements	-	-	-	-	0	-	-	-	<b>-</b>
Accumulated depreciation of disposals	-	-	80	-	-	73	-	-	<b>153</b>
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	<b>-</b>
Transfers	-	-	-	-	-	-	-	-	<b>-</b>
	(4,547)	(2,025)	(15)	(1,448)	(876)	(1,633)	(136)	-	<b>(10,680)</b>
At fair value 30 June 2016	283,458	103,220	7,980	174,221	47,933	33,031	8,351	296	<b>658,490</b>
Accumulated depreciation at 30 June 2016	(103,956)	(51,607)	(3,151)	(72,352)	(14,879)	(13,753)	(4,309)	-	<b>(264,007)</b>
	179,502	51,613	4,829	101,869	33,054	19,278	4,042	296	<b>394,483</b>



## Notes to the financial report

### For the Year Ended 30 June 2016

#### Note 21. Property, infrastructure, plant and equipment (continued)

##### Valuation basis

###### *Non-specialised land and non-specialised buildings*

The valuations of non-specialised land and non-specialised buildings were determined by Mr D Archer, AAPI, the City Valuer. The valuations for specialised land were performed as at 30 June 2016 on the basis of fair value, using the market based direct comparison method adjusted for restrictions in use. To the extent that non-specialised land and non-specialised buildings do not contain significant unobservable adjustments, these assets are classified as level 2 under the market based direct comparison approach.

###### *Specialised land and specialised buildings*

The valuations of specialised land and specialised buildings were determined by Mr D Archer, AAPI, the City Valuer. The valuations for specialised buildings including Council's leisure and aquatic centres, Bundoora Park, Darebin Arts and Entertainment Centre and other cultural historical sites were determined by an independent valuer, Mrs B Stephen, AAPI. The valuation was performed using either the market based direct comparison method or depreciated replacement cost, adjusted for restrictions in use. The effective date of the valuation is 30 June 2016.

##### Land under roads

Land under roads acquired on or after 1 July 2008 is recognised at cost.

Details of the Council's land, land improvements and buildings and information about the fair value hierarchy as at 30 June 2016 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
<b>2016</b>				
<b>Assets measured at fair value</b>				
Land	0	30,931	581,799	<b>612,730</b>
Buildings	0	5,135	188,808	<b>193,943</b>
	0	36,066	770,607	<b>806,673</b>

No transfers between levels occurred during the year.

##### Valuations of infrastructure

Infrastructure includes road surface and substructures, footpaths, kerb and channel, traffic devices parking bays, offstreet car parks, drainage pipes, pits, gross pollutant traps and bridges. The valuations for infrastructure assets were determined by Mr S Hamilton, B Eng (Civil), Manager Major Projects, Engineering and Transport. The valuations were performed as at 30 June 2015 on the basis of fair value being the current replacement cost less accumulated depreciation at the date of the valuation.

Road and offstreet 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 2015 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 2017/2018.

There were no changes in valuation techniques throughout the period 30 June 2016.

For all assets measured at fair value, the current use is considered the highest and best use.



## Notes to the financial report

### For the Year Ended 30 June 2016

#### Note 21. Property, infrastructure, plant and equipment (continued)

##### Valuations of infrastructure (continued)

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2016 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
<b>2016</b>				
<b>Assets measured at fair value</b>				
Roads	0	0	179,798	<b>179,798</b>
Footpaths and cycleways	0	0	51,613	<b>51,613</b>
Bridges	0	0	4,829	<b>4,829</b>
Drainage	0	0	101,869	<b>101,869</b>
Land improvements	0	0	33,054	<b>33,054</b>
Parks, open spaces and streetscapes	0	0	19,278	<b>19,278</b>
Offstreet carparks	0	0	4,042	<b>4,042</b>
	0	0	394,483	<b>394,483</b>

No transfers between levels occurred during the year.

	2016 \$'000	2015 \$'000
<b>Reconciliation of specialised land</b>		
Land under roads	<b>990</b>	977
Community facilities	<b>48,792</b>	44,573
Council administration and depots	<b>24,894</b>	26,286
Offstreet carparks	<b>11,243</b>	8,703
Parks and reserves	<b>495,880</b>	444,167
<b>Total specialised land</b>	<b>581,799</b>	524,706

##### Description of significant unobservable inputs into level 3 valuations

###### Non-specialised land and non-specialised buildings

Non-specialised land and non-specialised buildings are valued using the market based direct comparison method. Under this method, the assets are compared to recent comparable sales or sales of comparable assets which are considered to have nominal or no added improvement value.

###### Specialised land, land improvements and land under roads

Specialised land and land under roads is 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 80%. 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 \$2,644 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 is calculated on a square metre basis and ranges from \$500 to \$7,200 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

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 offstreet car parks range between \$28 to \$398 per square metre.

Shared paths and cycleways range between \$48 to \$233 per square metre.

Drainage assets range between \$115 to \$1,890 per unit.

Bridge assets range vary depending on construction type.



## Notes to the financial report

### For the Year Ended 30 June 2016

#### Note 22. Investment property

	2016 \$'000	2015 \$'000
<b>At fair value</b>		
Balance at beginning of financial year	2,806	3,782
Net gain/(loss) from fair value adjustment	61	(976)
Balance at end of financial year	<b>2,867</b>	2,806

#### Investment property

The valuations were determined by Mr D Archer, AAPI, the City 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. The valuations were performed as at 30 June 2016 (2015: 30 June 2015).

#### Note 23. Intangible assets

Software and system development costs	684	648
Water access rights	127	98
<b>Total Intangible assets</b>	<b>811</b>	746

	Software \$'000	Water rights \$'000	Total \$'000
<b>Gross carrying amount</b>			
Balance at 1 July 2014	3,490	73	<b>3,563</b>
Additions from internal developments	-	-	<b>0</b>
Other	565	25	<b>590</b>
Balance at 1 July 2015	4,055	98	<b>4,153</b>
Additions from internal developments	-	-	<b>0</b>
Other	385	29	<b>414</b>
Balance at 30 June 2016	4,440	127	<b>4,567</b>
<b>Accumulated amortisation and impairment</b>			
Balance at 1 July 2014	(3,039)	-	<b>(3,039)</b>
Amortisation expense	(368)	-	<b>(368)</b>
Balance at 30 June 2015	(3,407)	0	<b>(3,407)</b>
Amortisation expense	(349)	-	<b>(349)</b>
Balance at 30 June 2016	(3,756)	0	<b>(3,756)</b>
Net book value at 30 June 2015	648	98	<b>746</b>
Net book value at 30 June 2016	684	127	<b>811</b>

#### Note 24. Trade and other payables

Trade creditors	9,431	10,847
Other creditors		
Employee costs	1,090	610
GST payable	169	128
Unearned revenue	81	33
Unspent developer contributions	0	6,485
Total other payables	<b>1,340</b>	7,256
<b>Total trade and other payables</b>	<b>10,771</b>	18,103



## Notes to the financial report

### For the Year Ended 30 June 2016

#### Note 24. Trade and other payables (continued)

Note: In 2015, Council recorded a liability as a result of an obligation under the previous Darebin Development Contributions Plan (DCP) which had significant 'unspent' funds which, including net interest was estimated at \$6.49 million. Council has now received approval via Darebin Planning Scheme Amendment C148 to allow for the delivery of a further project to allocate the unspent Developer Contribution Scheme funds to the construction of a multi-purpose sports stadium to be built at John Cain Reserve. As a consequence of the approval the liability recognised in the previous year has been reversed, with funds now available for the construction of the multi-purpose sports stadium.

