



CITY OF DAREBIN



ANNUAL REPORT
2016/2017

the place
to live



OUR VISION

A greener, bolder, more connected city.

OUR MISSION

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

155,022
people call
Darebin
home.

33%
of people
living in Darebin
were born
overseas.

The City of
Darebin is situated
between 5 and
15km north of
Melbourne's CBD.



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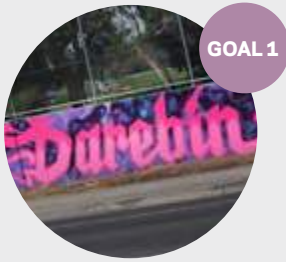
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In 2016/2017, 18 street art projects were completed as part of our Paint the City program. Photos of the artworks are featured throughout this report.

Cover illustration by Hayden Dewar.

The City of Darebin symbol, the Rainbow Lorikeet, was the inspiration for Hayden's Welcome to Darebin design. More information about this mural is on page 61.

2016/2017 HIGHLIGHTS FROM THE FINAL YEAR OF OUR COUNCIL PLAN 2012-2017



GOAL 1

Vibrant city and innovative economy

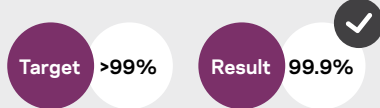
(pages 55-65)

Highlights

- Darebin's first Tourism Strategy was launched in September 2016 and the first Darebin Tourism Network meeting was held in May 2017.
- We helped 3 local businesses gain State and Federal funding, which resulted in commitments to employ 100 staff.
- We hosted 45 business events that were attended by more than 1,900 people.

Results

% of bins collected on the scheduled day



Number of new jobs within the City of Darebin annually



Looking ahead

- In 2017/2018 a Development Contributions Plan will be developed to help fund new infrastructure to support future population growth.
- Work will continue on the Oakover Village Precinct Concept Plan. We are preparing to transform this precinct from vacant and underutilised industrial land into a small mixed-use neighbourhood centre.
- The Darebin Planning Scheme will be reviewed in 2017/2018.



GOAL 2

Healthy and connected community

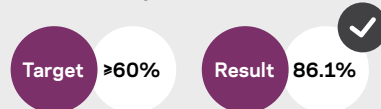
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Highlights

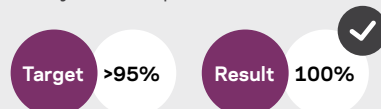
- We helped 86 Aged and Disability clients transition to the National Disability Insurance Scheme (NDIS).
- The Darebin Child Friendly City Framework, which acknowledges Darebin as a child friendly city and supports the rights of children, was endorsed by Council on 4 July 2016.

Results

% of community survey respondents who were satisfied with our Aged and Disability services.



% of sports grounds delivered ready for competition use on time.



Looking ahead

- We will continue to support National Disability Insurance Scheme (NDIS) eligible clients as they transition to the Scheme.
- Our Health and Wellbeing Plan 2017-2021, the Equity, Diversity and Inclusion Framework 2017-2021, and their associated Action Plans, will be developed in 2017/2018.
- We will be supporting early childhood services in Darebin through new education reforms (Federal and State) that will increase service accessibility for families. Implementation of an online portal will help parents apply for kindergarten and child care.



GOAL 3

Sustainable and resilient neighbourhoods

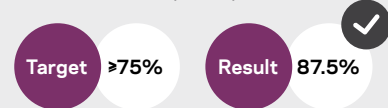
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Highlights

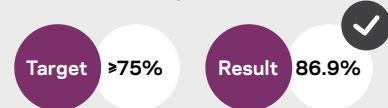
- 143 businesses upgraded to LED lights as part of our LightSmart program. 12,000 lights were changed and businesses saved an average of \$3,000 per year in electricity.
- 183 solar systems were installed on pensioner and social housing homes through our award-winning Solar Saver program, which enables low income households to install solar through a special rates scheme.
- Over 2,000 trees were planted in streetscapes and parks as part of the Urban Forest Strategy and the GreenStreets Strategy.

Results

% of community survey respondents who were satisfied with our maintenance of parks, reserves and open spaces



% of community survey respondents who were satisfied with our overall environmental performance



Looking ahead

- In 2017/2018, we will host a Climate Emergency Conference to promote Darebin as a leader in local responses to the climate emergency.
- Our Solar Saver program will be extended to ensure 2,000 kilowatts solar is committed for installation in the following year.

For more details about our performance in 2016/2017 go to page 52.

You can read the Council Plan on our website www.darebin.vic.gov.au/CouncilPlan



Thriving and creative culture

(pages 92-98)

Highlights

- Bundoora Homestead Art Centre presented *Closing the Distance*, an exhibition of works by Chinese and Australian-Chinese artists.
- Darebin Arts Speakeasy presented Northcote comedian Sammy J in his new work *Hero Complex* as part of the Melbourne Fringe Festival. The show won Best Comedy Show and was nominated for Best Show at the Melbourne International Comedy Festival and a Helpmann Award.
- The 20th Anniversary of the Darebin Music Feast in October 2016 featured increased programming and support for local artists, including a closing party at Preston Market featuring local talent Alex Lahey, Dorsal Fins and Clairry Browne.

Results

% of community survey respondents who were satisfied with our festivals and events



Number of street art projects completed



Looking ahead

- The refurbishment of the Darebin Arts and Entertainment centre will be completed in 2017/2018.
- We will develop a portfolio of affordable and accessible working spaces in Darebin-owned facilities for artists and companies and create a Cultural Infrastructure Framework that will ensure consideration of creative spaces in new buildings, Master Plans and developments.



Excellent service

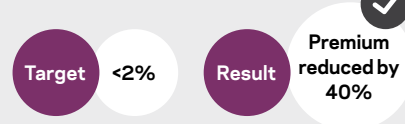
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Highlights

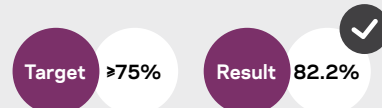
- We implemented CareLink+, which centralised client information and enabled us to improve our services.
- The Darebin Planet Library app was launched in January 2017. The app helps improve the literacy of young people by encouraging a love of reading and making it fun and easy to access resources.
- The introduction of online animal registrations made it easier for residents to register new pets.

Results

Reduce WorkCover premium from current levels after allowing for government adjustments and health CPI increases



% of community survey respondents who were satisfied with our performance in ease of contact, helpfulness of staff, speed of response and attitude of staff.



Looking ahead

- An Enterprise Risk Management Strategy and Framework will be developed and implemented in 2017/2018. The Strategy will enhance existing risk management practices, minimise unexpected losses and maximise opportunities.
- New technology will enable us to queue inbound emails, social media communications and web chat via the Darebin website.



Open and accountable democracy

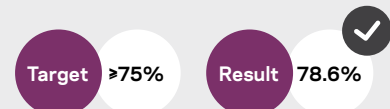
(pages 108-117)

Highlights

- We successfully advocated to the Level Crossing Removal Authority for a greater level of urban realm works alongside the level crossing removals that will start in 2018.
- Our 2015/2016 Annual Report received a gold award from the Australasian Reporting Awards.
- The Council Plan 2017-2021 was adopted on 22 June 2017. It contains a detailed Action Plan for 2017/2018. The plan was developed over many months through consultation with over 1,000 residents, businesses and other stakeholders. www.darebin.vic.gov.au/CouncilPlan

Results

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



% of community survey respondents who were satisfied with our communication

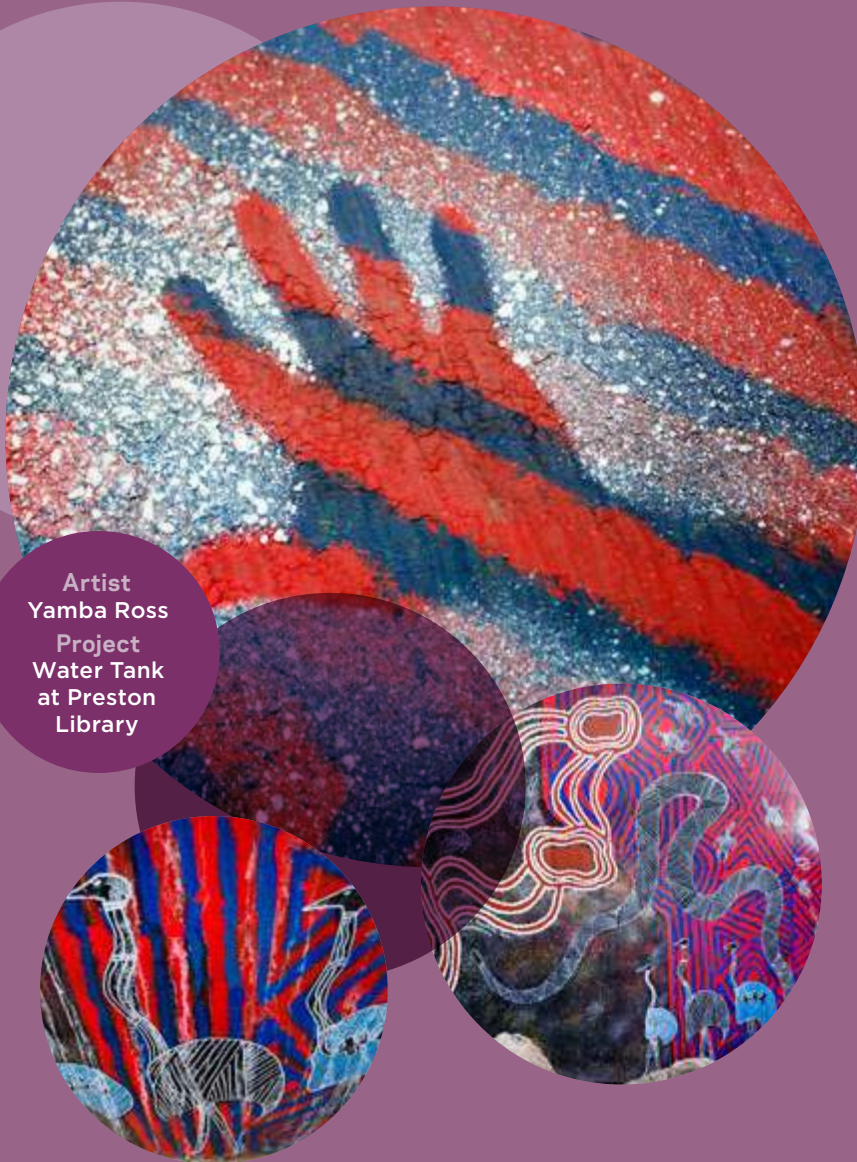


Looking ahead

- In preparation for ongoing Aged Care reforms, we will consult with at least 500 older residents about how to make Darebin a more Age Friendly City.
- We will consult our community about how we can better manage parking, walking, cycling and improve road safety, which will culminate in the development of strategies for each.
- An Advocacy Strategy that identifies priority issues, partners, strategies, goals, actions and timelines will be developed.



1. INTRODUCTION



Artist
Yamba Ross
Project
Water Tank
at Preston
Library

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WELCOME

We are proud to present the City of Darebin Annual Report for 2016/2017. The Annual Report presents a snapshot of how we served our community and how we performed in the 2016/2017 financial year. We hope you find it informative and useful.

Acknowledgement of Traditional Owners and Aboriginal and Torres Strait Islander communities in Darebin

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

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

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

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

Darebin's Diversity Statement

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 outdoor places in Darebin. Entries were submitted via Facebook, Instagram and Twitter under our #discoverdarebin hashtag. The winning photos are included throughout the Annual Report.

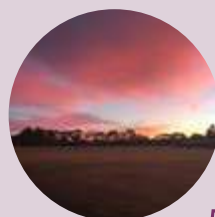
The competition was a fantastic way to interact and engage with our local community and others who work, study and shop in Darebin. We also ran a competition for our employees and received some excellent entries.



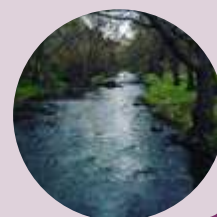
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THE PURPOSE OF THE ANNUAL REPORT

The Annual Report reviews our strategic, operational and financial performance for the financial year 1 July 2016 to 30 June 2017. 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

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 from us.

The year in review (page 10) provides a general overview of our operations throughout 2016/2017. It includes messages from our Mayor and Chief Executive Officer, along with information about how we spent your rates, a financial summary, major projects, our achievements, sustainability, and a calendar of events.

Our city (page 25) has information about the City of Darebin, who lives in Darebin, introduces our Councillors and explains how local government works.

Our people (page 34) tells the story of our organisation and the people who lead it. It also provides a snapshot of our employees and workplace culture, and acknowledgement of the work done by Darebin's many volunteers.

Our performance (page 52) sets out how we performed against the goals stated in our Council Plan 2013-2017. You can also read about the technology we are using, our diversity, our environmental work, advocacy and the different ways we interacted with our community.

Governance and corporate information (page 118) 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 158) contains the audited performance and financial statements that we are required by law to provide.

The Annual Report 2016/2017 was prepared in accordance with all the statutory requirements of the *Local Government Act 1989* and its associated regulations.

This report compares our achievements with our strategic objectives and the goals we set out in our Council Plan 2013-2017.



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 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 the 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.



OUR SERVICES

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

For older people and people with disabilities

- Assessment for Aged and Disability services
- Social support groups
- Home and personal care
- Meals on wheels
- Community transport
- Home maintenance
- Access to senior citizen facilities
- Information about Commonwealth Aged and Disability programs

For businesses

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

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
- Maintenance of 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
- Maintenance of local amenities and plant trees
- Education and leadership on environmental sustainability
- 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
- Active engagement with newly arrived populations, migrants and refugees
- Support for sustainable food and environment initiatives
- Graffiti removal and prevention
- Encouragement and provision of increased opportunities for sustainable transport
- Community events and festivals





MY FAVOURITE PLACE IN DAREBIN IS...

Darebin Creek in the
Darebin Parklands.

#internationaldogday
#discoverdarebin

PHOTO BY SMGUNN

GRAND
PRIZE
WINNER!

#discoverdarebin





OUR STAKEHOLDERS

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

Stakeholders

Community groups and volunteers

Government – State, Federal and other councils

Ratepayers

Residents

Local businesses

They are important to us because they...

- connect us with our community; encourage community participation; help with planning and advocacy; contribute to the development of strategies, policies and programs.
- provide resources, guidance, legislation and regulations; and support, partnerships, networks, and economies of scale.
- provide funding for local services and infrastructure; give feedback about local issues; guide our values; use the services we provide.
- give feedback about local services and infrastructure; guide our values; use the services we provide; tell us which issues are most important to them.
- invigorate the local economy and create jobs.

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; enhance the wellbeing of Darebin residents.
- provide local services; drive local economic growth; reduce unemployment; create networks; stimulate tourism; 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; welcome and encourage diversity.
- support job creation; encourage new businesses; run development and education sessions; host networking events; issue permits.

We engage with this group via...

- advisory committees and reference groups; workshops; community meetings; forums; face-to-face meetings; online.
- formal legislative reporting; partnerships; meetings; briefings; networking events; correspondence.
- rates notices; community forums; publications; our website; the Annual Report; mail outs; consultation sessions; customer service centres; face-to-face meetings; telephone.
- Council meetings; forums; community surveys; our website; publications; social media; the Annual Report; mail-outs; consultation sessions; customer service centres; door-to-door interviews.
- our Business Development Unit; our business incubator; trade associations; consultation sessions; networking events; surveys; face-to-face meetings.



Turn to page 115 for more information about how we consulted and engaged with our stakeholders in 2016/2017.

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.

Visitors to Darebin	Suppliers	Media	Customers	Partners	Employees and their representatives
<ul style="list-style-type: none"> > invigorate the local economy by visiting, shopping and studying in Darebin. 	<ul style="list-style-type: none"> > provide goods and services. 	<ul style="list-style-type: none"> > help us to communicate with our community and raise awareness of services, facilities and events. 	<ul style="list-style-type: none"> > use our services and facilities and provide feedback for improvement. 	<ul style="list-style-type: none"> > share their knowledge, innovation, experience and resources and allow for economies of scale. 	<ul style="list-style-type: none"> > are crucial to our delivery of services and bring experience and knowledge to the organisation.
<ul style="list-style-type: none"> > provide good quality products, services and facilities. 	<ul style="list-style-type: none"> > purchase their goods and services. 	<ul style="list-style-type: none"> > provide local data and information. 	<ul style="list-style-type: none"> > provide services and facilities and host events. 	<ul style="list-style-type: none"> > provide leadership; share knowledge, innovation, experience and resources; create local jobs. 	<ul style="list-style-type: none"> > provide a challenging and rewarding work environment; training; career progression; equal opportunity employment; work/life balance.
<ul style="list-style-type: none"> > events; publications; our website. 	<ul style="list-style-type: none"> > contract management; face-to-face visits; public notices; networking groups; our online tender and quotation process. 	<ul style="list-style-type: none"> > press releases; briefings; interviews; social media; Council meetings and briefings with Culturally and Linguistically Diverse (CALD) media. 	<ul style="list-style-type: none"> > customer surveys; face-to-face customer service; our website; publications; our telephone call centre. 	<ul style="list-style-type: none"> > networking; meetings; contract management. 	<ul style="list-style-type: none"> > newsletters; staff intranet; email; meetings; surveys; performance reviews; events and meetings with union representatives.



2. THE YEAR IN REVIEW



Artist
Lucy Lucy
Project
Women's Health
in the North,
680 High Street
Thornbury



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MESSAGE FROM THE MAYOR

I am pleased to present the 2016/2017 Annual Report, which highlights the achievements and challenges we met throughout the previous financial year.

I'd also like to acknowledge and thank outgoing Councillors from the previous term for their contributions to the City of Darebin from 2012-2016.

Council elections

The elections held on 22 October 2016 ushered in a new era for Darebin. For the first time in the Council's history, a majority of women Councillors were elected. I was proud to be elected Mayor, and we all began working immediately to build a collaborative Council team.

Climate emergency

At our very first Council meeting, we declared a state of climate emergency. We did this because we recognised the need to restore a safe climate – at emergency speed – to reduce the effects of climate change. We recognise that climate emergency requires urgent action by all levels of government.

We have committed to ambitious action and advocacy, and we will:

- Double solar energy generation in Darebin.
- Expand the Solar Saver program to increase local renewable energy and give more people access to the benefits of solar power.
- Establish the Darebin Energy Foundation to accelerate meaningful and sustained action to reduce greenhouse gas emissions in the municipality.
- Help households and businesses make energy savings.
- Call on other councils and other levels of government to take action.



See pages 20-21 for more information about our Draft Climate Emergency Plan 2017-2022 and the action we will take to secure our future.

Council Plan 2017-2021

After months of consulting with over 1,000 residents, businesses and other stakeholders, the Council Plan 2017-2021 was adopted on 22 June 2017, and took effect on 1 July. As a Council we are excited to tackle the long-term goals and 'big actions' we've set for the next four years. We will report on our performance against our first year targets in the 2017/2018 Annual Report, and we'll update our progress throughout the year quarterly. You can read the Council Plan 2017-2021 on our website

www.darebin.vic.gov.au/CouncilPlan

Responding to demographic change

Darebin is going through a period of extraordinary change. Our current population of 155,022 (2016 Australian Bureau of Statistics Estimated Resident Population) is expected to reach 224,213 by 2041. This is going to put enormous pressure on our infrastructure and services. That means we need to make the crucial investments in intergenerational infrastructure now to ensure Darebin remains a vibrant and connected place well into the future, and this is reflected in our Council Plan.



Women and girls' participation in sport

I am pleased to report that the number of women and girls who participated in sporting activities in Darebin increased by 31 per cent in 2016/2017. This increase has been helped by the rise of professional high-level women's sport (such as women's AFL and netball), changing community attitudes towards women's sport, and the improvement and provision of more sporting facilities and opportunities in the municipality.

Darebin City Council was proud to partner with the Victorian Government to deliver three new netball/multi-purpose sports courts, which were the first of 64 pledged for Melbourne's northern suburbs under the \$9.6 million Inner City Netball Program. See page 17 for more information. We welcome the higher participation rate and we're keen to see this number continue to grow.

Multi-Sports Stadium

Work on the Multi-Sports Stadium (MSS) at John Cain Memorial Park is well underway. The MSS is one of our biggest capital initiatives: a three-year project with indoor and outdoor courts that will build on our efforts to boost women and girls' participation in sports and provide much-needed, premier local facilities.

Our community

This Council is keen to enhance the role of libraries and neighbourhood houses to strengthen community connectedness. We have a 10-year plan to grow our neighbourhood houses, and to support community governance, resilience and social inclusion.

A more open Council

We are committed to being transparent, accountable, welcoming of public participation and putting the interests of the community first. To do that, we will:

- Improve the role of Public Question Time during Council meetings - we encourage open and respectful debate in line with the *Local Government Act 1989*, and constructive consensus-building on Council decisions.
- Consult regularly with the community to ensure a broad range of perspectives are considered in Council decisions.
- Require that all applications for pokies, and developments of four storeys or more come to the Planning Committee instead of being considered under delegation by Council officers.

CEO appointment

I am delighted to welcome Sue Wilkinson to Darebin City Council. Sue started in the role of CEO on 18 September 2017 and has a strong track record in local government leadership. We look forward to working with her to deliver our plan for a greener, bolder and more connected city. I would like to thank our local community, and Council management and staff, whose insights into the type of leader needed for Darebin were central to the recruitment process.

On behalf of Council, I also wish to thank Philip Shanahan for his leadership as Interim CEO during the recruitment process. His extensive experience and strategic advice was critical in helping us develop a Council Plan that will leave a lasting legacy on Darebin.

It has been an absolute pleasure to serve Darebin as Mayor.



MY FAVOURITE PLACE IN DAREBIN IS...

I have many favourite places in Darebin, one is the serene bushland of Gresswell Forest Nature Conservation Reserve in Macleod.

#discoverdarebin



MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

As the new CEO, I am delighted to join Darebin City Council at such an exciting time. So much has been achieved over the last year and I'm pleased to provide a foreword to this Annual Report knowing that the next four years will be busy and challenging as we deliver on the new Council Plan 2017-2021.

The Council Plan will shape the future of this City. It is ambitious, forward-thinking and focused on long-term gains like addressing the climate change emergency and ensuring we have the infrastructure we need for future generations.

As an organisation delivering the Plan we will focus on sustainability, working more closely with our community, refining our services and making them easier to use, and building a Darebin we can all be proud of.

There have been some great wins for the community over the life of the previous Council Plan, such as the introduction of the innovative and highly successful Solar Saver program, which will expand next year to roll out even more solar panels across Darebin. Council also undertook bold and visionary work to advocate to State Government for a package of level crossing removals that will reduce local traffic congestion and open up two MCG's worth of open space in our city.

There are many more achievements outlined in this report. Darebin Council can be proud of its advocacy (page 116), sustainability and environmental programs (page 18, page 89), governance and financial performance (page 118, page 158), and diversity (page 77).

I look forward to leading the organisation to continuously improve and build on its previous achievements, and to express the energy and aspiration of our Council in everything we do. Council has committed to quarterly reporting on its progress against the Council Plan 2017-2021 and I hope our community will take the opportunity to monitor and provide feedback on how we are doing.

Darebin is rapidly growing and changing and we will need to work smart and hard to ensure the best outcomes for our community. I feel privileged to play a part in Darebin's future.



**Sue
Wilkinson**
Chief Executive
Officer

MY FAVOURITE PLACE IN DAREBIN IS...

There is a really special view from Ruckers Hill where the CBD skyline reveals itself quite unexpectedly.

#discoverdarebin





A SUMMARY OF HOW WE SPENT YOUR RATES IN 2016/2017

Each year your rates go towards providing important services, programs and infrastructure for the benefit of our growing and diverse community.

In 2016/2017, we delivered over 100 services, along with capital works and special projects. We always strive to strike a balance between service costs, quality and value to our ratepayers, working within the Victorian Government's rate cap of 2.5 per cent.





2016/2017 FINANCIAL SUMMARY

Darebin is a place where the community's present needs are met without compromising the similar 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 the way it is allocated to the services we deliver and to the community infrastructure of which we are custodians.

\$171.59 million

Income

\$149.97 million

Expenses

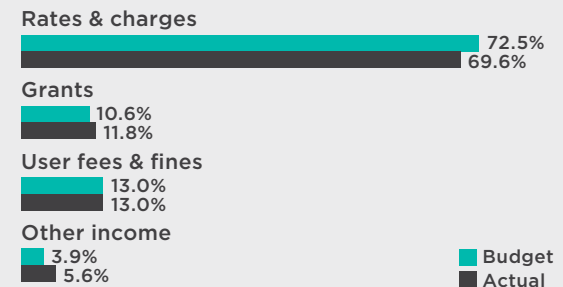
\$21.63 million

Surplus

In brief

- \$171.59 million revenue with 70 per cent coming from rates and charges.
- \$149.97 million expenditure with 52 per cent attributable to employee costs and 30 per cent for materials and services.
- \$21.63 million surplus.
- \$1.36 billion net assets, comprising community facilities and infrastructure.
- \$74.88 million holdings of cash and other financial assets, \$10.28 million more than last year.

Sources of revenue 2016/2017

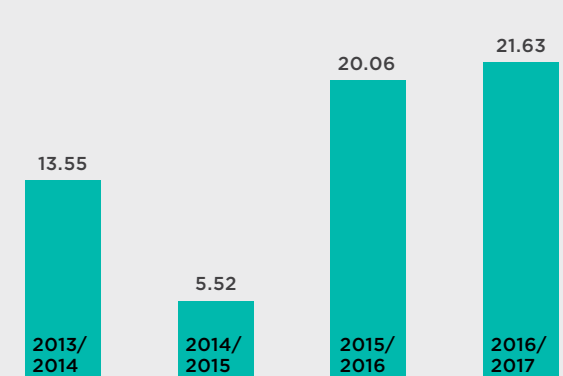


Operating result

The operating result is a key 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 generate a surplus to ensure future financial sustainability.

For the year ended 30 June 2017, we achieved an operating surplus of \$21.63 million, which was a \$1.57 million increase from the 2015/2016 result. The main reason for the increase was the early receipt of the first and second quarter 2017/2018 Victorian Grants Commission funding (\$2.3 million) received in June.

Net operating result (\$ million)



This information relates to the Financial Statements contained in the Annual Financial Report, which starts on page 158.



2016/2017 MAJOR PROJECTS

East Preston Community Centre

This project began in 2013/2014, when the Darebin City Council Citizens' Jury – a random selection of community members who made recommendations to improve infrastructure in Darebin – recommended establishing a community centre in East Preston.

On 8 May 2017, the Minister for Finance and Multicultural Affairs, Robin Scott, and the Acting Inspector of Victoria Police, Andrew Falconer, attended the official launch of the East Preston Community Centre.

The Centre provides a range of services and programs aimed at improving the health and wellbeing of the surrounding community. It is inclusive and accessible and provides an opportunity for collaboration and integration with other services and programs including the East Preston and East Reservoir Tenants' Group, Darebin Community Health and Darebin Community Legal Centre.

Total Investment: \$865,000
Darebin Contribution: \$865,000

Slope Remediation Project

An inspection of the Merri Creek Bridge near Rushall Railway Station identified the potential for a landslip at the intersection of Walker and McLachlan streets in Northcote.

This complex project involved the removal of road pavement and associated drainage, deep excavation works, installation of expanded polystyrene geofoam blocks and reconstruction of road infrastructure.

Benefits of the project included improved stability of the slope and upgraded drainage infrastructure. Road safety was enhanced through improvements in the road surface and the installation of new traffic islands, line marking, road markers and signs. All trees were protected during construction and native grass was planted on the embankment side. A new fence was installed to protect the creek reserve. The project was completed in June 2017.

Total Investment: \$850,000
Darebin Contribution: \$350,000
Australian Government: \$500,000



The East Preston Community Centre was suggested by Darebin residents and was opened in 2017.



This project significantly improved the safety of the area around the Merri Creek Bridge near Rushall Station.



Inner City Netball Program

On 1 March 2017, three newly reconstructed netball/multi-purpose sports courts were opened at the Darebin Community Sports Stadium.

Darebin Council partnered with the Victorian Government to deliver the three sports courts, which were the first of 64 pledged for Melbourne's northern suburbs as part of the \$9.6 million Inner City Netball Program.

The total cost of the project was \$732,000, which included:

- Total reconstruction of three netball courts finished with an acrylic plexi-pave surface;
- Installation of new competition-standard 100/200 lux switchable sports lighting; and
- Provision of new fencing, bins, seating and players' shelters.

Provision of high-quality sporting infrastructure is vital in providing more opportunities for our community, particularly women and girls, to play sport. This venue now offers a netball hub in the north of Darebin and is a fantastic enhancement to the Darebin Community Sports Stadium.

Total Investment: \$732,000

Darebin Contribution: \$385,000

Victorian Government: \$347,000

The number of women and girls who participated in sporting activities in Darebin increased by 31% in 2016/2017.



(L-R) Hon Robin Scott, Minister for Finance and local member for Preston; Hon John Eren, Victorian Minister for Sport; Cr Trent McCarthy; Ms Rosie King, CEO Netball Victoria.



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 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 (page 72), 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 130) and our Community Support Program (page 134). You can find out more about how we are building a safe, inclusive and equitable community in our Diversity Report on page 77 and on our website www.darebin.vic.gov.au/HealthandWellbeing 

Providing a safe and healthy environment for our staff is also crucial. 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 codes of conduct. Our Workplace Report on page 38 has 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 ensure we always take 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 89 details our many environmental sustainability initiatives.

Economic Sustainability

We are consistently working towards building 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 (www.darebin.vic.gov.au/Strategies) , in particular, is designed to prepare and guide us and our community so we can get the most out of participating in the rapidly expanding national digital economy.

Goal 4 of our new Council Plan 2017-2021 states that we will support and attract a diversity of local businesses and industries by fostering an environment in which they can thrive. 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.



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

organisation's long-term viability. Information about the work we are doing to ensure financial sustainability is contained in our Financial Report, which starts on page 158.

A full list of our strategies is on our website
www.darebin.vic.gov.au/Strategies

Council Plan 2017-2021

Goal 1 - a sustainable city

Goal 1 of our Council Plan 2017-2021 states that we will be leaders in creating a sustainable city through local innovation projects that address climate change. To achieve this, Goal 1 sets out three specific targets that we will work towards with the community's help. Those targets are further divided into measurable yearly goals so we can track our effectiveness and report back to the Darebin community.

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

How will we do it?

- Create a Darebin Energy Foundation – a climate emergency think tank and creator of initiatives that can be scaled across communities.
- Create and enact a local Climate Emergency Plan to address climate change and mitigate risks.
- Divest from financial institutions that lend to the fossil fuel industry.
- Make our Council buildings and car fleet more energy efficient.
- Double solar power from approximately 18,000 kilowatts to 36,000 kilowatts, including for low income households.
- Increase Council's use of water from non-drinking water sources by 30 megalitres by 2025.
- Reduce waste to landfill by 1kg per person year-on-year, while maintaining community satisfaction with waste services above 80%.

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

How will we do it?

- Reduce private vehicle use by 10% to an average of 13km per day per person by 2020.
- Increase car share bays from 20 to 100.
- Dramatically increase opportunities for walking and cycling – with our biggest ever single investment of \$6 million in the first year of this plan – including converting some roads into shared streets where green space, walking and cycling take priority.
- Reduce the speed limit to 40km across 30% of the municipality.

- Increase cycling by 12%.
- Replace \$5.6m of damaged footpaths and increase satisfaction with footpath maintenance to above 80%.
- Implement our commitments under the NORTH Link Regional Trails Strategy to ensure walking and cycling routes connect throughout the north of Melbourne.
- Advocate to the Victorian Government to:
 - increase the frequency of train, tram and bus services
 - fast-track the Clifton Hill metro upgrade to improve train services to South Morang
 - extend the number 11 tram route to Edwardes Street
 - upgrade 14 tram stops on tram route 86 to accessible “super stops”.

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

How will we do it?

- Create a Darebin Nature Trust, initially capitalised with \$10 million, to increase open space and native vegetation, and ensure all residents live within 500m of open space.
- Maintain resident satisfaction with the maintenance of parks, reserves and open spaces above 85%.
- Grow our urban forest by 7,600 trees to increase tree coverage on public land by 15%.
- Install rain gardens/water sensitive urban devices to improve the condition of our waterways.

Go to www.darebin.vic.gov.au/CouncilPlan
to read the full Council Plan 2017-2021.



DRAFT CLIMATE EMERGENCY PLAN 2017-2022

At the first meeting of the newly elected Council in 2016, it was unanimously recognised that we are in a state of climate emergency.

Unless we restore a safe climate at emergency speed, dramatic and negative changes will impact our community. We are already seeing more intense and frequent heatwaves, heavy rainfall and flooding, and extreme fire weather leading to bushfires.

Reducing emissions

To reduce the effects of climate change, we need to reduce our carbon emissions. Carbon emissions are produced from burning certain fuels to create energy to power our homes and businesses, and run vehicles and machinery.

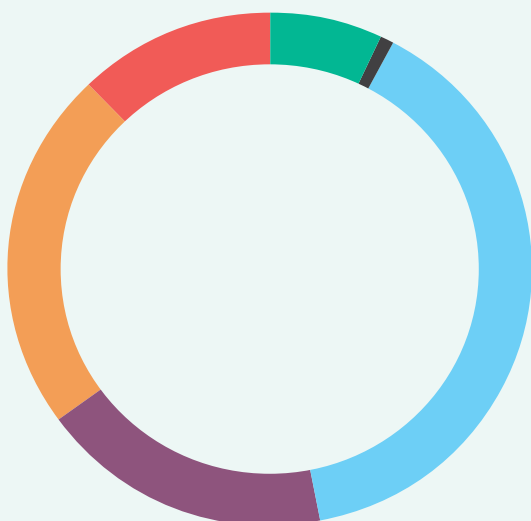
We have prepared an ambitious plan that includes:

- Doubling solar in Darebin over the next five years;
- Developing the Darebin Energy Foundation;
- Supporting homes and businesses to be more energy efficient; and
- Realigning all Council programs and policies to support the Climate Emergency commitment.

Responding to the Climate Emergency

Council has already taken action by:

- making our own buildings more energy efficient, saving over \$1.3 million
- providing solar panels for 500 low income and pensioner households and community groups through our award-winning Solar Saver scheme
- saving 50% of the emissions from street lighting by upgrading to energy efficient lights
- working with businesses through the Darebin LightSmart program; changing nearly 10,000 lights to energy efficient LEDs
- providing energy efficiency information and education in a variety of languages common among the Darebin community
- providing nearly 500 vulnerable households with window shades and weather sealing to increase comfort and reduce energy costs.



Darebin Community Emissions 2015/2016

- Commercial/industrial - gas **7%**
- Waste **1%**
- Commercial/industrial - electricity **39%**
- Transport **18%**
- Residential - electricity **23%**
- Residential - gas **12%**



It is a huge endeavour to ensure our community is resilient in the face of adverse climate impacts, but it's our future. We are determined to work together to make it more secure for ourselves, our environment and future generations.

We identified nine key directions to increase action:

1. Climate Emergency mobilisation and leadership

The scale and speed of transformation needed to change our energy markets, our economy, our legislation, and our behaviour to reduce and draw down greenhouse emissions requires an emergency nationwide and global response.

2. Energy efficiency

This is the first step in reducing emissions and has the added benefit of saving money and making homes and workplaces more comfortable.

3. Renewable energy and fuel switching

Getting our energy from sources that don't produce emissions when energy is produced is crucial.

4. Zero emissions transport

Eighteen per cent of Darebin's emissions come from transport.

5. Consumption and Waste Minimisation

The rapid depletion of the earth's resources and our waste problem are two sides of one coin: unsustainable consumption. Additionally, waste sent to landfill is a small but important source of greenhouse gases.

6. Fossil fuel divestment

Removing investment from companies involved in extracting fossil fuels and the institutions who provide funding to these companies lets your money do the talking.

7. Adaptation and resilience

Supporting communities to adapt and become resilient to the changes in the climate we know are already happening.

8. Engaging the community

Council is working more broadly to raise awareness of climate change and the actions the community can take to make a difference.

9. Darebin Energy Foundation

Council is establishing the Darebin Energy Foundation to accelerate sustained and meaningful action with the community (residents, businesses, education and other organisations) to reduce Darebin's greenhouse emissions and embed community resilience to climate change.

Each of the Plan's nine key directions includes specific and direct actions that will help achieve our goals. You can read the entire Draft Climate Emergency Plan 2017-2022 on our website www.darebin.vic.gov.au/Climate

The Draft Climate Emergency Plan 2017-2022 was developed in collaboration with the Darebin community. We invited contributions and feedback a number of ways: via an online survey, three forums held in June 2017, and a Q&A section on our website.

Read more about our climate and energy initiatives at www.darebin.vic.gov.au/Climate



CALENDAR OF EVENTS

2016

JULY

3-10

NAIDOC* Week

7

Darebin Pitch IT
Grand Final

21

Darebin Young
Women's Leadership
Program

21

Colour of Youth 2

AUGUST

1-7

Wurundjeri Week

11

Darebin Citizenship Ceremony



SEPTEMBER

10

Ganesh Festival

14

Tourism Strategy launch
at Welcome to Thornbury

17

National Citizenship Day and
Darebin Citizenship Ceremony



2017

JANUARY

15 Jan - 5 Feb

Midsumma Carnival

23 Jan - 1 Feb

Summer Jamboree

25

Australia Day Awards
presentation night. Darebin
Citizen of the Year, Youth and
Community Group Awards.

26

Darebin Citizenship Ceremony

28

Midsumma Pride March



FEBRUARY

1-7

World Interfaith Harmony Week

11

Vietnamese Cultural Night

20

World Day of Social Justice

24

Darebin Citizenship Ceremony

MARCH

1

Three new netball/multi-purpose
sports courts opened at the
Darebin Community Sports
Stadium

8

International Women's Day

9

Molly Hadfield Social
Justice Orator

16

Cultural Diversity Week
Morning Tea

16

Green Business Networking
Event

19

Melbourne Tomato Festival

26

Darebin Community &
Kite Festival



OCTOBER

Darebin Seniors' Month

12

Ride2Work Day

13

Reservoir Village Festive Day for Seniors

15

Great Edwardes Lake Park walk to say NO to violence against women

23

Jobs for Youth Expo

27 Oct - 6 Nov

Darebin Music Feast

NOVEMBER

17

Darebin Citizenship Ceremony

19-27

Backyard Harvest Festival

25

White Ribbon Day

26

Launch of Sylvester Hive Community Garden in East Preston



DECEMBER

10

Carols in All Nations



APRIL

6

Sustainability Matters - with award-winning Australian environmentalist, Tanya Ha

12

Koorie Pride Youth Festival

14

Thai Cultural Night

15

Women in Business networking lunch

19

Darebin Citizenship Ceremony

29

Community Planting Day



MAY

8

Launch of East Preston Community Centre

15

Darebin Children's Day

17

The rainbow flag was raised at a community event for IDAHOBIT* Day

22

First Darebin Tourism Network Meeting

23, 30

Meet your local councillors - La Trobe & Cazaly Wards

27 May - 3 June

Reconciliation Week

29 May - 4 June

Homemade Food and Wine Festival

JUNE

6

Connect: Darebin's Big Night of Business

8

Mayor's Writing Award 2017

14

World Elder Abuse Awareness Day

18-24

Refugee Week

28

Darebin Citizenship Ceremony

29

Meet your local councillors - Rucker Ward

* NAIDOC originally stood for 'National Aborigines and Islanders Day Observance Committee'. This committee was once responsible for organising national activities during NAIDOC Week and its acronym has since become the name of the week itself.

* IDAHOBIT - International Day Against Homophobia, Biphobia, and Transphobia.



OUTSTANDING ACHIEVEMENTS

Hero Complex

Darebin Arts Speakeasy presented Northcote local comedian Sammy J in his new work *Hero Complex* as a part of the Melbourne Fringe Festival. The show won Best Comedy Show in the Festival, went on to be nominated for Best Show at the Melbourne International Comedy Festival and was then nominated for a Helpmann Award.

The Museum of Me

In November 2016, Elizabeth Welch received a Vic Health Highly Commended Award for *The Museum of Me*. This was a cross-generational arts project based in two Aged Care facilities and with two Darebin primary schools.

Social media

Darebin's 2015 #darebinxmas digital business campaign received national recognition at the Mainstreet Australia Awards.

2015/2016 Annual Report

The City of Darebin Annual Report 2015/2016 won a Gold Award in the internationally recognised Australasian Reporting Awards (ARA).

(L-R) Jim Barrett,
Coordinator, Council
Plan and Performance;
Kristilee Ransley, Corporate
Planner; Jacinta Stevens,
Director, Civic Governance
and Compliance.



3. OUR CITY



Artist
Tom Civil
Project
19 Link Street,
Kingsbury

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- Our Council **28**
- Darebin map **29**
- Our Councillors **30**
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ABOUT DAREBIN

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.

155,022 people call Darebin home (2016 Australian Bureau of Statistics Estimated Resident Population) and this number is expected to increase to 224,213 by 2041. We have 63,626 residential properties and 4,611 business properties.

Darebin City Council owns, controls, manages or maintains 509km of roads, 78.5km of rights of way, 30.6km of shared paths, 1,035km of footpaths, 333 buildings, 13 road bridges, 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, 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 2017, Darebin's unemployment rate was 6.3 per cent, which was higher than the Greater Melbourne figure of 5.9 per cent and the Victorian figure of 6.1 per cent.

The 2014 Darebin Household Survey indicated that six per cent of respondents aged 16 years and over identified as

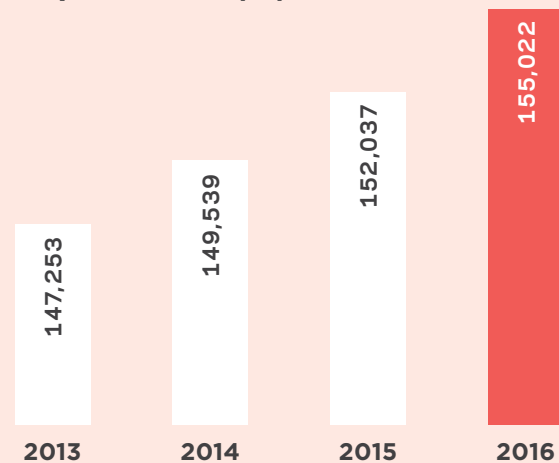
bisexual, gay, lesbian or 'other' sexuality. This represents only a fraction of the Lesbian, Gay, Bisexual, Transgender, Intersex and Queer (LGBTIQ) community in Darebin as it is likely that there is under-reporting of same-sex relationships.

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. 2.4 per cent of all ATSI Victorians live in the City of Darebin. This equates to a total of 1,167 ATSI residents who make up one per cent of our total population.

According to the 2014 Darebin Household Survey, 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. Of the residents with a disability, almost one-third require assistance.

This is just a snapshot of the diversity that exists within the City of Darebin. More detailed information can be found in our Diversity Report on page 77.

City of Darebin population



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



WHO WE ARE

56%
speak English
at home

7%
Italian

6%
Greek

4%
Mandarin

3%
Arabic

2%
Vietnamese

22%
Other

43%
Christian

36%
no religion

5%
Muslim

3%
Buddhist

3%
Hindu

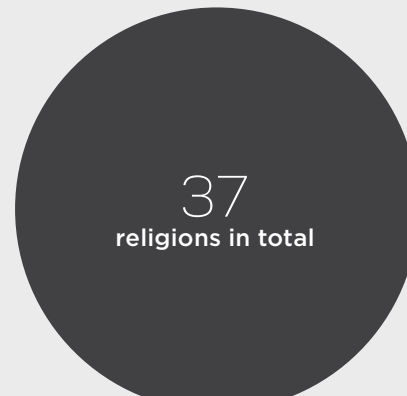
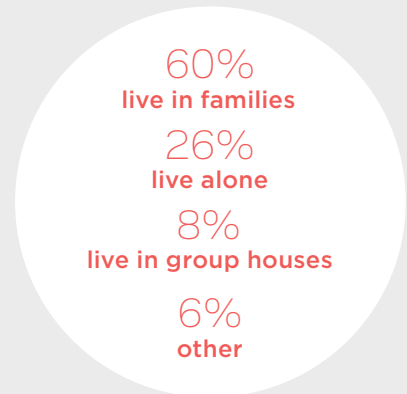
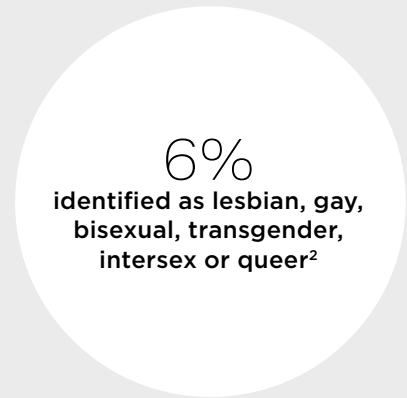
10%
Other

16%
are children
0-14

13%
are young
people 15-24

57%
are working
age 25-64

14%
are older
(65+)



Sources:

1. Australian Bureau of Statistics Census of Population and Housing 2016.
2. City of Darebin 2014 Household Survey. 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.