#### Note 25. Trust funds and deposits

	2016 \$'000	2015 \$'000
Contractor and security deposits	4,407	3,845
Fire Services Property Levy payable	744	733
Retention amounts	239	290
<b>Total trust funds and deposits</b>	<b>5,390</b>	<b>4,868</b>

##### Purpose and nature of items

Contractor and security deposits – Refundable deposits are taken by Council as a form of surety in a number of circumstances, including in relation to asset protection, 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 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.

#### Note 26. Provisions

	Annual leave \$'000	Long service leave \$'000	Personal Gratuity \$'000	Other \$'000	Total \$'000
<b>2016</b>					
Balance at beginning of the financial year	5,673	10,993	2,080	45	18,791
Additional provisions	4,443	2,256	130	0	6,829
Amounts used	(3,987)	(1,063)	(62)	0	(5,112)
Increase/(decrease) in the discounted amount arising because of time and the effect of any changes in the discount rate	(29)	(82)	38	0	(73)
Balance at the end of the financial year	6,100	12,104	2,186	45	20,435
<b>2015</b>					
Balance at beginning of the financial year	5,602	11,072	1,855	45	18,574
Additional provisions	4,003	1,422	329	0	5,754
Amounts used	(3,974)	(1,564)	(162)	0	(5,700)
Increase/(decrease) in the discounted amount arising because of time and the effect of any changes in the discount rate	42	63	58	0	163
Balance at the end of the financial year	5,673	10,993	2,080	45	18,791



## Notes to the financial report

### For the Year Ended 30 June 2016

#### Note 26. Provisions (continued)

	2016 \$'000	2015 \$'000
<b>Employee provisions</b>		
Current employee provisions expected to be settled within 12 months measured at nominal value		
Annual leave	3,626	3,380
Long service leave	1,280	1,367
Personal gratuity	255	240
	<b>5,161</b>	4,987
Current employee provisions expected to be settled after 12 months measured at present value		
Annual leave	2,474	2,293
Long service leave	9,119	8,220
Personal gratuity	1,931	1,840
	<b>13,524</b>	12,353
<b>Other provisions</b>		
Other	45	45
<b>Total current provisions</b>	<b>18,730</b>	17,385
<b>Non-current</b>		
Long service leave representing less than 7 years of continuous service measured at present value		
Employee provisions		
Long service leave	1,705	1,406
<b>Total non-current provisions</b>	<b>1,705</b>	1,406
Aggregate carrying amount of employee provisions:		
Current	18,730	17,385
Non-current	1,705	1,406
<b>Total aggregate carrying amount of employee provisions</b>	<b>20,435</b>	18,791
The following assumptions were adopted in measuring present values of employee benefits:	%	%
Weighted average rates of increase in employee costs	4.1	4.4
Weighted average discount rates	1.7	2.4
Weighted average settlement period	Years	Years
Long Service Leave	3.5	3.7
Annual Leave	2.8	2.7

#### Note 27. Interest bearing loans and borrowings

<b>Current</b>		
Bank loan - secured	0	136
	0	136
<b>Non-current</b>		
Bank loan - secured	0	36
	0	36
<b>Total interest bearing loans and borrowings</b>	0	172
(1) Borrowings are secured by the Commonwealth Bank of Australia over the rate revenue of the City.		
(a) The maturity profile for Council's borrowings is:		
Bank loan - secured		
Not later than one year	0	136
Later than one year and not later than five years	0	36
	0	172



## Notes to the financial report

### For the Year Ended 30 June 2016

#### Note 28. Reserves

	Balance at beginning of reporting period \$'000	Reval Increm (Decrem) \$'000	Transfers		Balance at end of reporting period \$'000
			From Accum Surplus \$'000	To Accum Surplus \$'000	
<b>2016</b>					
<b>(a) Asset revaluation</b>					
<b>Property</b>					
Land	432,624	62,468	0	0	495,092
Buildings	70,077	6,292	0	0	76,369
	502,701	68,760	0	0	571,461
<b>Plant and equipment</b>					
Other	6,143	0	0	0	6,143
<b>Infrastructure</b>					
Roads	94,360	0	0	0	94,360
Drainage	66,756	0	0	0	66,756
Bridges	3,437	0	0	0	3,437
	164,553	0	0	0	164,553
<b>Total asset revaluation reserves</b>	<b>673,397</b>	<b>68,760</b>	<b>0</b>	<b>0</b>	<b>742,157</b>
<b>(b) Other reserves</b>					
Drainage development	23	0	0	0	23
Car park development	228	0	0	0	228
Public open space and recreation	9,788	0	5,606	2,936	12,458
Developer contribution scheme	0	0	6,485	175	6,310
<b>Total other reserves</b>	<b>10,039</b>	<b>0</b>	<b>12,091</b>	<b>3,111</b>	<b>19,019</b>
<b>Total reserves</b>	<b>683,436</b>	<b>68,760</b>	<b>12,091</b>	<b>3,111</b>	<b>761,176</b>
<b>2015</b>					
<b>(a) Asset revaluation</b>					
<b>Property</b>					
Land	432,210	414	0	0	432,624
Buildings	70,077	0	0	0	70,077
	502,287	414	0	0	502,701
<b>Plant and equipment</b>					
Other	6,143	0	0	0	6,143
<b>Infrastructure</b>					
Roads	104,430	(10,070)	0	0	94,360
Drainage	60,444	6,312	0	0	66,756
Bridges	2,489	948	0	0	3,437
	164,873	(2,810)	0	0	164,553
<b>Total asset revaluation reserves</b>	<b>675,793</b>	<b>(2,396)</b>	<b>0</b>	<b>0</b>	<b>673,397</b>
<b>(b) Other reserves</b>					
Drainage development	22	0	1	0	23
Car park development	228	0	0	0	228
Public open space and recreation	7,854	0	3,905	1,971	9,788
Developer contribution scheme	1,283	0	0	1,283	0
<b>Total other reserves</b>	<b>9,387</b>	<b>0</b>	<b>3,906</b>	<b>3,254</b>	<b>10,039</b>
<b>Total reserves</b>	<b>685,180</b>	<b>(2,396)</b>	<b>3,906</b>	<b>3,254</b>	<b>683,436</b>



## Notes to the financial report

### For the Year Ended 30 June 2016

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#### Note 28. Reserves (continued)

##### **Nature and purpose of reserves**

##### **Reserve required under accounting standards:**

##### **Asset revaluation**

The asset revaluation reserve is used to record increments and decrements on the revaluation of non-current assets, as described in accounting policy Note 1(m).