The Australian Bureau of Statistics conducted a national census in 2016. Below is a snapshot of some of the changes that occurred in Darebin over the past 10 years.

Key Statistics	2016 Census		2011 Census		2006 Census	
	Number	%	Number	%	Number	%
Estimated resident population	155,022		142,942		132,299	
Median personal income in Darebin	\$650		\$534		\$399	
People with a disability	8,774	6%	8,050	6%	7,143	5.6%
People caring for someone with a disability	13,672	11%	12,422	11%	10,751	10%
Volunteers	20,578	17%	16,284	14%	13,597	13%
Own their home	16,737	29%	17,250	32%	17,584	34%
Renting a home	21,201	36%	18,361	34%	16,225	32%
With a mortgage	15,159	26%	14,455	27%	12,933	25%
Average people per household	2.5		2.5		2.4	
Median weekly rental	\$339		\$295		\$185	
Separate House - dwelling type	36,314	57%	37,841	65%	35,766	65%
High density - dwelling type	3,921	6%	2,131	4%	1,423	3%
Medium density - dwelling type	22,577	36%	17,987	31%	17,733	32%

Source: Australian Bureau of Statistics Census of Population and Housing 2016.

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 six 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.

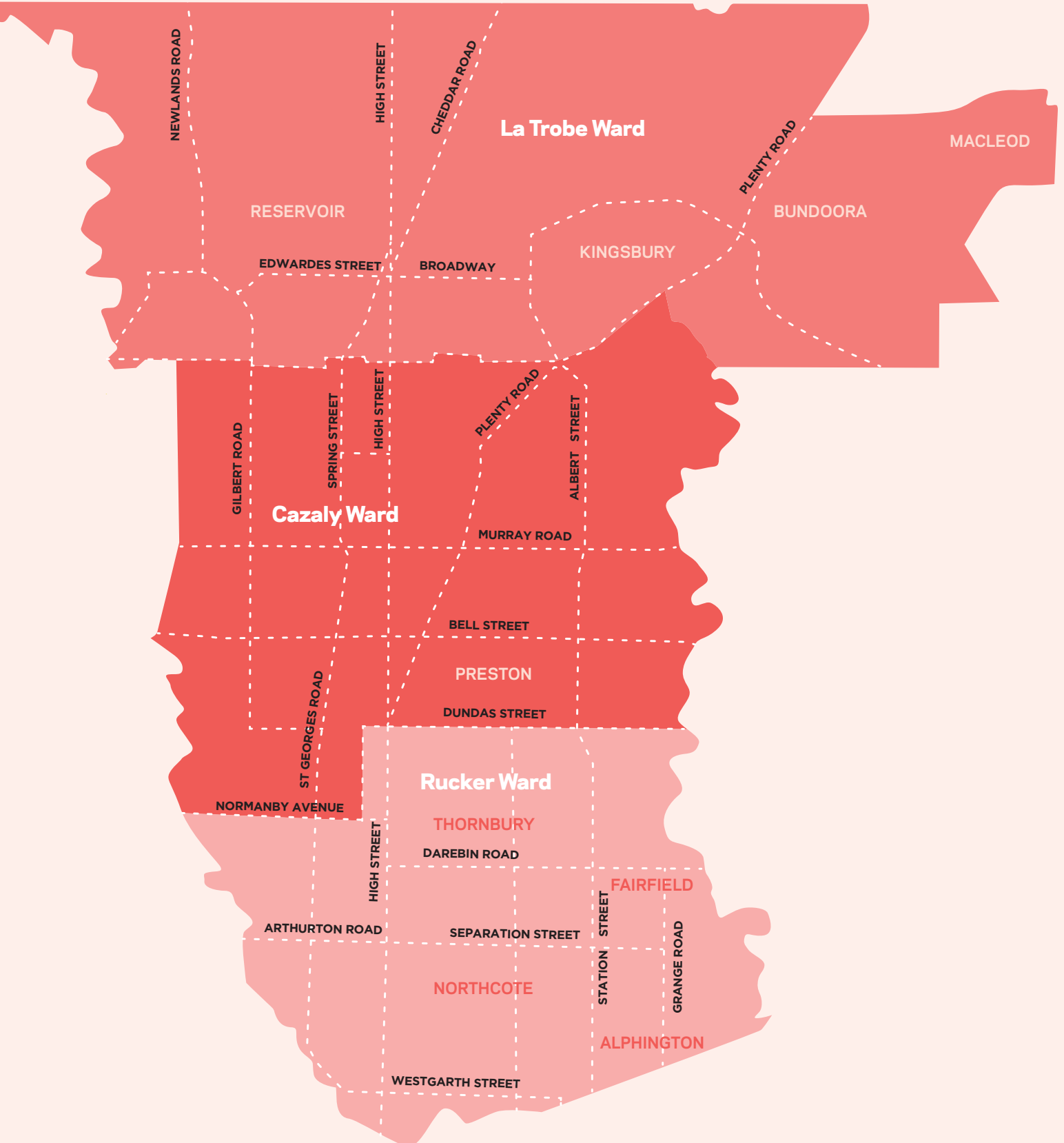
The Councillors set Council's direction by making decisions on key issues and policies. Council is responsible for making statutory decisions, adopting policy, advocacy, and the appointment of the Chief Executive Officer. Councillors work closely with the Chief Executive Officer to make important decisions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



DAREBIN MAP

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





OUR COUNCILLORS

Rucker Ward



**Cr Kim
Le Cerf**

0419 750 457
Kim-LeCerf@cr.darebin.org

Cr Le Cerf was elected to Darebin Council in 2016 and is currently serving as Mayor of an invigorated new Council featuring six women. She is passionate about the environment and wants to create a sustainable future for generations to come. Cr Le Cerf feels a strong connection to the local community where she lives and is raising her three children.

Committees

Planning Committee (Chair)
Hearing of Submissions Committee (Chair)
Audit Committee
Darebin Australia Day Committee (Chair)
Darebin Domestic Animal Management Reference Group (Co-Chair)
Darebin Education Committee (Co-Chair)
Darebin Environmental Reference Group (Co-Chair)
Darebin Women's Advisory Committee (Co-Chair)
Municipal Emergency Management Planning Committee (Chair)

Terms as Councillor

2016-2020

Terms as Mayor

2016-2017



**Cr Trent
McCarthy**

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

Cr McCarthy was re-elected to Council in 2016. He is focused on ensuring that Darebin has well-designed, accessible and sustainable housing and that strong local action is taken on climate change. He believes in open and accountable governance and community-led solutions, and that everyone should feel ownership of Council's plans.

Committees

Planning Committee
Hearing of Submissions Committee
Darebin Environmental Reference Group (Co-Chair)

Terms as Councillor

2008-2012, 2012-2016,
2016-2020



**Cr Susan
Rennie**

0419 750 035
Susan-Rennie@cr.darebin.org

Cr Rennie was elected to Council in 2016. She believes that every person should feel valued and included, whatever their background. Cr Rennie's key local concerns include enhancing community health and wellbeing, building a more sustainable city, and improving the planning scheme to achieve better health and wellbeing outcomes.

Committees

Planning Committee
Hearing of Submissions Committee
Audit Committee
Darebin Aboriginal Advisory Committee (Co-Chair)
Darebin Bicycle Advisory Committee (Co-Chair)
Darebin Interfaith Council (Co-Chair)
Darebin Youth Advisory Group (Proxy)

Terms as Councillor

2016-2020



La Trobe Ward



0419 750 214
Gaetano-Greco@cr.darebin.org

Cr Greco has been representing La Trobe Ward since 2008. His top priority is protecting the iconic Preston Market's character and culture. He is keen to get on with big projects like the Multi-Sports Stadium, new Intercultural Centre, Edwardes Lake Boat House, city beautification and environmental initiatives.

Committees

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

Terms as Councillor

2008-2012, 2012-2016, 2016-2020

Terms as Mayor

2013-2014



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

Cr Laurence was first elected to Council in 1996. He believes we must ensure equal access to Council services and equal allocation of ratepayer funds across Darebin's suburbs. Cr Laurence is focused on improving roads, replanting parks, developing affordable housing, greening our streetscapes, renewing sports facilities and providing first-class community centres and services.

Committees

Planning Committee
Hearing of Submissions Committee
Bundoora Homestead Board of Management Committee
Edwardes Lake Park Reference Group Committee
Reservoir Structure Plan Community Reference Group (Co-Chair)

Terms as Councillor

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

Terms as Mayor

2000-2001, 2012-2013



0419 764 245
Susanne-Newton@cr.darebin.org

Cr Newton was elected to Council in 2016. She believes there is room for more small businesses and a livelier shopping strip in Reservoir and would like to enhance the area while maintaining the sense of community. Population growth and the impacts of traffic and climate change are areas of focus for Cr Newton and she wants to ensure that we have good enough planning to cope with density and manage the impacts.

Committees

Planning Committee
Hearing of Submissions Committee
Bundoora Homestead Board of Management Committee
Active and Healthy Ageing Community Advisory Board
Darebin Aboriginal Advisory Committee (Co-Chair)
Darebin Disability Advisory Committee (Co-Chair)
Darebin Housing Committee (Co-Chair)
Darebin Women's Advisory Committee (Co-Chair)
Edwardes Lake Park Reference Group Committee
Reservoir Structure Plan Community Reference Group (Co-Chair)
Sexuality, Sex and Gender Diversity Advisory Committee (Proxy)

Terms as Councillor

2016-2020



Cazaly Ward



**Cr Steph
Amir**

0419 750 192
Steph-Amir@cr.darebin.org

Cr Amir was elected to Council in 2016. She is proud that Darebin is a leader in arts, culture and cultural diversity. She is focused on investment in good infrastructure, improving economic equity, leveraging our multicultural strengths, and working to ensure everyone can live a prosperous connected life.

Committees

Planning Committee
Hearing of Submissions Committee
Darebin Arts Ambassadors (Co-Chair)
Darebin Bicycle Advisory Committee (Co-Chair)
Darebin Youth Advisory Group (Chair)
Northland Urban Renewal Precinct Steering Committee (Co-Chair)
Sexuality, Sex and Gender Diversity Advisory Committee (Chair)

Terms as Councillor

2016-2020



**Cr Lina
Messina**

0419 750 504
Lina-Messina@cr.darebin.org

Cr Messina was elected to Council in 2016. Cr Messina wants to ensure that Darebin's planning scheme balances growth with sustainable and appropriate developments that are congruent with our neighbourhood character. She is aiming to stimulate jobs and economic development and foster the arts, culture and heritage that underpin our community identity.

Committees

Planning Committee
Hearing of Submissions Committee
Active and Healthy Ageing Community Advisory Board
Northland Urban Renewal Precinct Steering Committee (Co-Chair)
Preston Business Advisory Committee (Chair)

Terms as Councillor

2016-2020



**Cr Julie
Williams**

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

Cr Williams was elected to Council in 2012. She has lived, worked and played in Darebin nearly all her life and is now raising her family here. Cr Williams is looking to ensure that Darebin continually invests in infrastructure, trees, safety and appropriate development so that our next generation will be accommodated for.

Committees

Planning Committee
Hearing of Submissions Committee
Darebin Disability Advisory Committee (Co-Chair)
Darebin Domestic Animal Management Reference Group (Co-Chair)
Northland Urban Renewal Precinct Steering Committee (Co-Chair)
Preston Business Advisory Committee (Proxy)

Terms as Councillor

2012-2016, 2016-2020

Local Government election 2016

Council elections were held across Victoria on 22 October 2016. We would like to thank the previous Councillors for their guidance and contributions to our community over the past four years.

The outgoing Councillors were Vince Fontana, Bo Li, Steven Tsitas, Angela Villella and Oliver Walsh.



COUNCIL MEETINGS

Council meetings are usually held on the first and third Mondays of each month in the Darebin Council Chambers. Meetings are open to the public unless confidential items are being considered. In addition to Council business, there is an opportunity for members of the community to ask questions in Public Question Time.

Information about Councillor attendance at meetings is available in the Governance and Corporate Information section of this report, which starts on page 118. To see the schedule of Council meetings or watch meetings live online go to our website 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 120. For more information about how Council works, see our website www.darebin.vic.gov.au/HowCouncilWorks

The community is invited to ask or submit questions during Public Question Time. In 2016/2017, 142 questions were submitted.



Council meetings are held at the Preston Town Hall.

4. OUR PEOPLE



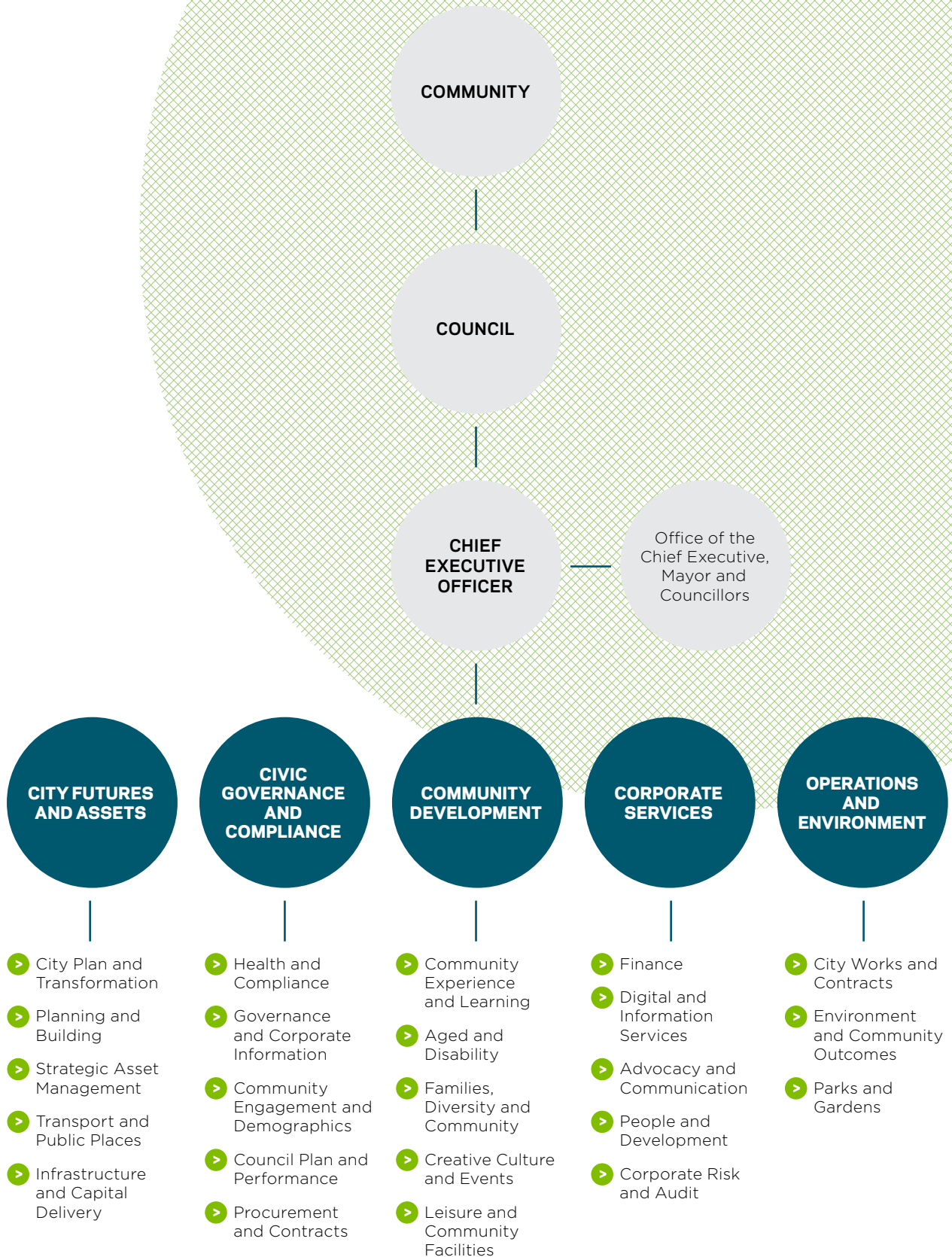
Artist
Hayden Dewar
Project
Walker Street
Housing Estate,
Northcote

Contents

- Organisation structure **35**
- Our Executive Management Team **36**
- Workplace report **38**
- Celebrating Darebin’s volunteers **50**



ORGANISATION STRUCTURE AT 30 JUNE 2017





OUR EXECUTIVE MANAGEMENT TEAM

Darebin City Council is managed by an experienced Executive Management Team (EMT), which is led by the Chief Executive Officer. 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.

Chief Executive Officer (CEO)

At 30 June 2017, Philip Shanahan was Interim CEO. He was appointed on 2 January 2017.

Andrew McLeod was Acting CEO from 8 December 2016 until 1 January 2017.

Rasiah Dev was CEO from 1 July 2016 to 7 December 2016.

At 30 June 2017, an extensive executive search and recruitment process was underway with the aim of appointing a permanent CEO in late 2017.

Directors

At 30 June 2017, the City of Darebin's five Directors were:

Steve Hamilton

Director, City Futures and Assets

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



Prior to joining Darebin as Director of Assets and Business Services in 2014, Steve held various executive positions in the private and government sectors. His directorate includes the following departments: City Plan and Transformation; Infrastructure and Capital Delivery; Planning and Building; Strategic Asset Management; and Transport and Public Places.

Andrew McLeod

Director, Corporate Services

Graduate Diploma of Local Government Management, Bachelor of Applied Science, Lead Auditor Certificate, Certificate IV in Workplace Training



Andrew joined Darebin in November 2016 following almost a decade with Fairfield City Council in NSW overseeing the Corporate Services, Library, Environmental Standards and Customer Service functions. Andrew also has extensive private sector experience in senior leadership roles in Human Resources, IT and Operations Management. The Corporate Services directorate includes the following departments: Advocacy and Communication; Corporate Risk and Audit; Digital and Information Services; Finance; and People and Development.

Jacinta Stevens

Director, Civic Governance and Compliance

Bachelor of Laws (current), Post Graduate Certificate in Business Management, Diploma of Purchasing



Jacinta was appointed Director, Civic Governance and Compliance on 1 September 2016 after five years in a managerial role with Darebin. She is also Council's Nominated Protected Disclosure Coordinator and delegated Principal Councillor Conduct Officer. The Civic Governance and Compliance directorate includes: Community Engagement and Demographics; Council Plan and Performance; Governance and Corporate Information; Health and Compliance; and Procurement and Contracts.

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; Community Experience and Learning; Creative Culture and Events; Families, Diversity and Community; and Leisure and Community Facilities.

Oliver Vido

Director, Operations and Environment

Bachelor of Engineering (Civil Engineering with Distinction)



Oliver was appointed Director of Operations and Environment in January 2017. He is a passionate Engineer and has spent many years managing service provision to local communities, most recently with the City of Greater Dandenong as the Manager of Infrastructure Services and Planning. The Operations and Environment directorate includes: City Works and Contracts; Environment and Community Outcomes; and Parks and Gardens.



MY FAVOURITE PLACE IN DAREBIN IS...

Ramona the Swinger.
Kicking back at her
favourite local
W.R. Ruthven Reserve

#discoverdarebin

PHOTO BY @KITATKINSON

#discoverdarebin





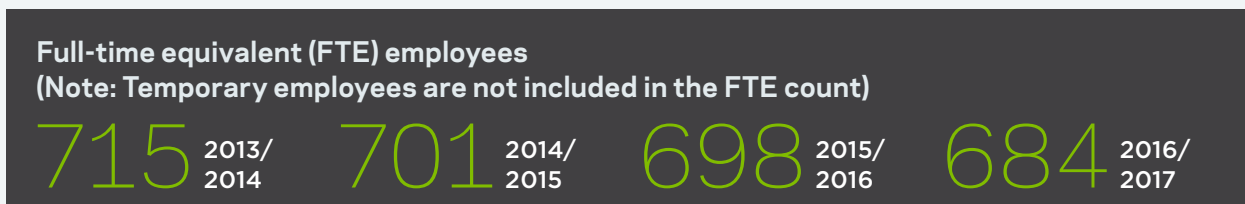
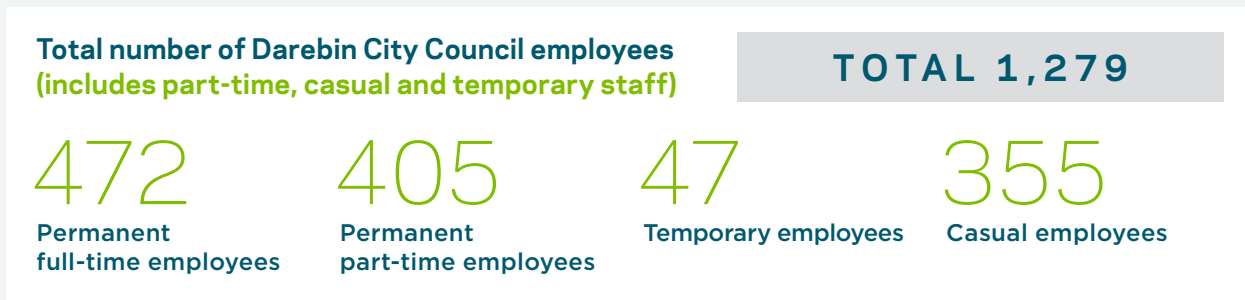
WORKPLACE REPORT

All figures in this section are correct as at 30 June 2017.

The Darebin City Council workforce at a glance

At 30 June 2017, we employed 1,279 people across our organisation. This figure was made up of full-time, part-time, temporary and casual employees.

There were 684 full-time equivalent (FTE) employees.



Number of FTE staff by directorate at 30 June 2017

2016/2017

City Futures and Assets	87
Civic Governance and Compliance	70
Community Development	281
Corporate Services	69
Office of the Chief Executive, Mayor and Councillors	4
Operations and Environment	173
Total	684





An organisational restructure took effect on 1 September 2016. For more detail, see page 42. The tables below show our employee count for the past three years of the old structure and for the first year of the new structure (at 30 June 2017).

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

Old structure

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

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

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

New structure

	2016/ 2017
Office of the Chief Executive, Mayor and Councillors*	5
Corporate Services	95
City Futures and Assets	131
Civic Governance and Compliance	163
Community Development	687
Operations and Environment	198
Total	1,279

Note: the new structure took effect on 1 September 2016. See page 42.

* The Office of the Chief Executive was renamed the Office of the Chief Executive, Mayor and Councillors on 1 September 2016.