##### **Statutory and discretionary reserves:**

##### **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 Income Statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent.

##### **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 Income Statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent.

##### **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 which is initially recognised in the Income Statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent.

##### **Developer contribution scheme**

The developer contribution 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 Income Statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent.

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## Notes to the financial report

### For the Year Ended 30 June 2016

#### Note 29. Reconciliation of cash flows from operating activities to surplus

	2016 \$'000	2015 \$'000
Surplus/(Deficit) for the year	<b>20,059</b>	5,520
Depreciation and amortisation	<b>20,973</b>	20,605
Net (gain)/loss on disposal of property, infrastructure, plant and equipment	<b>33</b>	96
Bad and doubtful debts	<b>1,002</b>	1,172
Fair value adjustments for investment property	<b>(61)</b>	976
Contributions - non-monetary assets	<b>(144)</b>	(364)
Write-off of property, plant and equipment	<b>110</b>	6
Finance costs	<b>8</b>	16
	<b>21,921</b>	22,507
Change in operating assets and liabilities		
Decrease (increase) in trade and other receivables	<b>(1,559)</b>	(2,658)
Decrease (increase) in inventories	<b>29</b>	(7)
Decrease (increase) in accrued income	<b>(445)</b>	109
Decrease (increase) in prepayments	<b>93</b>	(171)
Increase (decrease) in trade and other payables	<b>(6,151)</b>	7,694
Increase (decrease) in trust funds and deposits	<b>511</b>	373
Increase (decrease) in provisions	<b>1,644</b>	218
	<b>(5,878)</b>	5,558
Net cash provided by/(used in) operating activities	<b>36,102</b>	33,585

#### Note 30. Financing arrangements

Credit card facility	<b>43</b>	90
Used facilities	<b>29</b>	30
Unused facilities	<b>14</b>	60

The Council had no access to a bank overdraft facility at balance date.



## Notes to the financial report

### For the Year Ended 30 June 2016

#### Note 31. Commitments

##### Capital and other expenditure commitments

Commitments for capital and other expenditure contracted for at the end of the year but not recognised in the accounts as liabilities are payable as follows:

	1 year or less \$'000	Later than 1 and not later than 2 years \$'000	Later than 2 and not later than 5 years \$'000	Over 5 years \$'000	Total \$'000
<b>2016</b>					
<b>Operational</b>					
Animal control services	2,115	0	0	0	2,115
Information systems and technology	1,075	0	0	0	1,075
Collection and processing of recyclable waste (i)	1,745	1,546	258	0	3,549
Collection and processing of hard waste (i)	474	472	0	0	945
Cleaning contracts for Council buildings	793	272	0	0	1,065
Golf course management and maintenance	482	484	83	0	1,050
Insurance	1,177	0	0	0	1,177
Electoral services	554	0	0	0	554
Tree management	619	604	0	0	1,223
Internal Audit	161	210	0	0	371
<b>Capital</b>					
Construction works	2,400	0	0	0	2,400
	11,595	3,588	341	0	15,524

	1 year or less \$'000	Later than 1 and not later than 2 years \$'000	Later than 2 and not later than 5 years \$'000	Over 5 years \$'000	Total \$'000
<b>2015</b>					
<b>Operational</b>					
Provision of meals (i)	815	0	0	0	815
Animal control services	316	132	0	0	448
Information systems and technology	817	0	0	0	817
Collection and processing of recyclable waste (i)	1,603	1,403	2,014	0	5,020
Collection and processing of hard waste (i)	473	472	472	0	1,417
Cleaning contracts for Council buildings	794	794	202	0	1,790
Golf course management and maintenance	483	484	484	0	1,451
Insurance	1,189	0	0	0	1,189
Valuations	63	0	0	0	63
Home maintenance	30	0	0	0	30
Tree management	667	619	604	0	1,890
Internal Audit	163	163	223	0	549
<b>Capital</b>					
Construction works	1,712	0	0	0	1,712
	9,125	4,067	3,999	0	17,191

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 2016

#### Note 32. Operating leases

	2016 \$'000	2015 \$'000
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At the reporting date, Council had the following obligations under non-cancellable operating leases for the lease of buildings, office and gym equipment with terms ranging from 3 - 5 years (these obligations are not recognised as liabilities).

##### (a) Operating lease commitments

Commitments under non-cancellable operating leases at the end of the year are payable as follows:

Not later than one year	190	102
Later than one year but not later than 5 years	436	89
Later than 5 years	50	67
	<b>676</b>	258

##### (b) 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 75 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:

Not later than one year	370	227
Later than one year but not later than 5 years	270	462
Later than 5 years	108	127
	<b>749</b>	816

#### Note 33. 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 2016, 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 2015, 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 102.0%. To determine the VBI, the fund Actuary used the following long-term assumptions:

Net Investment Return	7.0% p.a.
Salary Inflation	4.25% p.a.
Price Inflation	2.5% p.a.



## Notes to the financial report

### For the Year Ended 30 June 2016

#### Note 33. Superannuation (continued)

Vision Super has advised that the VBI for the LASF Defined Benefit sub-plan is 102.0% as at 30 June 2016. The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 2015 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 2015 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 2016, this rate was 9.5% of members' salaries (9.5% in 2014/2015). 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**

If the defined benefit category is in an unsatisfactory financial position at actuarial investigation or the defined benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the defined benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

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.

##### **2015 Interim actuarial investigation surplus amounts**

The Fund's interim actuarial investigation as at 30 June 2015 identified the following in the defined benefit category of which Council is a contributing employer:

- A VBI surplus of \$130.8 million; and
- A total service liability surplus of \$239 million.

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 2015.

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.

Council was notified of the 30 June 2016 VBI during August 2016.

##### **Future superannuation contributions**

The expected contributions to be paid to the defined benefit category of Vision Super for the year ending 30 June 2017 is \$1,045,000.



## Notes to the financial report

### For the Year Ended 30 June 2016

#### Note 34. 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 in Note 33. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists. At this point in time it is not known if additional contributions will be required, their timing or potential amount.

##### Former landfill sites

Council has responsibility for a number of 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

The 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.