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

Old structure

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

* 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

New structure

2016/2017

City Futures and Assets	111
Civic Governance and Compliance	125
Community Development	404
Corporate Services	71
Office of the Chief Executive, Mayor and Councillors	4
Operations and Environment	162
Total	877



Casual employees of Council in 2016/2017 by directorate - new structure

	Males	Females	Total
City Futures and Assets	6	6	12
Civic Governance and Compliance	8	27	35
Community Development	93	161	254
Corporate Services	5	15	20
Office of the Chief Executive, Mayor and Councillors	0	0	0
Operations and Environment	11	23	34
Total	123	232	355

Number of staff by salary classification in 2016/2017

Employees by classification (permanent employees)

Classification	Female	Male	Total
Band 1	39	33	72
Band 2	6	4	10
Band 3	153	104	257
Band 4	56	37	93
Band 5	89	52	141
Band 6	82	45	127
Band 7	35	36	71
Band 8	21	12	33
Immunisation Nurse Level 2	1	0	1
Immunisation Nurse Level 3	5	0	5
Maternal and Child Health Nurses 1st year	1	0	1
Maternal and Child Health Nurses 3rd year	4	0	4
Maternal and Child Health Nurses 4th year	4	0	4
Maternal and Child Health Nurses 5th year	15	0	15
Senior Executive Officer	9	10	19
Senior Officer	11	13	24
Total	531	346	877

Employees by classification (all employees, including part-time, casual and temporary staff)

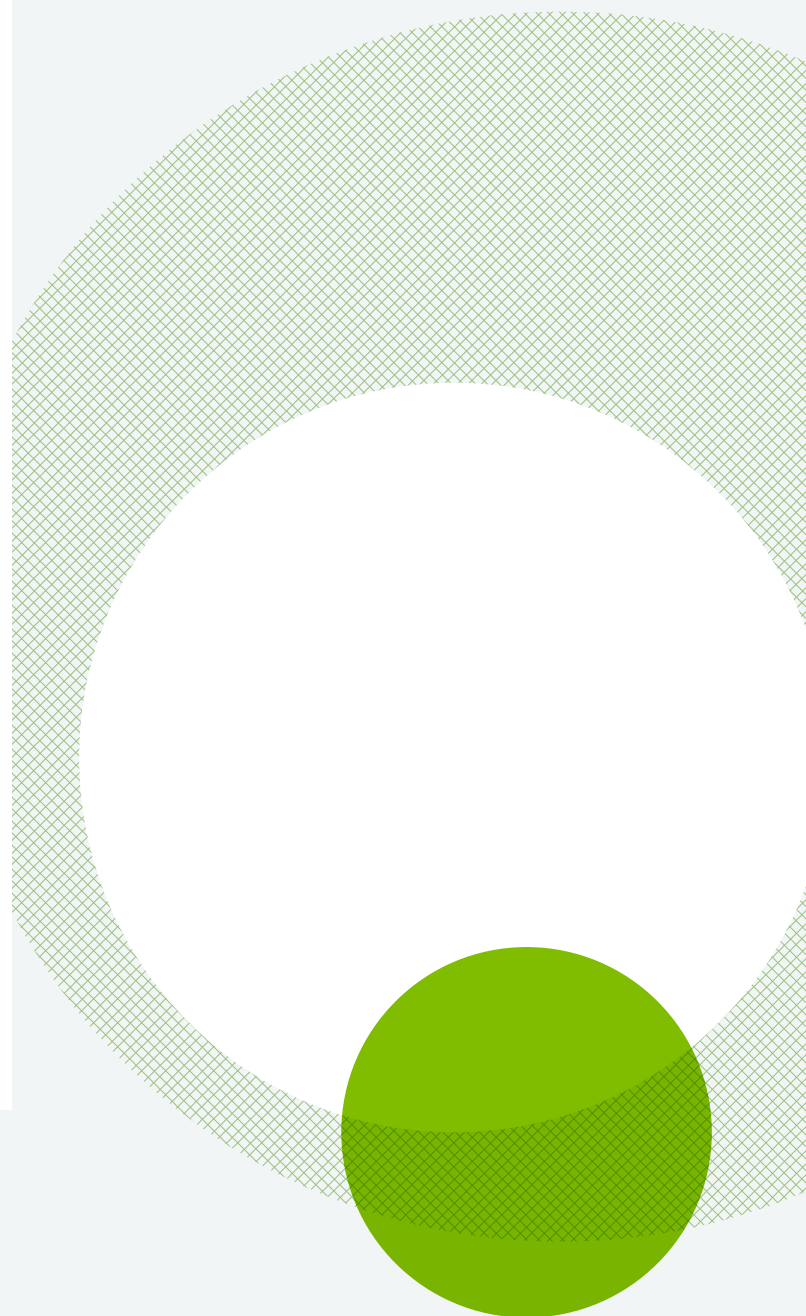
Classification	Female	Male	Total
Band 1	54	37	91
Band 2	25	18	43
Band 3	276	188	464
Band 4	91	47	138
Band 5	122	63	185
Band 6	98	53	151
Band 7	43	37	80
Band 8	21	15	36
Immunisation Nurse Level 1	4	0	4
Immunisation Nurse Level 2	1	0	1
Immunisation Nurse Level 3	5	0	5
Maternal and Child Health Nurses 1st year	3	0	3
Maternal and Child Health Nurses 2nd year	1	0	1
Maternal and Child Health Nurses 3rd year	10	0	10
Maternal and Child Health Nurses 4th year	4	0	4
Maternal and Child Health Nurses 5th year	15	0	15
Senior Executive Officer	10	13	23
Senior Officer	11	14	25
Total	794	485	1,279



Number of staff by salary classification in 2016/2017 (continued)

FTE employees by classification

Classification	Female	Male	Total
Band 1	9	9	18
Band 2	2	3	5
Band 3	86	95	181
Band 4	47	36	83
Band 5	72	49	121
Band 6	70	43	113
Band 7	30	34	64
Band 8	17	12	29
Immunisation Nurse Level 1	0	0	0
Immunisation Nurse Level 2	1	0	1
Immunisation Nurse Level 3	2	0	2
Maternal and Child Health Nurses 1st year	0	0	0
Maternal and Child Health Nurses 2nd year	0	0	0
Maternal and Child Health Nurses 3rd year	3	0	3
Maternal and Child Health Nurses 4th year	2	0	2
Maternal and Child Health Nurses 5th year	10	0	10
Senior Executive Officer	14	13	27
Senior Officer	11	14	25
Total	376	308	684





Changes to our structure in 2016/2017

A restructure on 1 September 2016 realigned key areas across the organisation to enable Council to better respond to community expectations and the changing local government landscape.

Key directorate changes included creation of the Operations and Environment directorate, which replaced the Culture, Leisure and Works directorate, and the creation of the City Futures and Assets directorate, which replaced the Assets and Business Services directorate.

Several departments were also realigned:

- Health and Civic Compliance merged to form a new department, Health and Compliance, and moved from the Asset and Business directorate to the Civic Governance and Compliance directorate.
- Strategic Planning became part of the newly created City Plan and Transformation department, which replaced the Economic Development and Civic Compliance department.
- City Plan and Transformation moved from the Corporate Services directorate to the City Futures and Assets directorate.
- The Creative Culture department became Creative Culture and Events and moved from the Culture, Leisure and Works directorate to the Community Development directorate.
- The Environment and Natural Resources department, which was renamed Environment and Community Outcomes, moved from the Assets and Business Services directorate to the Operations and Environment directorate.
- The Customer Service department became part of the newly created Community Experience and Learning Department, which was previously Libraries, Learning and Youth.

The organisation structure at 30 June 2017 is on page 35.

Understanding employees

During 2016/2017, we continued to work on understanding the results of the 2015/2016 engagement and alignment survey. Debriefing sessions were held across all departments, with a key focus on improving engagement, communication and effectiveness. Each team is developing and implementing action plans to increase alignment and engagement within their respective team and Council. The action plans are due to be completed in 2017/2018.

To continue to embed our values of collaboration, accountability, respect and integrity, we facilitated our annual MAD 'Making a Difference' Awards. The internal awards recognised employees and teams who positively reinforced our values, encouraged innovation, delivered outstanding customer services and went above and beyond in their demonstration of our values.

We also commenced a 12-month values journey for all leaders across the organisation with the aim of connecting the leadership group with the core values. Each value was explored through defining, contextualising and considering the behaviours that should be demonstrated in the workplace and illustrated the interconnectedness of the values and how they relate to employees as individuals and groups.

Social inclusion and employment programs

The Pathways to Employment Committee met four times in 2016/2017. Various work placement programs were considered, including secondary and tertiary-level work experience, overseas-qualified programs, and Indigenous and disability placements. We supported 125 students to undertake work placements and almost 100 volunteers across the financial year.

We also provided career information tours to local primary and secondary schools, facilitated formal employability skills training to two secondary schools in Darebin, and coordinated 15 employees to volunteer at a mock interview program hosted by the Inner Northern Local



Learning and Employment Network (INLLEN) and delivered to approximately 250 Darebin students.

Working closely with AGA Apprenticeships Plus and Matchworks, we sourced candidates for two Aboriginal Traineeships. The trainees started in April 2017 and are expected to complete a Certificate III in Business Administration by early 2018, at which time they will be transitioned into Council's casual administration pool.

We also supported two Aboriginal trainees to complete their Certificate III in Business Administration in 2016. One of the trainees was awarded the AGA Apprenticeships Plus Trainee of the Year and subsequently secured permanent employment. The other trainee has worked with us as a casual employee since completing the traineeship.

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 eight Victorian Certificate of Applied Learning (VCAL) students with a disability to undertake placements across Council.

Industrial relations

During 2016/2017, we maintained industrial harmony through constructive relationships between management, employees and unions. As a result, we were able to work together to manage most employee issues and disputes internally.

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. During 2016/2017, we provided EEO training to employees across Council.

Our diversity training package assists in understanding EEO legislation and includes Aboriginal cultural awareness, diversity and inclusion, cross-cultural communication, disability awareness and family violence.

Darebin Council has nine Contact Officers trained to provide other employees with information and impartial support regarding issues of alleged discrimination, harassment and bullying. The primary role of a Contact Officer is to provide employees with access to processes, structures and support mechanisms to ensure that allegations are managed with procedural fairness, dignity and an appropriate level of confidentiality.

Learning and development

Our commitment to the professional and personal development of our employees and leaders continues to be a high priority. We provided learning opportunities to deliver our vision and goals and to embed our organisational values in providing innovation in leadership, excellent service, and good governance practices.

During 2016/2017 we rolled out 143 programs including comprehensive Financial Management training for 300 employees, two comprehensive leadership programs for new and emerging leaders and soft skills programs including personal productivity, stress management, building resilience and presentation skills.

Leadership-specific courses included recruitment and selection, performance management, industrial/employee relations, a Graduate Certificate Program in Business Management and a Master's in Business Administration.

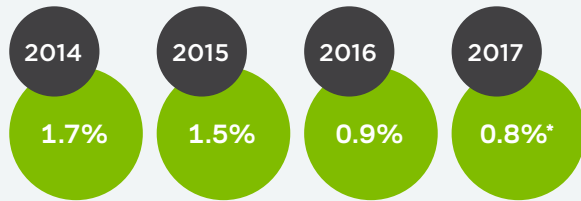
Compliance training continued to be a focus and 1,040 employees undertook compliance training relating to privacy, fraud and corruption, excellence in governance and record management.

We also reviewed our corporate induction program with a view to providing more streamlined and focused information specific to Council's vision, goals, values, and our commitment to the community. The program will be launched in 2017/2018.



Aboriginal or Torres Strait Islander (ATSI) background

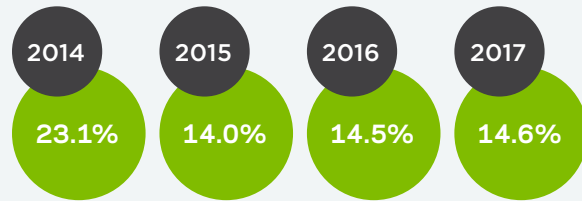
Percentage of permanent Council staff (part-time and full-time only) who identify as being from an ATSI background.



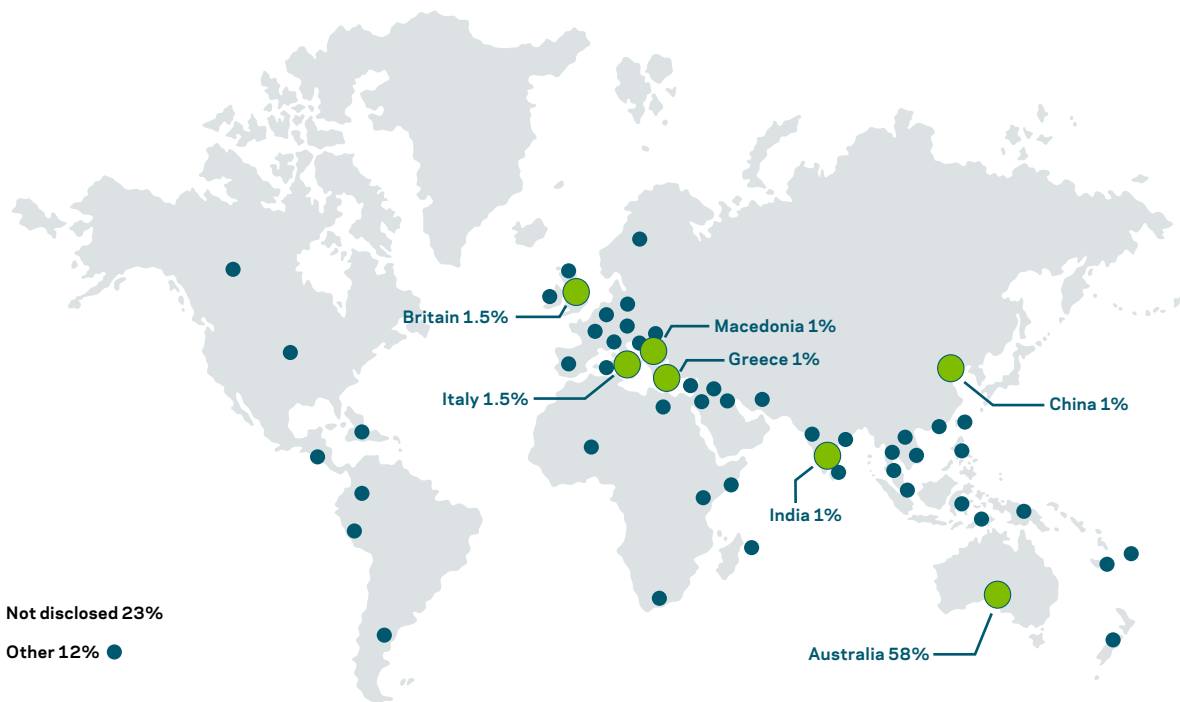
* Inclusive of casual employees, the total is 1.2 per cent.

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).



Darebin City Council staff countries of birth



'Other' countries of birth include

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



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 2016/2017 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.

OHS training provided

Training Course	Attendees
Warden eLearning	182
Working Safely with Hazardous Chemicals e-Learning	22
Manual Tasks for Workers e-Learning	84
OHS for Leaders	106
Chief Warden	5
WorkSafe-approved five-day initial Health and Safety Representative course	25
First Aid Refresher/Level Two	75
Emergency Drills	10 Sites

In 2016/2017 we ran programs about corporate health and wellbeing, emergency management, injury management, internal corporate risk, and preventing occupational violence.

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 Safety Leadership 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. Throughout 2016/2017 we reviewed our OHS committee structure and realigned our Designated Working Groups (DWGs) into their reporting structures. We also reviewed the working groups and, in some instances, joined or separated groups to make them more relevant and appropriate to the work, location and risks.

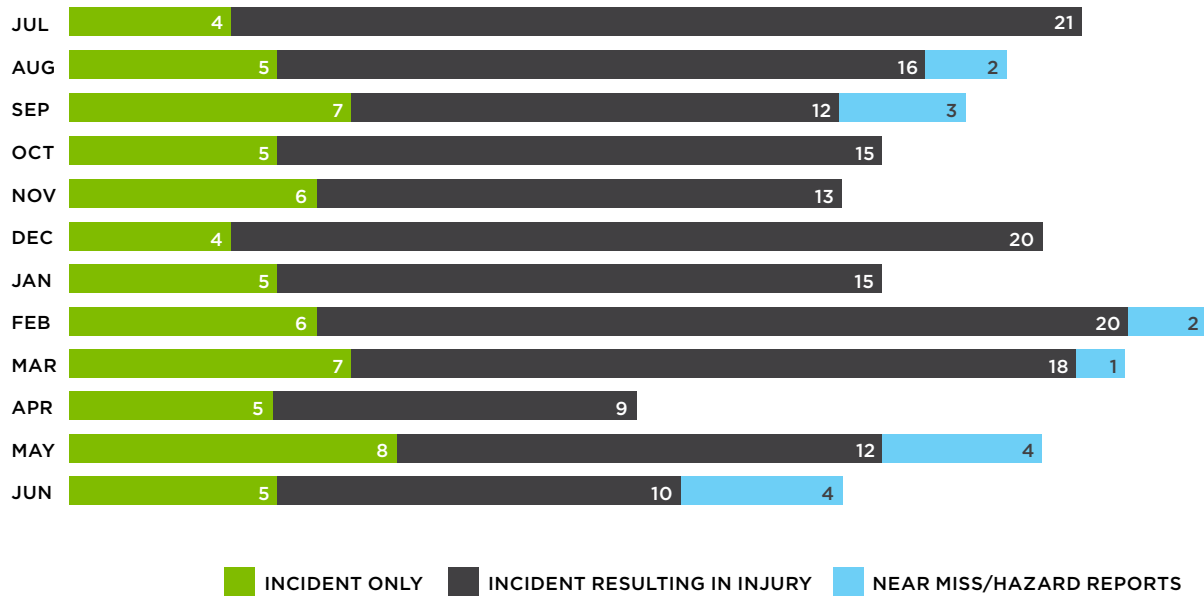
What we achieved:

- DWGs now have a HSR who is in their team and/or directorate. This allows greater visibility for both the work group and the HSR and makes consultation easier.
- HSRs are now in committees with their own managers. Incident follow-up is more likely to occur and there is visibility between the two parties.
- The Director chairs the committee that is made up of their own teams. This creates greater awareness for the Director and accountability for safety issues in their work groups.
- In 2017/2018, we aim to reinvigorate the way the committees run by introducing novel discussions and practical exercises to make them more engaging for all participants.



Total incident reports

Darebin City Council Type of Reports 2016/2017

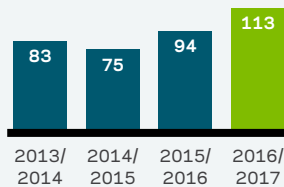


Types of incidents/near misses/hazards by year

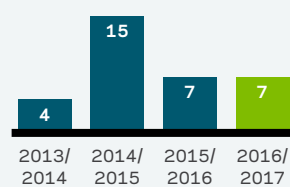
	2013/2014	2014/2015	2015/2016	2016/2017
Manual handling	32	35	53	78
Impact with object	53	67	36	43
Slip, trip or fall	50	37	41	31
Psychological	15	42	14	16
Foreign body/animal bite	9	18	11	15
Occupational violence	15	34	46	35
Ergonomic	20	12	17	1
Overuse	5	13	5	7
Driving vehicles	10	29	14	8
Chemical/biological exposure	9	18	36	10
Exposure to noise/electrocution	0	1	0	1
Other	4	24	22	19
Total	222	330	295	264

Injuries by type

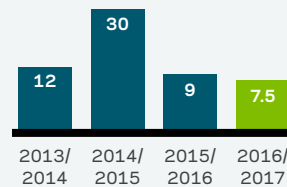
Sprain or Strain



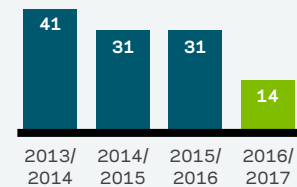
Foreign Body/Bite/Sting



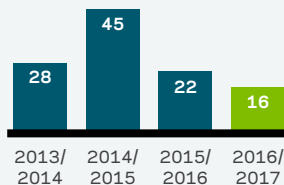
Psychological



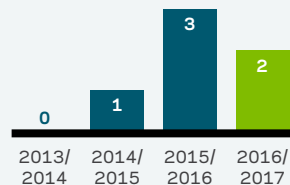
Bruise/Contusion



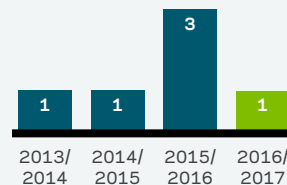
Cut/Laceration



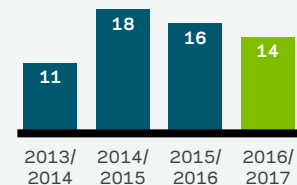
Personal Condition



Multiple Injury



Other



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

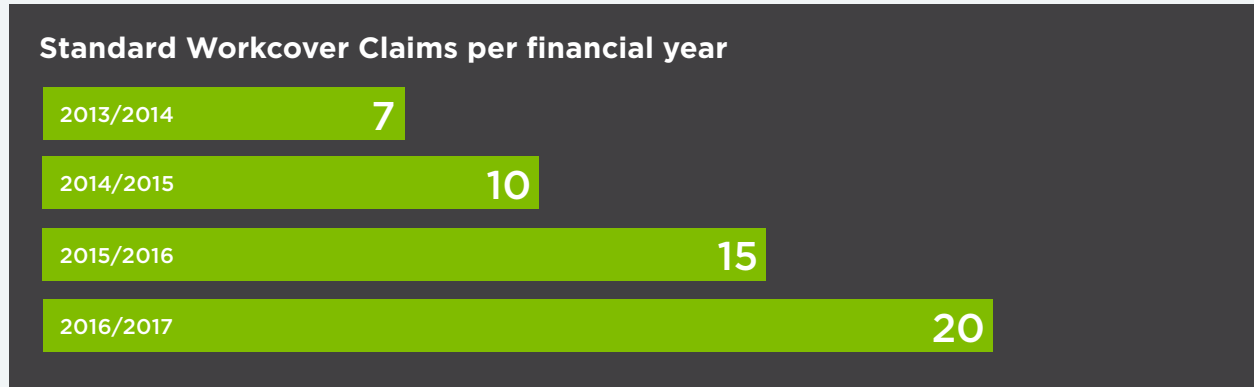


Health and wellbeing programs

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

- Yoga classes.
- Massages.
- Movember, which included 'Man up to Mental Health' sessions.

WorkCover claims



WorkCover premium

The WorkCover premium for 2016/2017 was \$803,917, which was a reduction of \$510,846 compared to the previous year's premium. Unfortunately, our 2017/2018 premium increased to \$989,909. There was a steady increase in our standard WorkCover claims that is reflected in the data shown in the graph above and the premium increase.

WorkCover premium and performance rating

Year	Premium (ex. GST)	Employer Performance Rating (<1 indicates better than the industry)
2014/2015	\$1,970,172 (reduced by \$916,869)	1.64
2015/2016	\$1,314,763 (reduced by \$655,409)	1.02
2016/2017	\$803,917 (reduced by \$510,846)	0.56
2017/2018	\$989,909 (increased by \$185,992)	0.98



Risk management

The Corporate Risk department raised 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 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, the Audit Committee, the Governance, Risk and Corporate Performance Committee, and the Business Continuity Committee.

Business Continuity

Our Business Continuity Management Program review started in February 2017. The first stage of the review included workshops with the leadership group on the revised departmental Business Impact Analysis (BIA) process. The enhanced process helped establish an updated list of critical services to respond to business interruption events affecting staff, facilities, operations and the business of Council. The next stage of the review will commence in early 2017/2018 with the development of Departmental Recovery Plans to replace existing Sub Plans and a review of the Business Continuity Plan, including exercising and testing the Plan and training and awareness of the Plan.

A two-day forced power shutdown by our utility company in June 2017 required extensive planning and testing of our current generator, IT and Business Continuity. Council officers worked over a six-week period to ensure the event would cause minimal disruption. The outcome was a great success with no disruption to the business or to service delivery during the power outage.

Audit Manager

An Audit Manager module was purchased from CAMMS Software towards the end of the last 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.

In October 2016, the system went live and it currently holds all Internal Audit Reports, which have been finalised through Crowe Horwath. Council officers can provide progress comments against their related Internal Audit on a regular basis. The Executive Management Team receives quarterly updates and each Director receives a current compliance report of their directorate for regular monitoring and review to ensure audit recommendations are addressed promptly. The Audit Committee also receives a quarterly compliance report to monitor performance.

Appointment of Insurance Broker

Over recent years, large insurance broking services have entered the local government market, introducing competitive premiums and services.

In December 2016, we engaged Procurement Australia to review and evaluate our insurance program and manage a tender process for the provision of insurance broking and risk management services. In early May, Council resolved to appoint Aon as our insurance broker for the 2017/2018 renewal period with the expectation of premium savings.



Loss Limits Validation Assessment

During the tender process for the provision of insurance broking and risk management services it was proposed that Council may have been over-purchasing Public Liability and Professional Indemnity insurance.

We undertook an independent Loss Limits Validation assessment to ascertain optimal insurance cover limits. The assessment involved a desktop review that enabled an independent evaluation of Council's exposure in the areas of property, assets and infrastructure, general and public liability, and professional indemnity.

In early May, a report of findings was received and a proposal of a \$250m loss limit for Public Liability and Professional Indemnity was presented for consideration, placing Council in a better position to request and place insurance cover for all policies with suitable and realistic loss limits.

Looking ahead to 2017/2018

Enterprise Risk Management Strategy

An Enterprise Risk Management (ERM) Strategy will be developed in support of the Risk Management Policy to improve and enhance existing risk management practices. The Strategy will outline the risk appetite and the method used to identify, analyse, evaluate, treat, monitor and communicate key risks associated with Council responsibilities to minimise unexpected losses and maximise opportunities.

We are committed to ensuring that Risk Management is an integral part of the wide range of activities undertaken by and on behalf of Council in a complex Local Government environment.


In 2017/2018, the Strategy will be endorsed by the Executive Management Team, along with a supporting framework to ensure key objectives and goals are achieved.

Strategic and Operational Risk Review

A review of strategic and operational risks will be undertaken in 2017/2018 and will coincide with a significant upgrade to our system. CammsRisk will capture risk owners, control owners and treatment owners with a greater emphasis on accountability to effectively identify, manage and mitigate risk exposures both at the strategic and operational levels. Due to the system improvements, a review of our current framework, including consequence categories and criteria and the likelihood criteria and rating, will also be undertaken. This review is also aligned to the development of the ERM Strategy.

Motor Fleet Awareness Program

An increased focus will be applied to a key organisational risk, our motor fleet. A Driver Education Program will be developed and implemented to build employee awareness of road safety and improve attitudes and behaviour on the road.



We will be setting up an in-house/early intervention allied health program for injured employees. This will reduce our WorkCover claim numbers, claims durations and overall WorkCover expenses by providing employees with free, fast physical health intervention following injury.



CELEBRATING DAREBIN'S VOLUNTEERS

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

Food Security and Social Inclusion - new community meals program in Darebin

The Thornbury Community Meal was recently established by the Thornbury Salvation Army and St Mary's Catholic Church. Every Friday night, the program provides a free meal for community members who are experiencing homelessness or food insecurity, or just want some company and to share a meal.

The program is supported by SecondBite and a local bakery, which provides the Thornbury Community Meal volunteers with fresh food to prepare.

Darebin Information Volunteer Resource Service (DIVRS)

Council provides funding and support to DIVRS, which is a not-for-profit volunteer-driven organisation that delivers free services and programs for vulnerable people in Darebin. These services and programs include the provision of basic needs to clients experiencing financial hardship, and advocacy, case management, counselling and referral.

The Darebin Fruit Squad, which harvests fruit from home gardens and redistributes it to emergency relief agencies, is based at DIVRS. Since the program began in 2012, more than 3,500kg of fruit has been collected and provided to agencies such as the Preston Salvation Army Food Bank, the Asylum Seeker Resource Centre and SecondBite. The generosity of the households and the volunteer fruit-pickers directly benefits the health and wellbeing of our community.

The L2P Learner Driver Mentor Program at DIVRS helps disadvantaged young people gain their provisional licences. Volunteer mentors are recruited, trained and matched with learner drivers to undertake supervised experience. The Program makes it easier for young people to get a job, access education and training, or care for family members. 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.

Community Groups and Advisory Committees

Our Community Groups and Advisory Committees foster community participation and allow the Darebin community to provide input into Council policy and service development.

In 2016/2017 more than 65 people volunteered their time to Council's 19 Advisory Committees and Community Groups. Our groups and committees are listed on page 131.

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

Some of our valued Thornbury Community Meal volunteers. L-R: Janine Sim-Jones, Dianne Coyle, Matt Ralston, Father Gerald Medici, Rose Babic, Quan Dinh.





MY FAVOURITE PLACE IN DAREBIN IS...

the Oval behind Northcote high school. My dog and I jog through it every morning on our way to Merri Creek Trail. It's a nice way to start a day, especially when we get treated with sunrises like this.

#sunrisejogs
#discoverdarebin

PHOTO BY MASHA PROKUDINA

#discoverdarebin



5. OUR PERFORMANCE



Artists
Adnate and Ray Thomas
Project
Victorian Aboriginal Health Service, cnr Bell Street and Plenty Road, Preston

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The Report of Operations measures our 2016/2017 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 our progress with the Major Initiatives outlined in the Council Budget.

Reporting on the City of Darebin Council Plan 2013-2017

The Council Plan 2013-2017 guided our work until 30 June 2017, when the Council Plan 2017-2021 was implemented. The Council Plan describes the vision, mission, goals and actions that guide our work. Our goals are developed after extensive consultation with our community and other stakeholders and they reflect the shared priorities of our diverse community.

Goal 1 (page 55)

Vibrant city and innovative economy

Goal 2 (page 66)

Healthy and connected community

Goal 3 (page 81)

Sustainable and resilient neighbourhoods

Goal 4 (page 92)

Thriving and creative culture

Goal 5 (page 99)

Excellent service

Goal 6 (page 108)

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.
- Services provided and their costs.
- 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 2016/2017.
- Future plans.

There is more information about the Council Plan on our website

www.darebin.vic.gov.au/CouncilPlan

Priority Actions reporting legend

✔ Complete

Item completed. Requires no further action.

✘ Incomplete

Item partially completed. Comments about progress and expected completion dates are provided.

2016/2017 was the final year of our Council Plan 2013-2017. The Council Plan 2017-2021 took effect on 1 July 2017. We will report our progress against the new Council Plan in the 2017/2018 Annual Report.



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.

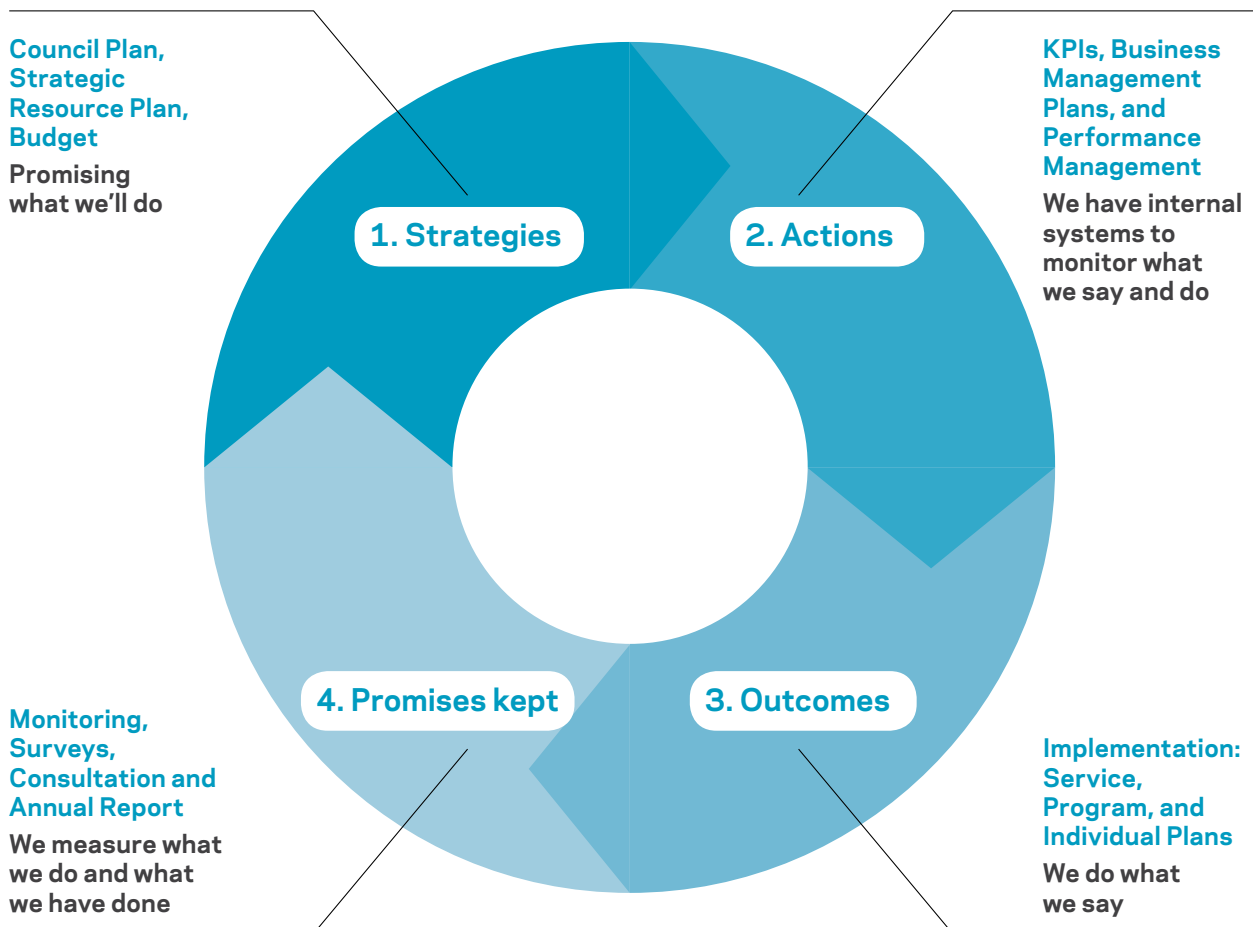
The **Council Plan** describes the vision, mission, goals (strategic objectives) and actions that guide our work for a four-year period. It is reviewed annually. The **Strategic Resource Plan** describes how the key actions and objectives for the year will be resourced. The **Annual Budget** sets out 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 final year of the Council Plan 2013-2017

2016/2017 was the final year of the Council Plan 2013-2017. Of the 58 Priority Actions we pledged to complete, eight (13 per cent) were incomplete by 30 June 2017. All eight Priority Actions will be finalised in 2017/2018.

Read on for more detail about our performance for each goal.





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.



Budget allocated to this goal over the life of the Council Plan 2013-2017

	2013/2014 \$'000	2014/2015 \$'000	2015/2016 \$'000	2016/2017 \$'000	Total \$'000
Actual	29,619	31,266	31,449	31,521	123,855
Budget	27,905	31,966	33,296	33,338	126,505
Variance	(1,714)	700	1,847	1,818	2,651



HIGHLIGHTS AND ACHIEVEMENTS

- Darebin's first Tourism Strategy was launched at Welcome to Thornbury on 14 September 2016. The launch event included a pop-up market of local businesses and a presentation of the history of Darebin tourism by Andrew Mansfield, owner of the Northcote Social Club.
- The first Darebin Tourism Network meeting was held on 22 May 2017. It was attended by representatives from key Darebin destinations and businesses including Northland Shopping Centre, Melbourne City Football Club, Palace Cinema Westgarth, Northern Blues Football Club, Salta/Preston Market, Mantra Bell City, Welcome to Thornbury and Westside Circus.
- We helped three local businesses apply for and successfully gain State and Federal funding, which resulted in commitments to employ 100 staff.
- We settled and won several Victorian Civil and Administrative Tribunal (VCAT) cases and advanced the cause for improved liveability, sustainability and design of residential apartments.
- We hosted 45 business events that were attended by more than 1,900 people.
- The domestic waste collection again exceeded the Council Plan Indicator for bin collection. We collected 27,139 tonnes of garbage and 11,070 tonnes of green waste from approximately 63,600 households.
- The Annual Hard Waste service collected 2,506 tonnes of material, of which 19 per cent (476 tonnes) was recycled.
- Preston Central was upgraded as part of a Victorian Government Public Safety Infrastructure grant. The upgrade included safety improvements, increased lighting, street art and CCTV surrounding the Preston Library.
- We established a Creative Industries Network to provide a platform for creative entrepreneurs to share ideas and experiences.
- The introduction of online footpath trading permits made it easier for businesses to lodge applications.
- After four years of advocacy, the Minister for Planning approved larger developments along St Georges Road and Plenty Road. This provides mandatory heights along the corridor and incorporates best practice urban design.
- We responded to 2,630 service enquiries in 2016/2017. They included provision of legal points of discharge, engineering comments on planning permits, retention system compliance assessments and drainage infrastructure approvals.
- We worked closely with the Level Crossing Authority on the design for the Grange Road Alphington level crossing and continue to seek ways to minimise the impact of construction on the local community.
- We constructed or improved 11 road crossings and intersections for pedestrians. This included kerb build-outs at Bracken Ave on Miller Street Preston.

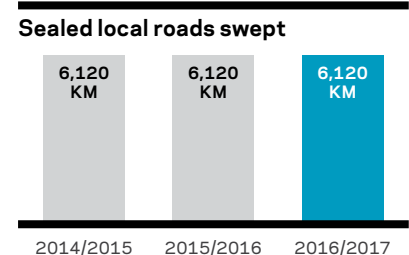
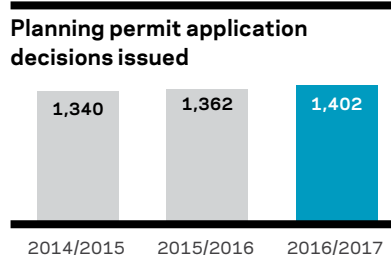
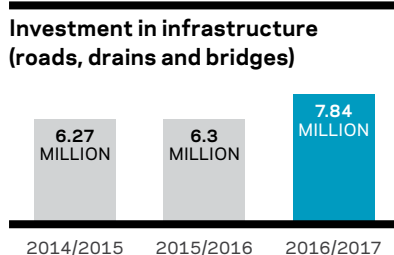
We delivered a hands-on Export Program for 20 local businesses that led to the creation of more than 40 jobs.



SERVICES

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

		Net cost of providing this service in 2016/2017 Budget Actual Variance \$'000
Economic Development	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 improve business performance. Work with neighbouring municipalities to develop and implement regional economic growth.	1,250 <u>1,175</u> 75
Civic Compliance	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.	541 <u>651</u> (110)
Assets and Properties	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.	5,737 <u>6,697</u> (960)
City Development	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.	4,509 <u>3,297</u> 1,212
Major Projects, Engineering and Transportation	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. Capital works budget management. Advice and policy on all traffic management and transport planning matters, including development of transport strategies and initiatives.	2,684 <u>2,204</u> 480
City Works	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 vehicles, plant and equipment. Ongoing maintenance of roads, footpaths, drains and Council's extensive network of street, directional, parking, regulatory and advisory signs.	18,617 <u>17,496</u> 1,121





FOUR-YEAR PRIORITY ACTIONS

What we committed to in the Council Plan 2013-2017.

While the table below focuses on the achievements of 2016/2017, occasionally information from previous years is included to indicate whether the action was met.

ACTION	STATUS	HIGHLIGHTS
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"> In line with our strategies, the nominated upgrades and beautification projects were completed. 5,248m² of shared paths were completed at a cost of \$709,515 and 8,833m² of footpaths were completed at a cost of \$964,459. The Open Space Strategy will be reviewed in 2017/2018.
2. Continue to implement and monitor the roll-out of internet accessibility in the City of Darebin.	✓	<ul style="list-style-type: none"> 1,471,351 unique sessions of Darebin Free WiFi were used in shopping precincts. The NBN rollout dates were confirmed*: <ul style="list-style-type: none"> Reservoir, Kingsbury, Preston will be completed by June 2018. Preston, Thornbury will be completed by December 2018. Northcote, Alphington will be completed by December 2018. Mont Park, Kingsbury will be completed by July 2019. <p>*NBN Co presented this information at the Business Leaders' Lunch in March 2016.</p>
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"> The approval of Amendment C138 (Darebin Planning Scheme Review) completed this Priority Action. A Planning Scheme review is due in 2018. Work on the Cultural Infrastructure Framework Plan started. The Plan will provide a detailed understanding of the existing cultural infrastructure and enable Council to provide support for various artists.
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.	✓	<p>Darebin Integrated Housing Strategy</p> <ul style="list-style-type: none"> This Strategy was adopted and incorporated into the Darebin Planning Scheme. Darebin's projected population increase means the Strategy needs to be reviewed earlier than expected. This will start in 2017/2018. <p>Darebin Economic Land Use Strategy</p> <ul style="list-style-type: none"> The Darebin Economic Land Use Strategy was adopted in 2014. The Strategy is being monitored and referred to on a regular basis for the rezoning of underutilised or redundant industrial sites. An Economic and Employment Study is underway to determine a framework for future economic activity in the Northland Urban Renewal Precinct (NURP). The study will inform the NURP Structure Plan.

✓ **Complete** Item completed. Requires no further action.

✗ **Incomplete** Item partially completed. Comments about progress and expected completion dates are provided.



FOUR-YEAR PRIORITY ACTIONS

ACTION	STATUS	HIGHLIGHTS
<p>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.</p>	<p>✓</p> <p>✗ (progress - 90%)</p>	<p>Road Management Plan</p> <ul style="list-style-type: none"> The Road Management Plan review was adopted on 19 June 2017. <p>Policies within the Parking Management Strategic Framework include:</p> <ul style="list-style-type: none"> Narrow Streets Report - adopted in April 2016. Vehicle Crossover Policy - currently under review. Springthorpe Parking Policy - in development. Review of parking restrictions in Fairfield. In 2017/2018 we will consult the community on a broader parking strategy to provide long-term guidance and consistency on how we manage parking across the Municipality.
<p>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.</p>	<p>✓</p>	<p>DAREBIN TRANSPORT STRATEGY</p> <p>Safe Travel Strategy 2010-2015</p> <ul style="list-style-type: none"> This Strategy was completed and a new one is being developed. Projects delivered in 2016/2017 included: <ul style="list-style-type: none"> Audited 10 safe travel to school routes for primary schools. Constructed 3 school crossings. 3 speed limit reductions approved by VicRoads. 2 roundabouts upgraded. <p>Darebin Cycling Strategy 2013-2018</p> <ul style="list-style-type: none"> This Strategy was completed and a new one is being developed. Projects delivered in 2016/2017 included: <ul style="list-style-type: none"> Upgraded 6 on-road cycling facilities, 5 off-road facilities and conducted a best practice evaluation of our shimmy network. Safer pedestrian crossing facilities installed at 24 locations, including through the Broadway Safer Pedestrian Project and the JUMP Masterplan implementation. New footpath constructed along Aberdeen St, Reservoir. A new Walking Strategy will be developed in 2017/2018. 4 disabled bays and 7 car share vehicles were installed.

✓ **Complete** Item completed. Requires no further action.

✗ **Incomplete** Item partially completed. Comments about progress and expected completion dates are provided.



FOUR-YEAR PRIORITY ACTIONS

ACTION	STATUS	HIGHLIGHTS
<p>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.</p>	<p>⊗ (this is a multi-year project)</p>	<ul style="list-style-type: none"> • We are working with the Victorian Planning Authority on the Latrobe Employment Cluster, which incorporates La Trobe University and Northland Shopping Centre. This includes consideration of a new housing mix for the Northland Urban Renewal Precinct area incorporating high and medium-density housing. • A review of the cultural and historical significance of Preston Market is underway. Council is tracking the application before the Victorian Civil and Administrative Tribunal for stages 1B and 1C. Discussions with the State Government are underway to ensure the current planning provisions can best protect the open space character of the market.
<p>8. Review Council's Asset Management Strategy 2005 and Asset Management Policy 2003. Implement and monitor a centralised capital works project management system.</p>	<p>✓</p>	<ul style="list-style-type: none"> • The Asset Management Strategy 2005 and Asset Management Policy 2003 were reviewed and are current.




Scan-Xpress, based in the Northcote campus of the Melbourne Innovation Centre, is one of the world's most experienced 3D scanning bureaux. David Purser (left) and Kevin Warwick (right) believe a fluid management structure and a willingness to embrace new ideas and developments contribute to the company's technological creativity and success.

✓ **Complete** Item completed. Requires no further action.

⊗ **Incomplete** Item partially completed. Comments about progress and expected completion dates are provided.