## Notes to the financial report

### For the Year Ended 30 June 2016

#### Note 35. Financial instruments

##### (a) Objectives and policies

The 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 is disclosed in Note 1 of the financial statements. Risk management is carried out by senior management under policies approved by the 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. The 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 which 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 rate.

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 the 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:

- we have a policy for establishing credit limits for the entities we deal with;
- we may require collateral where appropriate; and
- we only invest surplus funds with financial institutions which 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 the 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 which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which 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 34.

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 2016

#### Note 35. Financial instruments (continued)

##### (d) Liquidity risk

Liquidity risk includes the risk that, as a result of our operational liquidity requirements or 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:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The 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 34, 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. Details of the maturity profile for borrowings are disclosed at Note 27.

##### (e) Fair value

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

##### *Fair value hierarchy*

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

##### (f) 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 Reserve Bank of Australia):

- A parallel shift of +0.5% and -0.5% in market interest rates (AUD) from year-end rates.

Net surplus for the year would have changed by \$280,000 (-50 basis points) \$279,000 (+50 basis points) (2015 - change of -100 / +100 basis points: -50 \$413,000 +50 \$413,000 change), mainly as a result of lower/higher interest income from money market at call and term deposit investments. Equity would have been lower/higher by a corresponding amount.



## Notes to the financial report

### For the Year Ended 30 June 2016

#### Note 36. Related party transactions

##### (i) Responsible Persons

Names of persons holding the position of a Responsible Person at the Council at any time during the year are as follows:

##### Councillors

Vince Fontana (Mayor 09/11/2015 - Current)	Gaetano Greco
Tim Laurence	Bo Li
Trent McCarthy	Steven Tsitas (Mayor 10/11/2014 - 09/11/2015)
Angela Villella	Oliver Walsh
Julie Williams	

##### Chief Executive Officer

Rasiah Dev

##### (ii) Remuneration of Responsible Persons

The numbers of Responsible Persons, whose total remuneration from Council and any related entities fall within the following bands:

	2016	2015
	Number	Number
\$30,000 - \$39,999	7	7
\$50,000 - \$59,999	1	1
\$60,000 - \$69,999	1	0
\$70,000 - \$79,999	0	1
\$370,000 - \$379,999	1	0
\$390,000 - \$399,999	0	1
	<b>10</b>	10
	<b>\$'000</b>	\$'000
Total remuneration for the year for Responsible Persons included above amounted to:	<b>722</b>	732

Remuneration reported above includes normal salary payments along with superannuation payments, motor vehicle and other one off amounts such as back pay relating to the previous year.





## Notes to the financial report

### For the Year Ended 30 June 2016

#### Note 36. Related party transactions (continued)

##### (iii) Senior Officer's Remuneration

A Senior Officer other than a Responsible Person, is an officer of Council whose total annual remuneration was greater than \$139,000 (2015: \$136,000), or if remuneration is less than \$139,000 has management responsibilities and reports directly to the Chief Executive Officer.

The number of Senior Officers other than the Responsible Persons, are shown below in their relevant income bands:

	2016 Number	2015 Number
* < \$139,000	0	2
\$139,000 - \$139,999	1	0
\$140,000 - \$149,999	4	4
\$150,000 - \$159,999	3	4
\$160,000 - \$169,999	4	5
\$170,000 - \$179,999	7	3
\$180,000 - \$189,999	3	2
\$210,000 - \$219,999	0	1
\$230,000 - \$239,999	1	1
\$270,000 - \$279,999	1	0
	<b>24</b>	<b>22</b>
Note: * Senior Officer departed during the year		
	<b>\$'000</b>	<b>\$'000</b>
Total remuneration for the year for Senior Officers included above amounted to:	<b>4,135</b>	3,631

Remuneration reported above includes normal salary payments along with other one off amounts such as leave entitlements.

##### (iv) Responsible persons retirement benefits

The aggregate amount paid during the reporting period by Council in connection with the retirement of Responsible Persons' was \$0 (2015: Nil).

##### (v) Loans to responsible persons

No loans have been made, guaranteed or secured by the Council to a Responsible Person of the Council during the year.

##### (vi) Transactions with responsible persons

No transactions other than remuneration payments or the reimbursement of approved expenses were entered into by Council with Responsible Persons or Related Parties of such Responsible Persons during the reporting year (2015: Nil).

Cr Bo Li is an Ordinary Director of Regional Kitchen Pty Ltd.

Regional Kitchen Pty Ltd is a Local Government owned meals production facility in which Council is a current shareholder. Community Chef, a meals production company closely related to Regional Kitchen (through co-location and rental of Regional Kitchen assets), provides meals under contract to Council for recipients of delivered meals service. In 2015/2016 Council procured 62,643 meals from Community Chef at a cost of \$806,000 (2014/2015 78,937, \$886,000).

#### Note 37. Events occurring after balance date

There have been no events occurring after the balance date that have a material impact on the financial report.



## Certification of the Financial Statements

### For the Year Ended 30 June 2016

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 1989*, the *Local Government (Planning and Reporting) Regulations 2014*, Australian Accounting Standards and other mandatory professional reporting requirements.

**Allan Cochrane CPA**  
Principal Accounting Officer

**Melbourne**  
5 September 2016

In our opinion, the accompanying financial statements present fairly the financial transactions of the Darebin City Council for the year ended 30 June 2016 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.

**Vince Fontana**  
Councillor

**Oliver Walsh**  
Councillor

**Steve Hamilton**  
Acting Chief Executive Officer

**Melbourne**  
5 September 2016



**VAGO**

Victorian Auditor-General's Office

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## INDEPENDENT AUDITOR'S REPORT

### To the Councillors, Darebin City Council

#### *The Financial Report*

I have audited the accompanying financial report for the year ended 30 June 2016 of the Darebin City Council which comprises the comprehensive income statement, balance sheet, statement of changes in equity, statement of cash flows, statement of capital works, notes comprising a summary of the significant accounting policies and other explanatory information, and the certification of the financial statements.

#### *The Councillors' Responsibility for the Financial Report*

The Councillors of the Darebin City Council are responsible for the preparation and the fair presentation of the financial report in accordance with Australian Accounting Standards, and the financial reporting requirements of the *Local Government Act 1989*.

The Councillors are responsible for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error.

#### *Auditor's Responsibility*

As required by the *Audit Act 1994* and the *Local Government Act 1989*, my responsibility is to express an opinion on the financial report based on the audit, which has been conducted in accordance with Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the financial report 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 entity's internal control.

An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the Councillors, as well as evaluating the overall presentation of the financial report.

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

*Auditing in the Public Interest*



## Independent Auditor's Report (continued)

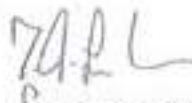
### *Independence*

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit, I and my staff and delegates complied with the applicable independence requirements of the Australian Auditing Standards and relevant ethical pronouncements.