FOUR-YEAR PRIORITY ACTIONS


ACTION	STATUS	HIGHLIGHTS
<p>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.</p>		<p>Green Business Attraction Strategy 2012-2015</p> <ul style="list-style-type: none"> • 36 'Greening Our Business' stickers and Certificates were delivered. • 47 businesses were added to the Green Business Directory. • 9 Bulk Buy Business Solar installations were completed. • 8 businesses purchased solar outside of the bulk buy. • The Sustainability Matters event on 6 April 2017 was attended by 120 people. • 2 Green Business Network events were held. <p>Darebin Digital Strategy 2013-2018</p> <ul style="list-style-type: none"> • The Darebin Pitch IT Grand Final was held on 7 July. The winner of \$10,000 start-up cash and 6 months' co-working space at Melbourne Innovation Centre, Jessica Thomas, received widespread media coverage. • The Darebin Business Facebook page was launched. • Our 2015 #darebinxmas digital business campaign received national recognition at the Mainstreet Australia Awards. • Total social media reach via Darebin City Council Facebook, Instagram and Twitter accounts was 55,830 (Facebook: 46,903, Instagram: 1,742, Twitter: 7,185). <p>Tourism: A Destination Plan for Darebin 2016-2021*</p> <ul style="list-style-type: none"> • Darebin's first ever Tourism Strategy was adopted on 1 August 2016 and launched at Welcome to Thornbury on 14 September. • The Welcome to Darebin graffiti mural in Welcome to Thornbury was completed by local artist Hayden Dewar. This project was co-funded by Council, Northland Shopping Centre, Mantra Bell City and Welcome to Thornbury. <p><small>* The Business Development and Employment Strategy 2012-2015 was succeeded by Tourism: A Destination Plan for Darebin 2016-2021.</small></p>


**In
2017/
2018**

**We will hold a
Green Business
Expo.**

**In
2017/
2018**

**We will replace 7,500m
of footpath defects
and increase footpath
maintenance funding
to \$1.7M.**

 **Complete** Item completed. Requires no further action.

 **Incomplete** Item partially completed. Comments about progress and expected completion dates are provided.



COUNCIL PLAN PERFORMANCE INDICATORS/TARGETS

How we measured up

Activity	Measure	Four-year target	Year 1 2013/2014	Year 2 2014/2015	Year 3 2015/2016	Year 4 2016/2017
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Traffic Management	The percentage of respondents who rate Council's performance in traffic management at 6 or more on a 10-point scale.	≥75%	75.8%	73.7%	73.9%	69.5%
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✘ Target not met

The population to the north of Darebin grew by 30% in the last 5 years, which means more cars are travelling through the municipality. Many large construction and development projects have disrupted traffic on arterial and local roads this year. Council has committed over \$1 million in 2017/2018 to help manage traffic issues on local roads and successfully advocated to the State Government for the removal of three railway crossings by 2019.

Asset Renewal	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%	98.6%
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✔ Target met

The asset renewal budget addresses assets requiring renewal as identified through condition assessments.

Employment	Number of new jobs within the City of Darebin annually.	Net increase in number of jobs by >333 per annum	573	516	485	499
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✔ Target met

The majority (83%) of jobs created were from businesses that required health and/or food registration.

Completed Capital Works Projects within Budget	Percentage of Capital Works Projects completed within +/- 10% of approved budget.	95%	53%	63%	62%	64%
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✘ Target not met

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 98%.



Activity	Measure	Four-year target	Year 1 2013/2014	Year 2 2014/2015	Year 3 2015/2016	Year 4 2016/2017
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Completed Capital Works	Percentage of Capital Works Projects completed by the end of each financial year.	90%	85%	92%	92%	80%
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✘ Target not met

Council completed 109 out of 137 (80%) capital works projects for the year. In addition, there were multi-year projects and projects delayed due to external circumstances, such as storm damage. Council's portfolio management team continues to develop initiatives and governance frameworks that will help to ensure a higher rate of success in this area.

Bin Collection	Percentage of bins collected on the scheduled day.	>99%	99.9%	99.9%	99.9%	99.9%
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✔ Target met

This result again exceeded the target.

Housing	Percentage of social and affordable housing included in new development.	Up to 10%	0%	0%	0%	0%
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✘ Target not met

Council advocacy efforts have not resulted in any increase to social housing in the municipality. However, we are not alone. Despite Council's investment of land for social housing, the State Government has not provided matching capital resources to realise development. This situation may change with Council's advocacy effort seeing a shift in the State Government's attitude to Inclusionary Zoning for increasing social housing.



In 2016 the call went out to all IT specialists, innovators, programmers and wizards: Come and pitch the next big digital thing to a panel of experienced tech professionals at the inaugural Darebin Pitch IT competition. Preston resident Jessica Thomas won \$10,000 and a co-working space at the Melbourne Innovation Centre with her pitch 'Dogshare'.



MAJOR INITIATIVES FROM OUR ANNUAL BUDGET

Program	Description	Progress
Traffic and Transport Management	This program addresses traffic and transport priorities in a strategic manner across the municipality and constructs traffic management and road safety works to address concerns and priorities raised by the community. Projects include further advance works regarding grade separations, road safety programs, maintenance works, speed reduction programs, and partnership works with key transport stakeholders.	90% Delays were experienced in procuring civil construction suppliers. A new civil construction works panel was established and projects not completed will be finished in 2017/2018 as this is a recurring program.
Cycling Initiatives	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.	88% Unexpected delays were experienced both waiting for the sole provider to modify lighting infrastructure and in procuring a civil construction supplier. Relationships with electricity companies continued to be built, a new civil works panel was established and projects not completed will be finished in 2017/2018 as this is a recurring program.
Footpath Renewal Program	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 based on footpath condition and level of use.	97% This program progressed according to schedule until a principal contractor was discontinued late in the financial year. The missing portion of the program will be completed in 2017/2018.
Walking Initiative	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 to reduce car dependency.	79% Unexpected delays were experienced both waiting for the sole provider to modify lighting infrastructure and in procuring a civil construction supplier. Relationships with electricity companies continue to be built, a new civil works panel has been established and projects not completed will be finished in 2017/2018 as this is a recurring program.
Shopping Strip Infrastructure and Business Support	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 posting bollards in shopping strips, signage and branding, and intensive cleaning of footpaths, rubbish bins and recycling stations.	70% Physical works were broken into two packages. The first package was tendered and contract awarded. Works were partially completed as Council cancelled the contract. A second package was tendered and contract not awarded as the costs returned were high due to the time of year.



CHALLENGES

Managing Development Pressures and Community Expectations

Darebin's population is forecast to increase 224,213 by 2041 (2016 Australian Bureau of Statistics Estimated Resident Population). This equates to almost 3,000 new residents and a requirement for more than 1,300 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.

This level of development pressure and change is challenging for the community to accept, as development is intensifying around activity centres and along transport corridors. The tension between the need for Council to plan and provide the opportunity for increased housing contrasts with opposition from some elements of the community toward new apartment developments. For both the Building and Planning functions of Council this has increased the volume of enquiries, the complexity of issues, and workloads.

We need to explain our development role and actively engage with our community about how the additional population growth is best managed.

In 2016/2017, we received 1,321 planning permit applications and decided on more planning applications than any previous year, with 1,402 decisions issued. In 2015/2016 1,362 decisions were issued.

Grange Road Level Crossing Removal

The lease agreement for the occupation of Council land around the grade separation was unplanned and negotiations with VicTrack were difficult. The lease was finalised the day before the occupation started.

Hazardous Materials

The discovery and removal of hazardous materials, such as asbestos, lead and contaminated soils, delayed projects and increased costs.

FUTURE PLANS

In 2017/2018 a Development Contributions Plan will be developed to help fund new infrastructure to support future population growth.

Work will continue on the Oakover Village Precinct Concept Plan. Preparation is underway to transform this precinct from vacant and underutilised industrial land into a small mixed-use neighbourhood centre.

Mobile devices will be used to maintain Darebin's best practice service and compliance with our new Road Management Plan, which was adopted by Council on 19 June 2017.

We will be ensuring a high level of safety compliance is achieved by boarding houses.

The Darebin Planning Scheme will be reviewed in 2017/2018.

We will continue to work with the Victorian Government to achieve the separation of road and rail at crossings, including advocating for, and leading the design processes to: improve open space, access and connections, safety and amenity for pedestrians and bike riders, and interchange facilities for public transport; and integrate creative spaces into new buildings, master plans and major infrastructure.

We will upgrade six to eight retail centres with new amenities including bins, recycling bins, cycle hoops, seats and natural shade as per our Retail Activity Centres Strategic Review.



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.



Budget allocated to this goal over the life of the Council Plan 2013-2017

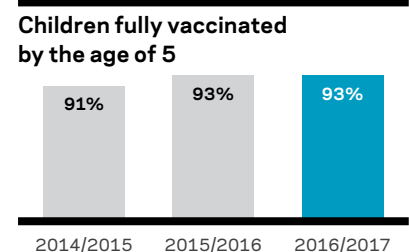
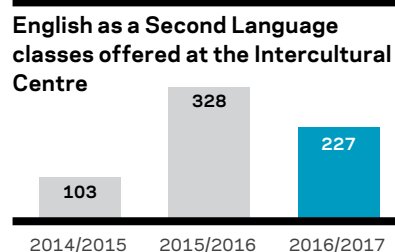
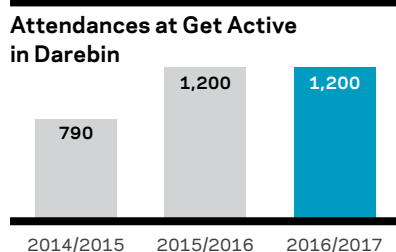
	2013/2014	2014/2015	2015/2016	2016/2017	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Actual	18,987	21,146	20,953	19,538	80,624
Budget	19,182	20,187	21,514	22,118	83,001
Variance	195	(959)	561	2,580	2,377



HIGHLIGHTS AND ACHIEVEMENTS

- We helped 86 Aged and Disability clients transition to the National Disability Insurance Scheme (NDIS).
- The Darebin Child Friendly City Framework, which acknowledges Darebin as a child friendly city and supports the rights of children, was endorsed by Council on 4 July 2016.
- 165 food handlers attended free Safe Food Handler Information Sessions aimed at improving the knowledge of food handlers in food businesses and industries.
- More than \$35,000 in fee subsidies was provided to sporting clubs through our Fees, Charges and Occupancy Policy. This had a direct impact on local participation in sport.
- Funding from the Victorian Government was used to deliver Say No to Racism training to young people. More than 220 people attended 11 sessions at the Intercultural Centre. Sessions were also held at Northcote High School, East Preston Islamic College, The Pavilion and Melbourne Polytechnic.

Our Aged and Disability department supported 3,479 individual clients, and 30 clubs and groups with 3,901 members.





SERVICES

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

		Net cost of providing this service in 2016/2017
		Budget
		Actual
		Variance
		\$'000
Aged and Disability	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.	8,287 <u>6,747</u> 1,540
Community Planning	Responds to the diverse needs and aspirations of the Darebin community by providing strategic policy and planning expertise.	2,599 <u>2,718</u> (119)
Family and Children	Responsible for a mix of service delivery, policy and community partnership projects that target Darebin's children and their families. Includes 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.	5,046 <u>4,127</u> 919
Leisure and Public Realm	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.	918 <u>999</u> (81)
Libraries, Learning and Youth	Responsible for the libraries at Fairfield, Northcote, Preston and Reservoir and our virtual library (www.darebinlibraries.vic.gov.au). 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.	5,269 <u>4,947</u> 322



FOUR-YEAR PRIORITY ACTIONS

What we committed to in the Council Plan 2013-2017.

While the table below focuses on the achievements of 2016/2017, occasionally information from previous years is included to indicate whether the action was met.

ACTION	STATUS	HIGHLIGHTS
1. Develop, implement, monitor and review the Community Health and Wellbeing Plan.	✓	<ul style="list-style-type: none"> The annual report was completed and submitted to the Department of Health and Human Services. A new Health and Wellbeing Plan is in consultation phase. Health and wellbeing programs were implemented at the East Preston Community Centre.
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"> Keon Park Children's Hub and Darebin North East Community Hub (formerly known as Lancaster Gate) were completed and operational in 2014/2015. The Reservoir Community and Learning Centre (previously Reservoir Library) opened in 2015/2016.
3. Conduct and evaluate expos, exhibitions and events that support community health and wellbeing goals.	✓	<ul style="list-style-type: none"> We set up a stall promoting Health and Wellbeing activities at the Darebin Community and Kite Festival. A smoothie making and health literacy workshop was conducted at the East Preston Islamic College family day.
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"> We will continue to review the allocation of sports grounds for local clubs that provide junior and female participation opportunities. Work continues to encourage clubs to increase participation, particularly through our Sporting Fees and Charges Policy.
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"> Office of Multicultural Affairs funding was used to run Say No to Racism training for school and community groups.
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.	✓	<ul style="list-style-type: none"> The Intercultural Centre offered English classes, one-to-one tutorials, pronunciation classes and opportunities for diverse community members to gather and learn about mental health, harmony day, older adult health and wellbeing. A successful year of initiatives saw an 11% increase in attendance at programs catering for diversity. There was strong participation in Conversation Cafés for newly arrived communities.

✓ **Complete** Item completed. Requires no further action.

✗ **Incomplete** Item partially completed. Comments about progress and expected completion dates are provided.



FOUR-YEAR PRIORITY ACTIONS


ACTION	STATUS	HIGHLIGHTS
<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>		<p>Library Strategy</p> <ul style="list-style-type: none"> The Library Strategy Action Plan was completed. Furniture and facilities were upgraded at Northcote and Preston. Our interactive Darebin Planet Library app, designed for children to access our catalogues, was launched. <p>Graffiti Management Action Plan</p> <ul style="list-style-type: none"> 19,948m² of graffiti was removed at a cost of \$196,000. <p>Food Security and Nutrition Action Plan</p> <ul style="list-style-type: none"> 4 Emergency Relief Network meetings were held. The East Preston and East Reservoir Community Food Alliance Project started. <p>Northland Precinct Action Group</p> <ul style="list-style-type: none"> 4 meetings were held with a focus on supporting youth engagement and employment to deter antisocial behaviour. The Annual Action Plan was updated. <p>East Reservoir Community Group</p> <ul style="list-style-type: none"> Community Safety Audit actions were started. The Community Learning Skills Program was implemented. <p>Walker Street and East Preston Neighbourhood Action Plans</p> <ul style="list-style-type: none"> 6 East Preston Community Action Group meetings were held and 6 Walker Street Housing Estate Group meetings were held. The East Preston Community Centre opened. MOUs were established with partner organisations including community health and legal services. <p>Community Safety Strategy*</p> <ul style="list-style-type: none"> 4 meetings were held. Department of Justice Public Safety Infrastructure Grant funding was provided for CCTV, and amenity upgrades around Preston Central were completed with 3 street art murals, CCTV installation and street furniture. <p>Leisure Strategy</p> <ul style="list-style-type: none"> Continued implementation of the Integrated Management System, including casual sports ground bookings. This system captures all participation data at grounds. There was a significant increase in Get Active in Darebin participation. There was promotional reach of more than 10,000 social media views per post. <p>Lifelong Learning Strategy</p> <ul style="list-style-type: none"> A new Lifelong Learning Strategy is currently under development


Complete Item completed. Requires no further action.

Incomplete Item partially completed. Comments about progress and expected completion dates are provided.



FOUR-YEAR PRIORITY ACTIONS

ACTION	STATUS	HIGHLIGHTS
<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>		<p>Human Rights Action Plan</p> <ul style="list-style-type: none"> • Provided advice to departments across Council, including a workshop for new Customer Service staff and specialist support to Batman Park and Batman Federal Electorate renaming projects. • Advocacy work included a submission to the review of S18C – changes to the Racial Discrimination Act. <p>Multicultural and Anti-Racism Strategies</p> <ul style="list-style-type: none"> • Continued advocacy for refugee and asylum seekers as a Refugee Welcoming Zone. • Continued delivery of the Anti-Racism strategy including Say No To Racism training in schools. • Advice on organisational Culturally and Linguistically Diverse (CALD) diversity inclusion. <p>Sex, Sexuality and Gender Diverse Action Plan</p> <ul style="list-style-type: none"> • International Day Against Homophobia and Transphobia events were held. • Participated in Midsumma in partnership with Yarra, Banyule and Moreland. • Supported the Safe Schools Coalition and Marriage Equality including advocacy and awareness raising. <p>Aboriginal Strategy and Action Plan</p> <ul style="list-style-type: none"> • Overall targets for the year were met. • Highlights included: cultural awareness training for staff with the Victorian Aboriginal Child Care Agency; successful schools project Darebin Spiritual Healing Trail; finalising the Aboriginal and Torres Strait Islander Employment Strategy; partnership projects with Wurundjeri Land Council and Aboriginal organisations; Batman Park renaming. <p>Darebin Disability Action Plan</p> <ul style="list-style-type: none"> • The disability awareness training component of the plan is complete and the capital works projects to increase accessibility across Council facilities are well ahead of schedule. <p>Gender Equity Action Plan</p> <ul style="list-style-type: none"> • Expression of Interest process for new Darebin Women’s Advisory Committee completed and first Committee meeting held. • International Women’s Day Molly Hadfield Social Justice Oration event conducted at Northcote Town Hall. <p>Preventing Violence Against Women Action Plan</p> <ul style="list-style-type: none"> • 6 Family Violence Network meetings were held. • A prevention of violence against women mural was installed at Women’s Health in the North.

 **Complete** Item completed. Requires no further action.

 **Incomplete** Item partially completed. Comments about progress and expected completion dates are provided.



GET ACTIVE IN DAREBIN

Our Get Active in Darebin program is focused on increasing sport and physical activity participation levels and improving the overall health and wellbeing of our residents.

The program offers indoor or outdoor classes, depending on the season, and includes free activities such as Tai Chi, Zumba, Pilates, Qigong and Yoga. The low-cost activities offered include social tennis and cycling. All classes are delivered by qualified professionals.

When Get Active was re-branded from Free Exercise in the Parks in September 2015 it had a database of 270 residents. At the completion of the autumn 2017 program, the database included more than 900 residents.

Get Active in Darebin is funded by Council. A budget increase in 2015 from \$15,375 to \$45,722 immediately resulted in a 30 per cent annual increase in participation in 2015/2016 and this growth was maintained in 2016/2017.

Feedback received via the Darebin Council Leisure Facebook page indicates that Get Active in Darebin has had a positive impact within the local community and we anticipate that more residents will join us in getting active as word of this innovative program spreads.

www.darebin.vic.gov.au/GetActive





COUNCIL PLAN PERFORMANCE INDICATORS/TARGETS

How we measured up

Activity	Measure	Four-year target	Year 1 2013/2014	Year 2 2014/2015	Year 3 2015/2016	Year 4 2016/2017
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Aged and Disability services	Percentage of service user respondents who are satisfied or very satisfied with our Aged and Disability services.	≥60%	87.7%	88.4%	86.2%	86.1%
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Target met

86.1% is a positive achievement for the department, which is responsible for helping over 3,000 people annually through the Community Home Support Program.

Family Support services	Percentage of service user respondents who are satisfied or very satisfied with our services for families.	>49%	87.1%	78.3%	82.2%	76.6%
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Target met

Response to Cultural Diversity	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	1.2
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Target met

Response to Locational Disadvantage	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	7.2
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Target not met

The purpose of this indicator is to ensure that we meet the needs of the most disadvantaged parts of the 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.

Maternal and Child Health	Percentage of children attending Maternal and Child Health Service at two-year-old key ages and stages visit.	>75%	73%	72.4%	Unavailable	75%
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Target met



COUNCIL PLAN PERFORMANCE INDICATORS/TARGETS

Activity	Measure	Four-year target	Year 1 2013/2014	Year 2 2014/2015	Year 3 2015/2016	Year 4 2016/2017
Sports Grounds	Percentage of sports grounds delivered ready for competition use on time.	95%	96.5%	100%	100%	100%
✓ Target met						
Address Cultural and Linguistically Diverse (CALD) needs for Literacy and Learning	Percentage of Library Budget allocated to Language Other Than English (LOTE) resources.	20%	19%	20%	23%	22%
✓ Target met						
Darebin Libraries provide extensive community language collections in physical and digital formats. The physical collection increased by 7% with a focus on expanding the bilingual children's book collection, and the digital magazine collection expanded significantly.						
Equity in Sport	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%	52%
✗ Target not met						
52% of clubs displayed 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. As part of this voluntary scheme, participating clubs receive a fee subsidy if they make such a commitment. This policy will continue in future years.						
LGBTIQ access to Council services	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%	86.6%
✓ Target met						



MAJOR INITIATIVES FROM OUR ANNUAL BUDGET

Program	Description	Progress
Multi-Sports Stadium	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. Total anticipated cost of the project is \$12.4m over a three-year period covering consultation, design and construction.	40% (against 2016/2017 targets) Drawn-out negotiations regarding the site and stadium locations were resolved and the State Government supported the location. Concept design planning continues. Request for Quote to be sought regarding principal design consultant. Application completed for the Better Stadiums Grant with Sport and Recreation Victoria.
Play Spaces: Minor Neighbourhood Design and Implementation	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. Priorities for 2016/2017 included Woolhouse, All Nations Park East, Greswell Grange Estate and Merrilands Community Centre.	95% One Play Space will be constructed next year due to contractor unavailability.
Darebin Library Resources	Purchase of books, audio visual, magazines, newspapers, online, e-books and downloadable products in English and languages other than English across the four branches of Darebin Libraries, for the Darebin community.	100%
Pocket Parks Renewal Program	Renewal and upgrade of park infrastructure in Council's smallest parks. Locations in 2016/2017 included Horton Reserve, Susan Walsh Reserve, and Ludeman Reserve.	60% These incomplete works were tendered and will be awarded in 2017/2018.



CHALLENGES

As customers shift to digital formats for library resources, we are balancing the promotion of, and investment in, physical and digital collections to meet their changing needs. Increased digital usage may result in fewer physical visits to our branches. For example, increased investment in digital collections resulted in a 31 per cent increase in eAudiobook and eBook loans in 2016/2017.

Complex lease arrangements at the John Cain Memorial Park caused delays in confirming the location of the Multi-Sports Stadium and its master planning requirements.

FUTURE PLANS

We will continue to support National Disability Insurance Scheme (NDIS) eligible clients as they transition to the Scheme.

A Lifelong Learning Strategy will be developed to enable local people to learn, develop their interests and secure good quality work. It will incorporate Council, community and educational services, programs and activities.

We will use the 2016 Census information, our knowledge and experience, and customer feedback to improve our library collections and ensure that our promotional activities, events and programs meet the needs of our diverse community.

Our Health and Wellbeing Plan 2017-2021, the Equity, Diversity and Inclusion Framework 2017-2021, and their associated Action Plans, will be developed in 2017/2018.

We will support early childhood services in Darebin through new education reforms (Federal and State) that will increase service accessibility for families.

Significant leisure infrastructure investment opportunities are expected in 2017/2018. Additional commitment and investment will increase sports participation growth.

A Master Plan for the former Ruthven school site will be developed. It will incorporate mixed community service, open space and sporting use.

A Youth Services Strategy will be developed and enacted.

An online portal will help parents apply for kindergarten and child care.





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.

Equity and Inclusion Policy

Darebin's Equity and Inclusion Policy 2012-2017 (www.darebin.vic.gov.au/Strategies) provides an overarching framework that guides Darebin's diversity commitments within our organisation.