### *Opinion*

In my opinion the financial report presents fairly, in all material respects, the financial position of the Darebin City Council as at 30 June 2016 and of its financial performance and its cash flows for the year then ended in accordance with applicable Australian Accounting Standards, and the financial reporting requirements of the *Local Government Act 1989*.

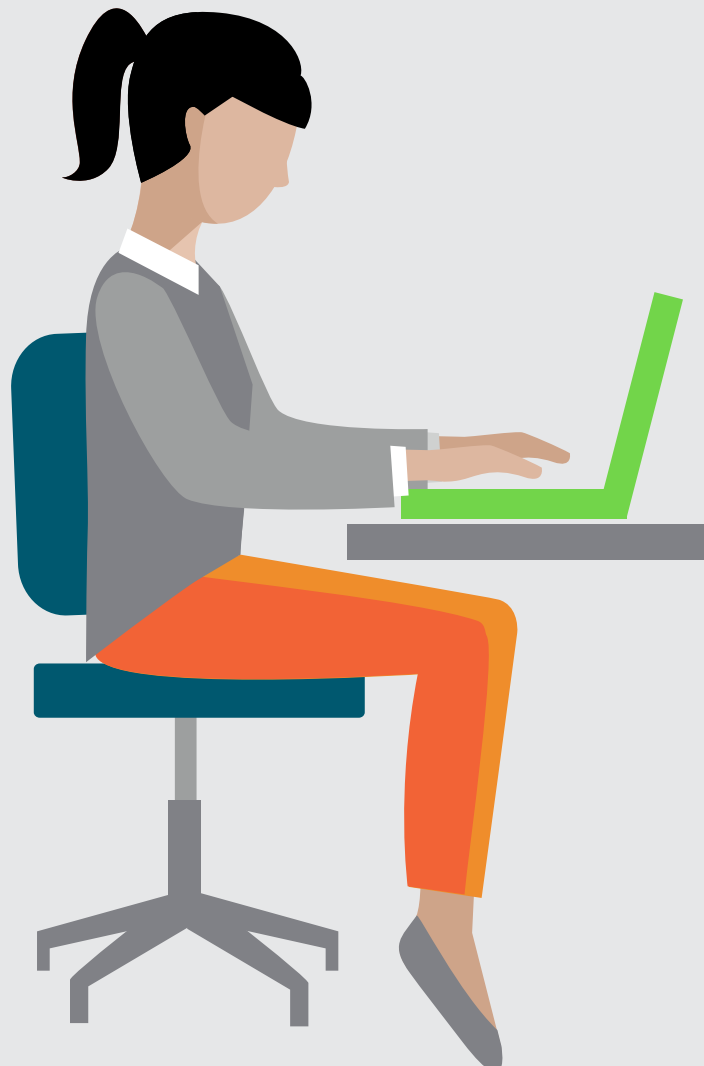
MELBOURNE  
9 September 2016

  
Dr Peter Frost  
Acting Auditor-General



# Performance Statement

## 30 June 2016





# Performance Statement

## For the Year Ended 30 June 2016

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### 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 150,881 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.



# Service Performance Indicators

## For the Year Ended 30 June 2016

● Service ● Indicator ● Measure

Service/indicator/measure	Results		Material Variations
	2015	2016	
<b>● Aquatic Facilities</b> <b>● Utilisation</b>			
● AF6 Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	6.3	5.6	Attendances at multi-use aquatic and leisure facilities have slowly been declining possibly due to an increase in private fitness centres. Council is reviewing its service delivery to meet this and other challenges.
<b>● Animal Management</b> <b>● Health and safety</b>			
● AM4 Animal management prosecutions [Number of successful animal management prosecutions]	11	3	The result is due to a large increase in park patrols, an upgrade of signage, two new fenced 'off-lead' areas as well as education programs in schools.
<b>● Food Safety</b> <b>● Health and safety</b>			
● 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	98.0%	100.0%	Over the course of the year, every critical or major non-compliance outcome notification was followed up.
<b>● Governance</b> <b>● Satisfaction</b>			
● 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]	67.8	66.9	Residents maintained a high level of satisfaction with Council decision making. The result comes from Darebin's Community Survey. For the full report visit <a href="http://www.darebin.vic.gov.au">www.darebin.vic.gov.au</a>
<b>● Home and Community Care</b> <b>● Participation</b>			
● HC6 Participation in HACC service [Number of CALD people who receive a HACC service / Municipal target population for HACC services] x100	22.4%	19.6%	A lot of work by our Home and Community Care Team is not included in this measure. There are also a large number of agencies offering home care in Darebin and therefore some eligible residents seek assistance elsewhere.
● HC7 Participation in HACC service by CALD people [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	21.1%	18.5%	A lot of work by our Home and Community Care Team is not included in this measure. There are a large number of agencies offering home care in Darebin and therefore some eligible residents seek assistance elsewhere.
<b>● Libraries</b> <b>● Participation</b>			
● LB4 Active library members [Number of active library members / Municipal population] x100	16.2%	16.0%	Darebin Council has increased investment into this service by expanding the digital collection and ensuring libraries are an engaging and vital public space.



# Service Performance Indicators

## For the Year Ended 30 June 2016

● Service ● Indicator ● Measure

Service/indicator/measure	Results		Material Variations
	2015	2016	
<b>● Maternal and Child Health</b> <b>● Participation</b>			
<b>● MC4</b> 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	75.9%	N/A	LGV has provided an extension for the MCH indicators until the end of October 2016 due to a statewide software issue.
<b>● MC5</b> 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	60.5%	N/A	LGV has provided an extension for the MCH indicators until the end of October 2016 due to a statewide software issue.
<b>● Roads</b> <b>● Satisfaction</b>			
<b>● R5</b> Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	69.3	70.8	No variation/comment.
<b>● Statutory Planning</b> <b>● Decision making</b>			
<b>● SP4</b> 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	45.3%	60.3%	Despite a growing number of complex planning applications, in 2014/2015 60% of Council's decisions were supported by VCAT compared with 45% last year.
<b>● Waste Collection</b> <b>● Waste diversion</b>			
<b>● WC5</b> 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	48.3%	47.4%	This figure is slightly down on last year's result of 48%. The result is due to seasonal variations affecting green waste as well as the uptake of digital media replacing newspaper.

### 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.

**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 authorized 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*

**HACC Program** – means the Home and Community Care Program established under the Agreement entered into for the purpose of the *Home and Community Care Act 1985* of the Commonwealth.

**HACC Service** – means home help, personal care or community respite provided under the HACC Program.

**Local road** – means a sealed or unsealed road for which the 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 Council by an authorized 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*.