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 (EIPAT) across all our work.

The Policy is implemented through the following Action Plans, Strategies and Frameworks across three settings: organisation, services and community.

- Disability Access and Inclusion Plan 2015-2019
- Community Health and Wellbeing Plan 2013-2017
- City of Darebin Responding to Housing Stress: A Local Action Plan 2013-2017

- Darebin Food Security and Nutrition Action Plan 2016-2020
- Darebin Active and Healthy Ageing Strategy 2011-2021
- Darebin Early Years Strategy 2011-2021
- Youth Engagement Strategy 2013-2017
- Multicultural Action Plan 2012-2015*
- Darebin Anti-Racism Strategy 2012-2015*
- Sexuality, Sex and Gender Diversity Action Plan 2012-2015*
- Women's Equity Strategy 2012-2015*
- Aboriginal Action Plan 2012-2015*
- Human Rights Action Plan 2012-2015*
- Community Engagement Framework 2012-2017
- Community Safety Strategy 2012-2015*
- The Darebin Inclusive Communications Charter www.darebin.vic.gov.au/CommunicationsCharter

* The Equity and Diversity Policy and associated Action Plans were extended to 2017 and are under review to respond to the Darebin Council Plan 2017-2021 and the Darebin Action Plan 2017-2018. These plans will be finalised by the end of 2017.

Some of the communities our work supports include:

Aboriginal and Torres Strait Islander Community

Approximately 1,167 people (one per cent of the Darebin population) are of an Aboriginal and Torres Strait Islander background.

Council actively supports the Aboriginal and Torres Strait Islander community through the Darebin Aboriginal Action Plan 2012-2015 (extended to 2017) (www.darebin.vic.gov.au/Strategies) and the Darebin Aboriginal Advisory Committee (page 130).



2.1 DIVERSITY REPORT (CONTINUED)

Culturally and Linguistically Diverse (CALD) Community

In the City of Darebin, 48,717 people (33 per cent of the population) were born overseas and 54,319 people (37 per cent of the population) speak a language other than English at home.

Recognising the diversity of language needs, Council provides a range of communication services. This includes an in-house Language Aid Service that employs bilingual Council officers to provide face-to-face and telephone interpreting, written translations and support at Council events.

Darebin City Council maintained an active role in fostering intercultural and interfaith collaboration through engaging with community and religious leaders. This collaboration supported our commitments on diversity and building social cohesion.

Our diverse community is supported through the Darebin Multicultural Action Plan 2012-2015 (extended to 2017) (www.darebin.vic.gov.au/Strategies).

Low income community

There is increasing disparity between the richest and poorest areas across Darebin, which impacts access to resources and health and wellbeing outcomes for our low income residents.

According to the 2016 Census, 47,551 of Darebin residents earn a low income of less than \$500 a week, or no income at all.

The Darebin Intercultural Centre is an important arena for interaction between Darebin's diverse groups.

Homeless people and housing stress

The number of households in the City of Darebin increased by 4,209 between 2011 and 2016. In 2016, 32 per cent were renting privately, and four per cent were in social housing. There are an additional 2,840 people renting compared to 2011.

The Darebin Responding to Housing Stress Action Plan 2013-2017 is on our website www.darebin.vic.gov.au/Housing

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 (extended to 2017) (www.darebin.vic.gov.au/Strategies). For information about the work of our SSGD Advisory Committee see page 130.





2.1 DIVERSITY REPORT (CONTINUED)

Children

There were 11,055 families with young children in the City of Darebin in 2016, comprising 19 per cent of households. Council's Early Years Strategy 2011-2021 responds particularly to the needs of vulnerable children in Darebin (www.darebin.vic.gov.au/Strategies).

Gender equity

Council supports women's participation and leadership and the eradication of violence against women. We have established several platforms to enable women to participate in and influence our decision-making, including the Darebin Women's Advisory Committee.

The Darebin Gender Equity Action Plan 2012-2015 (extended to 2017) contains information about the Darebin Women's Advisory Committee (page 130). You can view the Gender Equity Action Plan on our website (www.darebin.vic.gov.au/Strategies).

The Darebin Women's Equity Strategy 2012 2015 (extended to 2017) is available on our website at www.darebin.vic.gov.au/Strategies

People with a disability and their carers

According to the 2016 Census, 8,774 people (six per cent of the Darebin population) reported needing help in their day-to-day lives due to disability. There are 13,672 carers providing unpaid assistance to a person with a disability, long term illness or old age in Darebin.

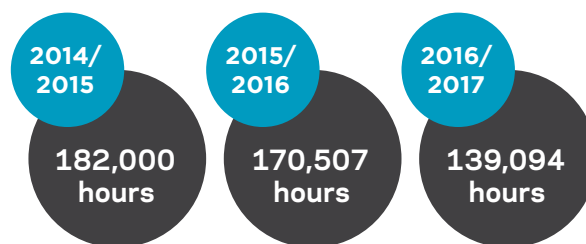
The National Disability Insurance Scheme (NDIS) is being rolled out in the North Eastern Melbourne area and it is estimated that by 2019 there will be 2,550 participants (people with a disability) funded under the NDIS in Darebin. An additional 5,550 Darebin residents with a disability are expected to be ineligible for the Scheme, but will still need support from their community.

The Darebin Disability Advisory Committee (DDAC) advises Council on issues relating to access and inclusion for people with a disability. The Committee is chaired by a Councillor and made up of community representatives with a disability, carers, local service providers and Council staff. More information about the DDAC is on page 130.

Find out more about our Disability Access and Inclusion Plan on our website www.darebin.vic.gov.au/Strategies

Aged and disability services delivered

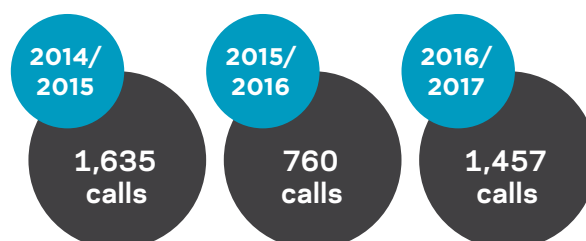
Total hours of assistance provided for domestic assistance; personal care; child, adult and flexible respite care; property maintenance; dementia care; and community transport services.



A diverse workforce

Darebin strives to employ a workforce that reflects our diverse community. A 2014 census of Council employees 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 38.

Total number of calls received by the multilingual telephone line

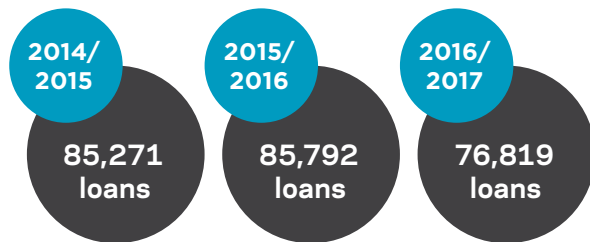




2.1 DIVERSITY REPORT (CONTINUED)

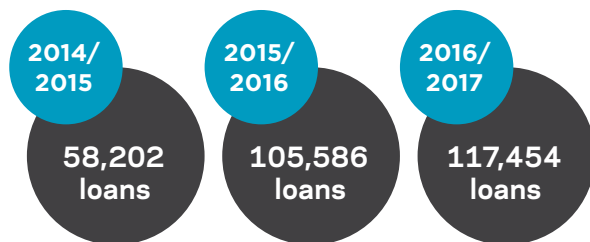
Library loans of non-English speaking books and materials

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



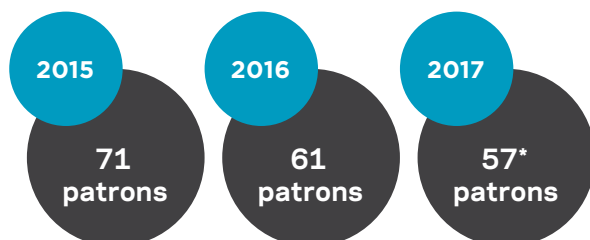
Large Print or Audio Library Loans

Number of loans from the Darebin Libraries' large print and audio book collection.



Home Library Service Patronage

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



* This figure does not include deliveries to Aged Care facilities. In 2016/2017 we delivered to 12 Aged Care facilities.

Projects and initiatives to support diversity

- Author and Bunurong man, Bruce Pascoe, discussed his book *Dark Emu*, which puts forward an argument for a reconsideration of the hunter-gatherer tag for pre-colonial Aboriginal Australians.
- Wurundjeri History Talk: Elder Uncle Colin Hunter Junior offered a well-received informal, honest conversation about his personal history and that of the Wurundjeri people.
- Blak Queer – Colouring the Rainbow – discussion about being Aboriginal in the LGBTIQ community.
- *Sea of Hands* installation in the Preston Library courtyard encouraged local schools and the community to share their thoughts in recognition of Reconciliation Day.
- *Gay Law Reform: An Unfinished Journey* – photographic exhibition across three library locations supported by a well-attended, insightful evening event.
- *Cloudburst* film screening about LGBTIQ and older people relations.
- *One My Mother* – film screening of the story of a Polish immigrant.
- *The Crow's Egg* – screening of a Tamil film with subtitles.
- *Greek Cafes and Milk Bars* – author talk and photographic presentation.
- The art of perfect Roti – demonstrating and sharing cultural cooking.
- Victorian Tech Savvy Seniors Program to teach and support digital literacy in English, Chinese and Macedonian.
- Guest storytime presenter Ashleigh McConnell, Paralympic gold medallist, read *The Cow Tripped Over the Moon*.
- The community-led Chess Club engaged a mixed audience of ages and cultural backgrounds.

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.



Budget allocated to this goal over the life of the Council Plan 2013-2017

	2013/2014 \$'000	2014/2015 \$'000	2015/2016 \$'000	2016/2017 \$'000	Total \$'000
Actual	11,118	10,906	10,947	11,670	44,641
Budget	10,068	11,064	11,244	11,552	43,928
Variance	(1,050)	158	297	(118)	(713)



HIGHLIGHTS AND ACHIEVEMENTS

- We successfully advocated for the redundant State Government land at 31 Radford Road Reservoir (a former primary school) to be a Public Park and Recreation Zone and retained as public open space. We also successfully advocated for the rear section of 74-76 Glasgow Road Reservoir (adjacent to the Darebin Creek) to be retained as an open space corridor, to allow movement along the creek.
- 143 businesses upgraded to LED lights under our LightSmart program. 12,000 lights were changed and businesses saved an average of \$3,000 per year in electricity.
- In 2016/2017, we removed approximately 1,700m² of graffiti every month.
- A Draft Climate Emergency Plan was developed in consultation with the Darebin community.
- Water Sensitive Design projects were implemented at the Darebin International Sports Centre and the TW Blake Community Park.
- Establishment and launch of the Pavilion School and Sylvester Hive community garden.
- Completion of the construction of a Regional Animal Welfare Facility (an \$11 million project) located in Epping. The Facility is a joint initiative between Darebin, Moreland and Whittlesea City Councils.
- Our warm season grass capital program was completed. This was a 10-year project that converted 46 sportsgrounds to warm season grasses. The major benefit of this program is a drought-tolerant, water-efficient quality playing surface.
- 3,805 indigenous trees, shrubs, grasses, wildflowers, sedges and rushes were planted in various Conservation Bushland and Conservation Parkland sites. These plants help prevent erosion, provide amenity and increase diversity for fauna.
- Over 2,000 trees were planted in streetscapes and parks as part of the Urban Forest Strategy and the GreenStreets Strategy goal is to increase tree canopy cover on public land to 25 per cent by 2025.
- Pressure on rental properties meant we needed to be vigilant to ensure that boarding houses, including student accommodation, adhered to regulatory standards. During 2016/2017, we worked with the landlords of more than 200 properties to make them compliant.
- Seven new playspaces were built across the Municipality.
- We constructed 390m of new bike lanes and completed four projects that improved safety and conditions for cyclists. They included realigning and widening the St Georges Road shared path across the tram tracks south of Arthurton Road Northcote, and providing a new refuge for bike riders and walkers crossing Darebin Road at St David Street Thornbury.



SERVICES

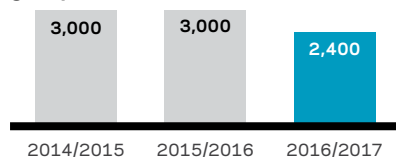
While all departments contribute to the achievement of each of our goals, these services specifically relate to Goal 3.

		Net cost of providing this service in 2016/2017 Budget Actual Variance \$'000
Parks and Vegetation	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 more than 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.	10,062 <u>10,544</u> (482)
Environment and Natural Resources	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.	1,491 <u>1,126</u> 365

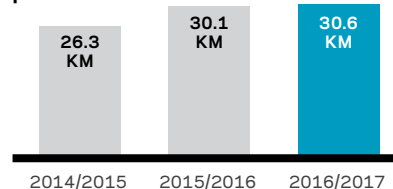


183
solar systems were installed on pensioner and social housing homes through our award-winning Solar Saver program, which enables low income households to install solar through a special rates scheme.

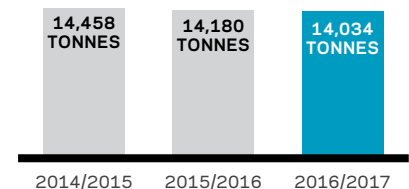
Number of plants and trees given away to residents and community groups



Length of off-road shared bicycle paths



Total volume of recyclables collected





FOUR-YEAR PRIORITY ACTIONS

What we committed to in the Council Plan 2013-2017.

While the table below focuses on the achievements of 2016/2017, occasionally information from previous years is included to indicate whether the action was met.

ACTION	STATUS	HIGHLIGHTS
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.	✓	<ul style="list-style-type: none"> The Darebin Waste and Litter Strategy was adopted in 2015/2016.
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.	✗ (progress - 90%)	<p>Darebin Urban Forest Strategy</p> <ul style="list-style-type: none"> Data collection on our 48,000 street trees was completed. The data will be analysed in 2017/2018. Additional 100 infill plantings of vacant street tree sites completed. Plants were provided to groups including the Dennis Stationeers, Croxton School and Merri Stationeers for community planting. <p>Natural Heritage Strategy</p> <ul style="list-style-type: none"> The Natural Heritage Strategy was adopted in October 2015 and is being implemented. A Natural Heritage short film highlighting important sites in Darebin will be completed in 2017/2018.
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.	✓	<ul style="list-style-type: none"> Under the Solar Saver scheme 183 households, including 20 rental properties from a social housing cooperative, installed solar. A total of 366 kW of solar PV was installed. An additional 117kw was installed on 10 Council buildings operated by childcare centres, kindergartens and neighbourhood houses. Through the Solar Bulk Buy Program, 48 households installed 184kW and 11 businesses installed 261kW. The 2016/2017 solar programs - Solar Saver and Solar Bulk Buy - resulted in 252 systems being installed with a generation capacity of 928 kW.
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.	✓	<ul style="list-style-type: none"> 6 Darebin Environmental Reference Group meetings were held. Over 2,700 people participated in programs and events including: Sustainable Homes, Solar Saver, Waterwatch, climate change consultations, Backyard Harvest Festival and Sustainability Awards. More than 2,500 people subscribe to the Sustainability News email newsletter.
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).	✗ (progress - 90%)	<ul style="list-style-type: none"> Amendment GC 42 to the Darebin Planning Scheme was developed to encourage targeted ESD measures to be applied to new planning permit applications. Council adopted the amendment on 15 August 2016 and it was lodged with the Minister for Planning for approval on 19 September 2016. Council anticipates that the amendment will be approved in 2017.

✓ **Complete** Item completed. Requires no further action.

✗ **Incomplete** Item partially completed. Comments about progress and expected completion dates are provided.



FOUR-YEAR PRIORITY ACTIONS

ACTION	STATUS	HIGHLIGHTS
<p>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.</p>	<p>✓</p>	<ul style="list-style-type: none"> 55 new bicycle hoops installed.
<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>	<p>✓</p> <p>✗ (will be completed August 2017)</p> <p>✓</p>	<p>Local Laws</p> <ul style="list-style-type: none"> Footpath Activity Policy circulated and street patrols conducted for education and enforcement. Achieved greater compliance in fire hazards in 2016/2017 due to increased community awareness about our fire prevention program. New Local Law implemented. <p>Sustainable Water Strategy, the Food Security Strategy and the Environment Policy</p> <ul style="list-style-type: none"> The following strategies are being implemented: Waste and Litter Strategy, Watershed Sustainable Water Strategy, Natural Heritage Strategy, Urban Food Production Strategy. The draft Climate Emergency Strategy was released for consultation in May 2017. <p>Domestic Animal Management (DAM) Plan</p> <ul style="list-style-type: none"> Preparation of the new DAM Plan started. 60 people attended a stakeholder and community engagement workshop in May 2017. A review of the 2013-2017 DAM Plan was completed and submitted to the Department of Economic Development, Jobs, Transport and Resources in accordance with the <i>Domestic Animals Act 1994</i>. We achieved exceptional results in relation to euthanasia rates, which decreased from 85% in 2012 to 16%, which betters the state average of 73%. RSPCA appointed service provider for the management of the Epping Animal Welfare Facility.
<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>	<p>✓</p>	<ul style="list-style-type: none"> Watershed: Towards a Water Sensitive Darebin 2015-2025 strategy was adopted in 2015. Work is underway on key strategic water projects including: a stormwater diverter education program and prioritisation of stormwater projects, due for completion in August 2017. The TW Blake water sensitive design was completed. A major project at John Cain Memorial Park is underway and will deliver significant stormwater harvesting as part of a flood mitigation project. Designs and geotechnical planning are complete.

✓ **Complete** Item completed. Requires no further action.

✗ **Incomplete** Item partially completed. Comments about progress and expected completion dates are provided.



COUNCIL PLAN PERFORMANCE INDICATORS/TARGETS

How we measured up

Activity	Measure	Four-year target	Year 1 2013/2014	Year 2 2014/2015	Year 3 2015/2016	Year 4 2016/2017
Environmental Performance	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%	86.9%
✓ Target met						
Reduction in Greenhouse Emissions	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%	73.2%
✗ Target not met						
Significant consultation was carried out over the year to inform development of the Climate Emergency Plan to be adopted this year. The draft plan focuses on community mobilisation and engagement, and ambitious Council action.						
Parks and Open Space	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%	87.5%
✓ Target met						
Waste Diversion	The percentage of waste collected diverted from landfill.	50%	48%	48.3%	47.4%	48%
✗ Target not met						
This is a slight improvement on last year's overall diversion from landfill (47.4%). The largest change was an increase in the amount of recycled green waste by 1,266 tonnes – a 12% growth on the previous year. Food is a significant component of waste that is sent to landfill and work will be undertaken in the coming year to trial food waste being diverted to green waste recycling.						
Bicycle Paths, Shared Routes and New Facilities	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	30.6km
✓ Target met						
Following the upgrading of the Bracken Avenue path between Miller Street and Harold Street from granitic sand to sealed shared path, Darebin now has 30.6km, an increase of 498m from last year's figures.						



MAJOR INITIATIVES FROM OUR ANNUAL BUDGET

Program	Description	Progress
Reserves Masterplan Implementation	Dole and Donath Reserves' masterplan implementation (\$200,000). Robinson/Capp masterplan implementation (\$160,000). WH Robinson Reserve refurbishment (\$200,000).	100%
Green Streets Tree Planting Program	Council's Street Tree Planting Strategy has provided valuable direction for the delivery of the street tree planting program for many years. The program would plant around 1,500 new trees in 2016/2017.	100%
Sports Field Practice Nets and Fencing	Upgrade of sports field practice nets and fencing in accordance with the Outdoor Sports Venues Infrastructure Policy. Locations in 2016/2017 are BT Connor Reserve and CH Sullivan Reserve.	100%



**In 2017/
2018**

We will consult our community about how we manage and provide quality open space and a new Open Space Strategy will be developed. An updated Open Space Contribution Levy will help create more open space and parks in Darebin.



CHALLENGES

Government policies and regulations constrain and do not encourage Council or the community to increase solar installation. Excess solar electricity cannot be easily credited from one Council site to another and, until recently, solar feed-in-tariffs did not reflect the real value of solar benefit to the grid and environment.

Housing among society's disadvantaged is crucial to their wellbeing and impacts Darebin's social cohesion and safety. Continuing to develop partnerships with housing services and local agencies will help address the challenges of housing affordability for low income earners.

The management of Edwardes Lake water quality is a continuing challenge. In the past year, more than 1,200 fish and 50 waterbird fatalities were recorded in pollution events. Discussions are ongoing with the relevant authorities to reduce the frequency of these events.

A changing demographic and population growth are placing greater and varied demands on our open spaces and transport networks, and increasing competition for space. This was highlighted throughout the consultation processes for the Edwardes Lake Masterplan and the Fairfield Streetscape Masterplan.

FUTURE PLANS

A food waste collection trial, in collaboration with the Metropolitan Waste and Resource Recovery Group and Veolia (waste management), will commence in November 2017. The results of the trial may influence the direction of future waste services at Darebin.

Employment of a new cleansing team will better integrate our services with business owners at various shopping precincts. We will increase graffiti removal by 6,000m² in 2017/2018.

The Edwardes Lake Park Master Plan will be completed and implemented in the coming year.

The Bundoora Park Precinct Master Plan will be implemented and Café operations reviewed.

In 2017/2018, we will host a Climate Emergency Conference to promote Darebin as a leader in local responses to the climate emergency.

Our Fossil Fuel Divestment Strategy will be reviewed in line with our commitment to divest from financial institutions that lend to the fossil fuel industry.

An Environmentally Sustainable Development Policy will be developed to outline minimum standards for new and refurbished Council buildings.

Our Vehicle Policy will be updated to ensure priority selection of environmentally friendly, preferably electric or hybrid, passenger fleet vehicles.

In 2017/2018 our Solar Saver program - which helps residents buy solar without upfront costs - will be extended to ensure 2,000 kilowatts solar is committed for installation in the following year.

We will hold a green business expo and two green business networking events in 2017/2018.

In 2017/2018 we will develop a policy and action plan to eliminate single-use plastic items at Council events/activities and Council sites. We will encourage the community, traders, schools and others to minimise single-use plastic and advocate to State government and larger retailers to implement plastic bans.



3.1 ENVIRONMENTAL REPORT

Our commitment

We are committed to action that moves our City, community and services towards environmental sustainability and 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 in the future.

Climate emergency

A Draft Climate Emergency Plan was developed for consultation. This followed Council's leadership on climate change for more than a decade. Our organisation has reduced corporate emissions by 48 per cent since 2007 and our Energy Efficiency Buildings Program has reduced energy costs by \$1.3 million since 2008.