## Sustainable Capacity Indicators For the Year Ended 30 June 2016

● Indicator ● Measure

Indicator/measure	Results		Material Variations
	2015	2016	
<b>● Population</b>			
● C1 Expenses per head of municipal population [Total expenses / Municipal population]	\$1,024	\$936	Total Expenditure impacted by write-back of \$6.4M payable for unspent DCP funds which is no longer required. (See Note 24 of the Annual Financial Report).
● C2 Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$3,827	\$4,032	Increase in infrastructure valuation due to 2016 revaluation of buildings.
● C3 Population density per length of road [Municipal population / Kilometres of local roads]	291	296	No variation/comment.
<b>● Own-source revenue</b>			
● C4 Own source-revenue per head of municipal population [Own-source revenue / Municipal population]	\$879	\$923	No variation/comment.
<b>● Recurrent grants</b>			
● C5 Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$123	\$94	Prior year recurrent grants impacted by advance payment of 50% of the 2015/2016 Victorian Grants Commission funding.
<b>● Disadvantage</b>			
● C6 Relative socio-economic disadvantage [Index of Relative Socio-economic Disadvantage by decile]	5.0	5.0	No variation/comment.

### 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 the 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 website.

**Unrestricted cash** – means all cash and cash equivalents other than restricted cash.



# Financial Performance Indicators

## For the Year Ended 30 June 2016

● Dimension ● Indicator ● Measure

Dimension/indicator/measure	Results		Forecasts				Material Variations
	2015	2016	2017	2018	2019	2020	
<b>● Efficiency</b>							
<b>● Revenue level</b>							
● E1 Average residential rate per residential property assessment [Residential rate revenue / Number of residential property assessments]	\$1,381	\$1,448	\$1,515	\$1,591	\$1,702	\$1,822	No variation/comment.
<b>● Expenditure level</b>							
● E2 Expenses per property assessment [Total expenses / Number of property assessments]	\$2,290	\$2,087	\$2,272	\$2,386	\$2,471	\$2,475	Total Expenditure impacted by write-back of \$6.4M payable for unspent DCP funds which is no longer required. (See Note 24 of the Annual Financial Report).
<b>● Workforce turnover</b>							
● 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	9.8%	5.0%	9.3%	9.3%	9.3%	9.3%	Lower than expected terminations and resignations experienced during the year.
<b>● Liquidity</b>							
<b>● Working capital</b>							
● L1 Current assets compared to current liabilities [Current assets / Current liabilities] x100	159.5%	226.8%	152.9%	131.9%	126.5%	110.9%	Current liabilities impacted by write-back of \$6.4M payable for unspent DCP funds which is no longer required. (See Note 24 of the Annual Financial Report).
<b>● Unrestricted cash</b>							
● L2 Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	61.6%	91.5%	69.9%	32.9%	27.6%	12.4%	Unrestricted cash impacted by larger than anticipated carry forward capital works.
<b>● Obligations</b>							
<b>● Asset renewal</b>							
● O1 Asset renewal compared to depreciation [Asset renewal expenses / Asset depreciation] x100	60.3%	66.1%	103.2%	86.5%	81.3%	92.8%	Asset renewal was impacted by delays in completing the 2015/2016 Capital Works Program.
<b>● Loans and borrowings</b>							
● O2 Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	0.16%	0.00%	0.00%	0.00%	0.00%	0.00%	No variation/comment.
● O3 Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	0.14%	0.16%	0.00%	0.00%	0.00%	0.00%	No variation/comment.



# Financial Performance Indicators

## For the Year Ended 30 June 2016

● Dimension ● Indicator ● Measure

Dimension/indicator/measure	Results		Forecasts				Material Variations
	2015	2016	2017	2018	2019	2020	
<b>● Indebtedness</b>							
● O4 Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	1.1%	1.2%	1.0%	1.0%	1.0%	0.9%	No variation/comment.
<b>● Operating Position</b>							
<b>● Adjusted underlying result</b>							
● OP1 Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	(1.9%)	8.0%	3.7%	(0.3%)	(3.1%)	(2.4%)	Adjusted underlying surplus impacted by write-back of \$6.4M payable for unspent DCP funds which is no longer required. (See Note 24 of the Annual Financial Report).
<b>● Stability</b>							
<b>● Rates concentration</b>							
● S1 Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	71.4%	73.9%	74.3%	74.3%	74.3%	74.5%	No variation/comment.
<b>● Rates effort</b>							
● S2 Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.27%	0.25%	0.30%	0.30%	0.30%	0.30%	No variation/comment.

### 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 a 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 2016

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#### 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 1989* 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 the 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.

The forecast figures included in the Performance Statement are those adopted by Council in its Strategic Resource Plan on 27 June 2016 and which forms part of the Council Plan. The Strategic Resource Plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The strategic resource plan can be obtained by contacting Council.



## Certification of the performance statement

### For the Year Ended 30 June 2016

In my opinion, the accompanying Performance Statement has been prepared in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

**Allan Cochrane CPA**  
Principal Accounting Officer

**Melbourne**  
5 September 2016

In our opinion, the accompanying Performance Statement of the Darebin City Council for the year ended 30 June 2016 presents fairly the results of Council's performance in accordance with the *Local Government Act 1989* 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.

**Vince Fontana**  
Councillor

**Oliver Walsh**  
Councillor

**Steve Hamilton**  
Acting Chief Executive Officer

**Melbourne**  
5 September 2016



# VAGO

Victorian Auditor-General's Office

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## INDEPENDENT AUDITOR'S REPORT

### To the Councillors, Darebin City Council

#### *The Performance Statement*

I have audited the accompanying performance statement for the year ended 30 June 2016 of the Darebin City Council which comprises the statement, the related notes and the certification of the performance statement.

#### *The Councillors' Responsibility for the Performance Statement*

The Councillors of the Darebin City Council are responsible for the preparation and fair presentation of the performance statement in accordance with the *Local Government Act 1989* and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the performance statement that is free from material misstatement, whether due to fraud or error.

#### *Auditor's Responsibility*

As required by the *Local Government Act 1989*, my responsibility is to express an opinion on the performance statement based on the audit, which has been conducted in accordance with Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about whether the performance statement is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the performance statement. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the performance statement, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the performance statement 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 entity's internal control. An audit also includes evaluating the overall presentation of the performance statement.

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



### Independent Auditor's Report (continued)

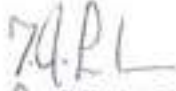
#### *Independence*

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit, I and my staff and delegates complied with all applicable independence requirements of the Australian accounting profession.

#### *Auditor's Opinion*

In my opinion, the performance statement of the Darebin City Council in respect of the 30 June 2016 financial year presents fairly, in all material respects, in accordance with the *Local Government Act 1989*.

MELBOURNE  
9 September 2016

  
Dr Peter Frost  
Acting Auditor-General



## Glossary of financial terms

Term	Definition
<b>Accrual accounting</b>	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.
<b>Accumulated surplus</b>	The value of all net assets accumulated over time.
<b>AIFRS</b>	Australian equivalents to International Financial Reporting Standards.
<b>Assets</b>	Future economic benefits controlled by Council as a result of past transactions or other past events.
<b>Bad and doubtful debts expenditure</b>	Bad debts written off and the movement in the bad debt provision for infringement debtors and sundry debtors.
<b>Balance sheet</b>	A quantitative summary of Council's financial position at 30 June, including assets, liabilities and net equity.
<b>Cash and cash equivalents assets</b>	Cash and investments readily convertible to cash, including cash on hand, cash held in the bank, deposits at call and highly liquid investments.
<b>Contributions income</b>	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.
<b>Current assets</b>	Assets where Council expects to receive the future economic benefit within the next 12 months.
<b>Current liabilities</b>	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.
<b>Depreciation and amortisation expenditure</b>	An expense that recognises the value of a fixed asset consumed over time.
<b>Employee costs</b>	Relates to wages and salaries, casual staff payments, annual leave, long service leave, superannuation, fringe benefits tax, WorkCover and redundancy payments.
<b>Equity</b>	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.
<b>Expense</b>	An outgoing payment made by Council.
<b>Finance costs</b>	Interest paid on borrowings.
<b>Financial assets</b>	Cash held in term deposits.
<b>Fixed assets</b>	See Property, infrastructure, plant and equipment assets.
<b>Grants – non-recurrent income</b>	Grant income received for a 'one off' specific purpose, generally for a particular project.
<b>Grants – recurrent income</b>	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
<b>Comprehensive Income Statement</b>	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 including 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.
<b>Intangible assets</b>	Non-current assets held by Council that are not material assets (such as computer software and licences).
<b>Interest and investment income</b>	Includes interest earned on all cash and investment balances, interest earned on rates and unrealised gains on managed fund investments.
<b>Interest bearing loans and borrowings</b>	Council's borrowings.
<b>Inventories</b>	Includes fuel and consumables located at Council's depot and recreation centres.
<b>Investment property assets</b>	Land or buildings held to earn rentals or for capital appreciation or both, rather than for providing services or for administrative purposes.
<b>Investments in associates accounted for using the equity method</b>	Council's share of the carrying value of its investment in its joint venture partnerships.
<b>Liabilities</b>	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.
<b>Materials and services expenditure</b>	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.
<b>Movement in equity for the period</b>	The net movement in the net surplus (deficit) and asset revaluation increments (decrements). This is also equal to the change in net assets.
<b>Net asset revaluation increment (decrement)</b>	This represents the increase (decrease) between the old valuation and new valuation of property and infrastructure asset classes, which were re-valued during the year.
<b>Net assets</b>	The difference between total assets and total liabilities, which represents Council's net worth. Net assets are also equal to total equity.
<b>Net gain (loss) on disposal of property, plant and equipment, infrastructure</b>	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.
<b>Non-current assets</b>	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.
<b>Non-current assets classified as held for sale</b>	Non-current assets that Council intends to sell within the next 12 months.



Term	Definition
<b>Non-current liabilities</b>	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.
<b>Other expenses</b>	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.
<b>Other revenue income</b>	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.
<b>Infringement Court</b>	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.
<b>Prepaid income</b>	Income received by Council in advance of services being performed. This includes prepaid gym memberships at Council's recreation centres.
<b>Prepayments</b>	Payments made by Council in advance of receiving the goods or services.
<b>Property, infrastructure, plant and equipment assets</b>	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.
<b>Provisions</b>	Includes accrued long service leave, annual leave and rostered days off owing to employees at the reporting date.
<b>Rate and charges income</b>	Income received from ratepayers in relation to general rates, garbage rates and special rate schemes.
<b>Reserves</b>	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.
<b>Revenue</b>	Revenue is the amount of money that Council actually receives from its activities, mostly from rates and services provided to customers and ratepayers.
<b>Right-of-way</b>	Former laneway no longer required for access to surrounding properties.
<b>Share of net profits (losses) of associates and joint ventures accounted for by the equity method</b>	Council's share of the net profit/loss recognised in its joint venture partnerships.
<b>Statutory fees and fines income</b>	Includes parking infringements and costs, infringement court recoveries, town planning fees, land information certificates and trader parking and street furniture permits.



Term	Definition
<b>Surplus (deficit)</b>	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.
<b>Trade and other payables</b>	Monies owed by Council to other entities/individuals.
<b>Trade and other receivables</b>	Monies owed to Council by ratepayers and other parties less provisions for doubtful debts.
<b>Trust funds and deposits</b>	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.
<b>Underlying operating surplus/(deficit)</b>	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.
<b>User fees</b>	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.



## Global Reporting Initiative (GRI) Index

The Global Reporting Initiative (GRI) enables organisations to measure and understand their impacts on the environment, society and the economy. The guidelines form the basis of globally recognised sustainability reporting.

This report contains Standard Disclosures from the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines. While we are not yet fully compliant with all of the guidelines the Index below lists the location of the indicators we discussed within the Annual Report.

STANDARD DISCLOSURES	SECTION/PAGE/COMMENT
<b>Strategy and analysis</b>	
G4-1 Statement from Council's most senior decision-maker	Mayor and CE Messages
G4-2 Description of key impacts, risks and opportunities	Throughout the report
<b>Organisational profile</b>	
G4-3 Name of the organisation	City of Darebin
G4-4 Primary brands, products and/or services	Throughout the report
G4-5 Location of head office	Inside back cover
G4-6 Areas in which Council operates	Our Council
G4-7 Nature of ownership and legal form	Our Council
G4-8 Sectors served	Ward map, Our Council, Our Stakeholders
G4-9 Scale of Council	Our Council, Financial Overview
G4-10 Size and compilation of workforce	Workplace Report
G4-11 Percentage of employees covered by collective bargaining agreements	All staff (excluding senior officers) are covered by Local Area Workplace Agreements
G4-13 Significant changes of size, structure, ownership or supply chain	Organisation Structure, Workplace Report
<b>Organisational profile: commitments to external initiatives</b>	
G4-15 Externally developed economic, environmental and social charters, principles or other initiatives to which the organisation subscribes or endorses.	Throughout the report
G4-16 Memberships in associations and/or national/international advocacy organisations in which the organisation: has positions in governance bodies; participates in projects or committees; provides substantive funding beyond routine membership dues; or views membership as strategic.	Throughout the report
<b>Identified material aspects and boundaries</b>	
G4-17 Organisational entities	Our People, Organisation Structure, Operational and Financial reports
G4-18 Process for defining report content	Reporting framework
G4-20 and G4-21 Boundary of the report. Specific limitations on the scope or boundary of the report. Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations and other entities that can significantly affect comparability from period to period and/or between organisations.	Our Council, Welcome to the Annual Report, Financial and Standard statements



**Stakeholder engagement**

G4-24 List of stakeholder groups engaged by the organisation.	Our Stakeholders
G4-25 Basis for identification and selection of stakeholders with whom to engage.	Throughout the report
G4-26 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Our Stakeholders
G4-27 Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting.	Throughout the report, Consultation and engagement summary

**Report profile**

G4-28 Reporting period for information provided	Front cover, throughout report
G4-29 Date of most recent previous report	Annual Report 2014/2015
G4-30 Reporting cycle	Financial year, throughout report
G4-31 Contact point for questions	Inside back cover, website references
Report profile: GRI index	
G4-32 Table identifying the location of the standard disclosures in the report.	GRI index
Report profile: Assurance	
G4-33 Policy and current practice regarding seeking external assurance for the report.	Audit reports

**Governance**

G4-34 and G4-38 Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight.	Our Council, Corporate Information and Governance
G4-39 Indicate whether the Chair of the highest governance body is also an executive officer.	The Mayor is not an executive officer
G4-40 Process for determining the composition, qualifications and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.	The <i>Local Government Act 1989</i> , Committee Charters
G4-41 Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Corporate Information and Governance
G4-45 and G4-47 Procedures of the highest governance body for overseeing the organisation's identification and management of economic, environmental and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct and principles.	Our Council, Workplace Report, Corporate Information and Governance
G4-51 Linkage between compensation for members of the highest governance body, senior managers and executives (including departure arrangements), and the organisation's performance (including social and environmental performance).	Compensation for all executive team members is linked to their performance against objectives agreed with Council or the Chief Executive

**Ethics and integrity**

G4-56 Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental and social performance, and the status of their implementation.	Introduction, throughout the report
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SPECIFIC STANDARD DISCLOSURES	SECTION/PAGE/COMMENT
<b>Economic</b>	
G4-EC1 Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings and payments to capital providers and governments.	Financial Report
G4-EC3 Coverage of the organisation's defined benefit plan obligations.	Financial Report
G4-EC4 Significant financial assistance received from government.	Financial Report, Major Projects
<b>Environmental</b>	
G4-EN6 Energy saved due to conservation and efficiency improvements.	Environmental Report
G4-EN15 and G4-EN16 Total direct and indirect greenhouse gas emissions by weight.	Environmental Report
G4-EN19 Initiatives to reduce greenhouse gas emissions and reductions achieved.	Environmental Report, Performance Report
G4-EN23 Total weight of waste by type and disposal method.	Environmental Report, Performance Report
G4-EN27 Initiatives to mitigate environmental impacts of products and services, and the extent of impact mitigation.	Environmental Report, Performance Report
G4-EN29 Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations.	No fines or sanctions were received
<b>Social</b>	
G4-LA10 Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Workplace Report
G4-LA12 Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership and other indicators of diversity.	Workplace Report
G4-SO8 Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations.	Financial statements



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# Contact us

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**ABN 75 815 980 522**

## Feedback details

We would love to hear your feedback about this report. Comments, concerns or suggestions should be addressed to the Performance Support Unit.

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## Council Customer Service Centres

### Preston Customer Service Centre

Darebin Civic Centre  
274 Gower Street, Preston  
Hours: 8:30am – 5:00pm  
Monday to Friday

### Northcote Customer Service Centre

Northcote Library Complex  
32-38 Separation Street, Northcote  
Hours: 8:30am – 5:00pm  
Monday to Friday

### Northland Customer Service Centre

Northland Shopping Centre  
50 Murray Road, Preston  
Hours: 8:30am – 5:00pm  
Monday to Friday and  
9:00am – 12:00pm Saturday

### Reservoir Customer Service Centre

Reservoir Community and Learning Centre  
23 Edwardes Street, Reservoir  
Hours: 10:00am – 5:00pm  
Monday to Friday

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This report contains a summary of the performance of Darebin City Council over the 2015/2016 financial year. If you would like a section of this report translated please call our Multilingual Telephone Line (03) 8470 8470.

### Arabic

يتضمن هذا التقرير ملخصاً لأداء مجلس مدينة Darebin خلال السنة المالية 2016/2015. إذا كنت ترغب في الحصول على ترجمة جزء من هذا التقرير يرجى الاتصال بخط الهاتف متعدد اللغات الخاص بنا على الرقم (03) 8470 8470.

### Chinese

本报告包含戴瑞宾市议会2015/2016财政年度的绩效概要。如果您希望本报告的任一部分翻译成中文，请致电我们的多语种专线（03）8470 8470。

### Greek

Η έκθεση αυτή περιέχει μια περίληψη των επιδόσεων του Δήμου Darebin κατά το οικονομικό έτος 2015/2016. Αν θέλετε να μεταφραστεί ένα απόσπασμα της παρούσας έκθεσης, παρακαλούμε καλέστε την Πολύγλωσση Τηλεφωνική μας Γραμμή στο (03) 8470 8470.

### Hindi

इस रिपोर्ट में 2015/2016 वित्तीय वर्ष के लिए डेयरबिन सिटी काउंसिल के प्रदर्शन का सारांश दिया गया है. अगर आप इस रिपोर्ट के किसी भाग का अनुवाद करवाना चाहते हैं तो हमारी बहुभाषी टेलीफोन लाइन (03) 8470 8470 पर कॉल करें.

### Italian

Questa relazione contiene un riassunto dell'operato del comune di Darebin City nell'anno finanziario 2015/2016. Se desiderate parte di questa relazione tradotta chiamate la Linea Telefonica Multilingue al numero (03) 8470 8470.

### Macedonian

Овој извештај содржи преглед на работењето на Општинскиот совет на Даребин во текот на 2015/2016 финансиска година. Ако сакате дел од овој извештај да ви се преведе ве молиме јавете се на нашата Повеќејазична телефонска линија (03) 8470 8470.

### Somali

Warbixintan waxaa ku jira soo-koobidda waxqabadka Guddiga Degmada Darebin ee sanad maaliyadeedkii 2015/2016. Haddii aad jeclaan lahayd in qayb ka mid ah warbixintaan la tarjumo fadlan wac Khadkayaga Telefoonka Luqadaha-Badan (03) 8470 8470.

### Vietnamese

Báo cáo này có phần tóm tắt hiệu năng của Hội đồng Thành phố Darebin trong năm tài chính 2015/2016. Nếu quý vị muốn đoạn nào trong báo cáo này được dịch ra cho mình, xin quý vị gọi điện thoại cho đường dây đa ngữ của chúng tôi qua số (03) 8470 8470.

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