Highlights of 2016/2017

- Climate Emergency commitment, including development of the Draft Climate Emergency Plan.
- Commitment to develop and start work on the establishment of the Darebin Energy Foundation.
- The 2016/2017 Solar Saver and Bulk Buy programs resulted in 252 systems being installed with a generation capacity of 928 kW.

Waste, recycling and litter

The Waste and Litter Strategy 2015-2025 focuses on achieving excellent social, economic and environmental outcomes. We continue to provide highly regarded waste services, including the Darebin Resource Recovery Centre, which offers free drop off for co-mingled recycling, paint, batteries, computers, TVs, metals and fluorescent light tubes. Community programs include Spring into Compost, community recycling stations and food waste avoidance events.

Key actions in 2016/2017

- Committed to taking action to eliminate single-use plastics.
- Started work on a food waste trial.
- Continued advocacy on the use and transparency of State landfill levy funds.

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 \$2.5 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. Council adopted the Environmentally Sustainable Development Local Planning Policy (Amendment GC42) in August 2016 for submission to the Planning Minister.

Significant integrated land use and transport planning continued in the Northland and Preston Junction areas. A Transport and Movement Strategy and pre-feasibility study of a light-railway service were completed for the Northland Urban Renewal Precinct and the TW Blake Water Sensitive Urban Design Plan was finalised. A survey of Darebin Creek was undertaken to identify land purchase required for trail and creek access improvements.



3.1 ENVIRONMENTAL REPORT (CONTINUED)

The Junction Urban Master Plan works added 430m² of garden beds and more than 2,000 plants and trees. A trial repurposing the Oakover Road slip lane into a public space was undertaken, with the final design to be determined in 2017/2018.

Highlights from sustainable transport programs in 2016/2017

- Provided an additional 498m of new shared path, which increased the total length of shared path to 30.6km, and installed 55 new bicycle parking spaces.
- 16 primary schools held Walk to School Month events and seven schools ran Bike Education programs.
- 15 bicycles, helmets and mini street signs were provided to Kingsbury Primary school for active travel initiatives.
- Improved crossing safety at 14 locations.
- Continued partnering with Melbourne Water to develop a Master Plan for the reinstatement of the St Georges Road median shared path and trees following replacement of the water main.

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 Water Strategy, Watershed: Towards a Water Sensitive Darebin 2015-2025 continued to be 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.

Water Sensitive Urban Design (WSUD) was adopted across capital projects and integrated into community developments. Work commenced on the \$1.3 million Integrated Water Management Project at John Cain Memorial Park. The project includes flood protection, water harvesting, treatment and storage. Passive irrigation and low water use species planting was continued. 33 homes were supported to install downpipe diverters to improve stormwater reuse and resilience.

Green space and biodiversity

More than 2,000 trees were planted in streetscapes and parks as part of the Urban Forest and GreenStreets Strategies and 2,400 trees were given to residents and community groups. Bushland Management held 14 community events throughout the year and over 1,500 plants were planted along our creeks and natural heritage areas with the assistance of the community.

Council adopted a Natural Heritage Strategy in 2015 and it will guide our management of Darebin's natural heritage for the next 10 years. It works in concert with Darebin's Urban Forest Strategy and the GreenStreets Streetscape Strategy 2012-2020.



3.1 ENVIRONMENTAL REPORT (CONTINUED)

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. Council committed to the policy principle of a net increase in green open space in Darebin and to form the Darebin Nature Trust to ensure that green space provision parallels Darebin's growth and achieves best practice outcomes for our environment and growing community.

Sustainable Food

Implementation of the Urban Food Production Strategy continued to guide and support the food growing and preparation culture in Darebin to result in better sustainable food outcomes. The popular Darebin Backyard Harvest Festival hosted 22 private food garden tours and workshops in November and other highlights included:

- The Sylvester Hive community garden was planted and launched in partnership with the Pavilion School.
- The community food systems alliance project attracted funding to work with disadvantaged areas.
- Council's support of the Fruit Squad, which harvested over 2,100kg of fruit from local trees for distribution to disadvantaged homes.

Community and engagement

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

- The ongoing Sustainable Homes and Communities Program, which includes the Community Leaders in Sustainability Course.
- Over 2,700 participants in environmental sustainability programs and events.
- The Darebin and Banyule Sustainability Awards were attended by over 200 people and recognised the extraordinary environmental leadership in our communities with winners and runners up in six award categories.
- 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 and we support businesses via the Green Business Network, the Greening Our Business Program and the Green Business Directory.

Key highlights in 2016/2017

17
businesses
retrofitted their
lights through the
LightSmart
Program.

17
businesses
were supported
to install solar
through bulk
buys.

Green business
network events
continued and the
Sustainability Matters
Event was attended by
over 100 people and
showcased local business
environmental
sustainability.



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.



Budget allocated to this goal over the life of the Council Plan 2013-2017

	2013/2014	2014/2015	2015/2016	2016/2017	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Actual	2,824	2,630	2,731	3,177	11,362
Budget	2,561	2,704	2,750	2,864	10,879
Variance	(263)	74	19	(313)	-483



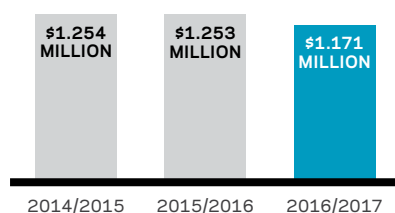
HIGHLIGHTS AND ACHIEVEMENTS

- Bundoora Homestead Art Centre presented *Closing the Distance*, an exhibition of works by Chinese and Australian-Chinese artists exploring issues of migration, place and the contemporary diaspora experience.
- Darebin Arts Speakeasy developed and presented the ILBIJERRI Theatre Company show *Which Way Home*, a new work by emerging Indigenous playwright Katie Beckett.
- Darebin Arts Speakeasy presented Northcote comedian Sammy J in his new work *Hero Complex* as part of the Melbourne Fringe Festival. The show won Best Comedy Show and was nominated for Best Show at the Melbourne International Comedy Festival and a Helpmann Award.
- Darebin Arts partnered with the Melbourne International Jazz Festival for the first time and presented two double bills. One of the highlights was the Preston-based Luke Howard Trio performing to a full house at the Darebin Arts and Entertainment Centre.
- The 20th Anniversary of the Darebin Music Feast in October 2016 featured increased programming and support for local artists, including a closing party at Preston Market featuring local talent Alex Lahey, Dorsal Fins and Clairry Browne.
- The annual Darebin Community and Kite Festival, which was held in March 2017, saw a marked increase in attendees from 12,000 in 2016 to 13,560 in 2017. Programming highlights included a children's work *Boats* by Polyglot Theatre, which explored the theme of migration.

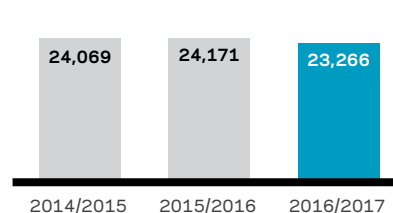


Brooke Russell won the 2016 Darebin Songwriters' Award with her song *Never's Gonna Take Too Long*.

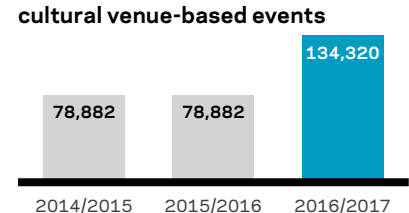
Box office sales



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.

		Net cost of providing this service in 2016/2017 Budget Actual Variance \$'000
Creative Culture	Provides a program of arts and cultural events and activities and develops policies and strategies to facilitate arts practice. 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.	2,864 <u>3,177</u> (313)

FOUR-YEAR PRIORITY ACTIONS

What we committed to in the Council Plan 2013 - 2017

While the table below focuses on the achievements of 2016/2017, occasionally information from previous years is included to indicate whether the action was met.

ACTION	STATUS	HIGHLIGHTS
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"> The year 3 priorities of the Darebin Arts Strategy 2014-2020 were delivered. The priorities of the Arts Strategy are reflected in the Creative Culture and Events Business Plan, which influences all aspects of the portfolio's activity and outputs. Highlights of the Arts Strategy included: development of a new framework for public art; development of an inaugural Cultural Infrastructure Framework; and increased investment in the Bundoora Homestead Art Centre.
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"> 5 street art murals by local artists were completed as part of anti-graffiti and preventing violence against women programs. Murals were funded by Council and the Department of Justice.

Complete Item completed. Requires no further action.

Incomplete Item partially completed. Comments about progress and expected completion dates are provided.



FOUR-YEAR PRIORITY ACTIONS

ACTION	STATUS	HIGHLIGHTS
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"> All festivals and events were successfully delivered and attendances across all events increased on previous years. A formal evaluation of the Homemade Food and Wine Festival was undertaken in 2016/2017 and will guide future improvements.
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"> A new project focused on immigration and migration was developed and implemented in 2017. It is the focus of the Mayor's Writing Award 2017. Programming at the Kite Festival, in particular the schools engagement project, focused on the theme of migration. The True North Festival was successfully held in Reservoir.
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"> All programs and services are designed to engage with priority communities identified in the Arts Strategy 2014-2020. Notable in 2016/2017 were: <i>Ballroom</i> at Northcote Town Hall - a performance work for children 0-5 years; award-winning Hot Brown Honey - featuring eight Black and Indigenous female performers; our Master Class Series for 18 local Aboriginal theatre makers and performers; and the <i>ReVisioning Histories</i> exhibition that showcased the works of Aboriginal artists on the theme of colonisation. 5 Cultural Outcomes were identified and will be aligned with the new Council Plan from July 2017. A Cultural Outcomes Plan will overlay the Council Plan 2017-2021.
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"> <i>Peace is in the Bush</i> by Aboriginal artist Judy Nicholson was launched as part of 2015 Wurundjeri Week. Situated at the Darebin Intercultural Centre, this artwork successfully completed the Peace Pole installation project by interweaving the traditional dreaming story of the Wurundjeri-Willim clan to give balance, peace and harmony within the space.
7. Restore the Koorie Mural and complete and launch the Stolen Generations Marker public art project.	✓	<ul style="list-style-type: none"> Restoration of the Koorie Mural was completed in 2013/2014. The Stolen Generations Marker, <i>Empty Coolamon</i>, was launched on Sorry Day, 26 May 2015.
8. Develop, promote and monitor a signature festival, Darebin Music Feast, as a key cultural asset.	✓	<ul style="list-style-type: none"> The impact of the social media blackout during the Council election period in 2016 resulted in less publicity and profile for the festival. As a result, the publicity plan was altered to more traditional and costly forms of promotion which is yet to be understood in terms of success and impact.

✓ **Complete** Item completed. Requires no further action.

✗ **Incomplete** Item partially completed. Comments about progress and expected completion dates are provided.



FOUR-YEAR PRIORITY ACTIONS

ACTION	STATUS	HIGHLIGHTS
9. Host a public forum on arts and cultural activity with the community and industry stakeholders.	✓	<ul style="list-style-type: none"> 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.
10. Support and assist local art galleries and collaborate with the arts community.	✓	<ul style="list-style-type: none"> The Creative Spark series was successfully delivered. Staff presented at key arts networking opportunities throughout the year. Advocacy and support to Gertrude Contemporary Art Spaces was provided during the year, which saw the international gallery locate to South Preston. Programs such as N-Scribe, Darebin Music Feast, Arts Partnership Initiative, SpeakEasy Program, Mayor's Writing Award and public exhibitions at the Bundoora Homestead Art Centre continued to support and engage the local arts scene, including individual artists, companies and venues. Eight project partnerships and four local cultural organisational partnerships were realised.
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"> This investigation was completed and it was found that this action is not achievable under the legislation and supporting guidelines for development contributions.
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"> The Darebin Tourism (Cultural) Strategy, Tourism: A Destination Plan for Darebin 2016-2021, was adopted on 1 August 2016 and the Strategy was launched on 14 September. Actions from the Strategy will be undertaken over the next 5 years.
13. Evaluate the impact of local arts and culture industries on the local economy.	✓	<ul style="list-style-type: none"> The study of the Economic Value and Social Impact of the Arts in Darebin is available on the Darebin Arts website www.darebinarts.com.au/creative-resources/economic-value-and-social-benefit/ An external contractor assessed the economic value and social impact of the arts in the City of Darebin. 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. 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.

✓ **Complete** Item completed. Requires no further action.

✗ **Incomplete** Item partially completed. Comments about progress and expected completion dates are provided.



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	Year 4 2016/2017
Festivals and Events	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%	90.3%
Target met						
Arts and Cultural Activities	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%	93.9%
Target met						
Street Art Projects	Number of street art projects completed.	Up to 10	26	14	4	18
Target met In 2016/2017 18 assets were painted under Council's Paint the City program: including 5 Council facilities and 13 private commercial properties.						
Arts and Cultural Venues	Number of attendances at arts and cultural venue-based events.	116,000 by 2015	200,345	183,343	163,459	134,320
Target met						
Arts and Cultural Businesses	Number of residents who work as professional artists	1,200 by 2017	N/A	N/A	N/A	N/A
Data for this indicator cannot be provided by the Australian Bureau of Statistics until October 2017. At the time of publishing, the creative sector represented 2,577 (4.8%) of all jobs in Darebin, generating \$436.2m in Gross Regional Product. The largest sectors were Fashion, Performing Arts, Visual Arts and Crafts, and Design, representing 83% of the creative sector.						
Visitors Attending Festivals and Events	Number of visitors from outside Darebin attending arts and cultural events.	3,000 by 2015	10,076	27,836	9,931	8,801
Target met						



MAJOR INITIATIVES FROM OUR ANNUAL BUDGET

Program	Description	Progress
Art in Public Places	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.	100%

CHALLENGES

Visual artists find it extremely hard to make a living from their work. There are no ticket sales, gigs or touring opportunities to rely on (unlike for performing artists) and often visual artists are not paid a fee for exhibiting their work or contributing to a gallery's program. Competition for State, Federal and private grants is fierce and this makes it even more difficult for visual artists, and curators, to achieve financial viability in their practice. Rising property prices mean

affordable making and presentation spaces are difficult to find and many artists are being forced out of Darebin.

Cost increases for the provision of infrastructure for festivals and events may start to impact our programming.

We have limited capacity to make decisions that reduce emissions in the community, e.g. electricity and gas usage, home energy efficiency standards and vehicle emissions standards.

FUTURE PLANS

The refurbishment of the Darebin Arts and Entertainment Centre will be completed in 2017/2018.

The overall direction of Darebin's events and festivals will be reviewed and renewed to ensure that we are supporting the aspirations and needs of the Darebin community.

A venues review will culminate in a Strategic Vision and a Workforce Plan

for the arts precincts that align with a Cultural Development Plan and the Council Plan 2017-2021.

We will develop a portfolio of affordable and accessible working spaces in Darebin-owned facilities for artists and companies and create a Cultural Infrastructure Framework that will ensure consideration of creative spaces in new buildings, Master Plans and developments.



Excellent service

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



Budget allocated to this goal over the life of the Council Plan 2013-2017

	2013/2014 \$'000	2014/2015 \$'000	2015/2016 \$'000	2016/2017 \$'000	Total \$'000
Actual	6,972	5,504	7,301	7,312	27,089
Budget	7,389	7,206	8,056	7,959	30,610
Variance	417	1,702	755	647	3,521



HIGHLIGHTS AND ACHIEVEMENTS

- We implemented CareLink+, which centralised client information and enabled us to improve our services.
- The Darebin Planet Library app was launched in January 2017. The app helps improve the literacy of young people by encouraging a love of reading and making it fun and easy to access resources.
- Darebin Libraries ran 60 Victorian Tech Savvy Seniors training sessions for 346 seniors. Funded by Telstra and the Department of Health and Human Services, the programs were delivered in English, Chinese (in partnership with Spectrum Migrant Resource Centre) and Macedonian (in partnership with Preston Reservoir Adult Community Education).
- The PuLSE continuous improvement framework was developed and will be implemented throughout the organisation in 2017/2018. PuLSE provides an opportunity for staff to change the way they go about their work and to turn problems into solutions. Using the latest engagement and business analysis tools, all staff will have an opportunity to contribute to service improvements.
- Council adopted a new Digital Transformation Strategy that outlines a four-year vision that will enable us to better serve the community through digital channels.
- Our phone system was upgraded to prevent outages in the event of a disaster e.g. prolonged and major power outages.
- An IT Disaster Recovery exercise was undertaken and it proved Council's strong capability to continue servicing the community in the event of a disaster.
- We delivered a community focused Budget for 2017/2018. A financially responsible budget, it maintains all services and infrastructure from the previous year and delivers projects and services that are valued by our community.
- An improved focus on service and transparency in Planning Investigations saw the median resolution time of service requests reduce from 34 to 27 days, which was an 18 per cent improvement. The result was improved customer satisfaction and overall compliance with Council permits.

An updated telephone system and improved induction training led to a 34% improvement in the time it took to answer calls.

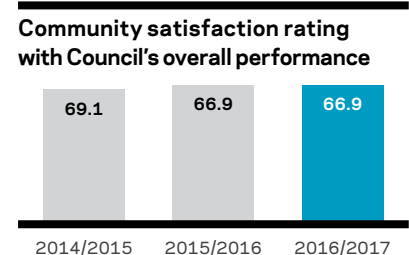
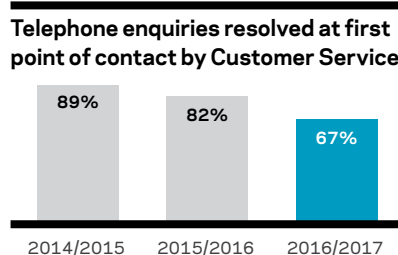
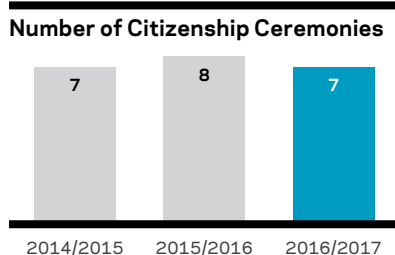
The introduction of online animal registrations made it easier for residents to register new pets.



SERVICES

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

		Net cost of providing this service in 2016/2017 Budget Actual Variance \$'000
Customer Service	Provides the customer interface for several 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.	2,329 <u>2,206</u> 123
Corporate Risk Management	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.	1,080 <u>1,026</u> 54
Finance	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.	2,263 <u>2,085</u> 178
People and Development	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.	2,288 <u>1,996</u> 292





FOUR-YEAR PRIORITY ACTIONS

What we committed to in the Council Plan 2013-2017.

While the table below focuses on the achievements of 2016/2017, occasionally information from previous years is included to indicate whether the action was met.





ACTION	STATUS	HIGHLIGHTS
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"> Improvements to our customer request monitoring system led to a decrease in overdue service requests across the organisation. Northcote Customer Service Centre will move into the Northcote library in 2017/2018 to provide an integrated service.
2. Provide regular feedback to the community on service and organisational performance.	✓	<ul style="list-style-type: none"> Information on Council performance was reported to the public via the 2015/2016 Annual Report, which was also published on our website. Darebin Community News published an update on Council Plan Performance Indicator results in January 2017.
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"> A review of the Reservoir Leisure Centre was undertaken. An ongoing customer service consultation stand will be established at the Reservoir Leisure Centre counter.
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"> Promoted rollout of NBN to businesses in the Business Newsletter. Considered a high-speed internet solution for industrial areas. Progressive rollout of NBN to all Darebin suburbs using mostly Hybrid Fibre Coaxial technology.
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"> Good progress in this area with campaign on e-services as part of the distribution of rate notices and further implementation of SMS reminders.
6. Implement and monitor the introduction of an improved Occupational Health and Safety (OHS) Management System.	✓	<ul style="list-style-type: none"> The implementation of our Occupational Health and Safety System included the following programs: Corporate Health and Wellbeing; Emergency Management; Injury Management; Internal Corporate Risk Induction; and Preventing Occupational Violence.


✓ **Complete** Item completed. Requires no further action.

✗ **Incomplete** Item partially completed. Comments about progress and expected completion dates are provided.



FOUR-YEAR PRIORITY ACTIONS

ACTION	STATUS	HIGHLIGHTS
7. Consider the Diversity Capabilities Framework (DCF) in all of our professional development programs and training.		<ul style="list-style-type: none"> • Diversity Capabilities Framework Competencies were considered during the development of training programs and diversity competency and training was a priority. • Council endorsed Darebin's first Aboriginal and Torres Strait Islander Employment Strategy and committed to a mentoring program that will be supported by a newly appointed Aboriginal Employment Officer.
8. Develop, implement and monitor a recruitment strategy that values diverse capabilities.	 (will be completed in 2017/2018)	<ul style="list-style-type: none"> • 90% of the background work was completed for this item. • Workforce Planning sessions highlighted issues and identified future needs. • A Recruitment Strategy will be developed to support the goals outlined in the new Council Plan. • Strategic themes will include constructive culture; growing and rewarding talent; flexibility, innovation and diversity; attracting and retaining the right people; and policies and services.
9. Develop, implement and monitor an effective induction process for new employees or those transferring to new roles.		<ul style="list-style-type: none"> • Induction program reviewed and endorsed by the Executive Management Team. • The formal induction day includes a visit to the Darebin Healing Trail and focuses on our Indigenous community. Other areas of focus include Council's vision, values, service excellence, compliance, conditions, and health and safety.
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"> • The Strategies Library was updated and reformatted to make it easier to navigate. • A complete review was conducted in early May 2017.

 **Complete** Item completed. Requires no further action.

 **Incomplete** Item partially completed. Comments about progress and expected completion dates are provided.



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	Year 4 2016/2017
Financial Sustainability	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	Low risk
✓ Target met						
Underlying Surplus	The budgeted underlying surplus reported in the most recently published Budget report.	>\$0	>\$44,000	>\$35,000	>\$5,809,000	>\$5,104,000
✓ Target met						
Council should budget to generate a surplus to ensure future financial sustainability.						
Customer Service	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%	82.2%
✓ Target met						
Employee Turnover	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%	9.7%
✓ Target met						
Telephone Enquiries	Telephone enquiries to customer service resolved at the first point of contact.	75%	90%	89.9%	87.4%	67.3%
✗ Target not met						
This figure has declined due to a change in the definition in categorisation of the wrap up code for "resolved" in line with industry standards. It indicates an assessment that the customer will not need to make a return call. In the coming year we will implement software that will better communicate our internal processes to our customer service officers and also improve our outbound communication, detailing the status of customer requests in real time.						



COUNCIL PLAN PERFORMANCE INDICATORS/TARGETS

Activity	Measure	Four-year target	Year 1 2013/2014	Year 2 2014/2015	Year 3 2015/2016	Year 4 2016/2017
WorkCover	Reduce WorkCover premium from current levels after allowing for government adjustments and health CPI increases.	<2%	10%	(31.8%)	(29%)	(40%)

✔ Target met

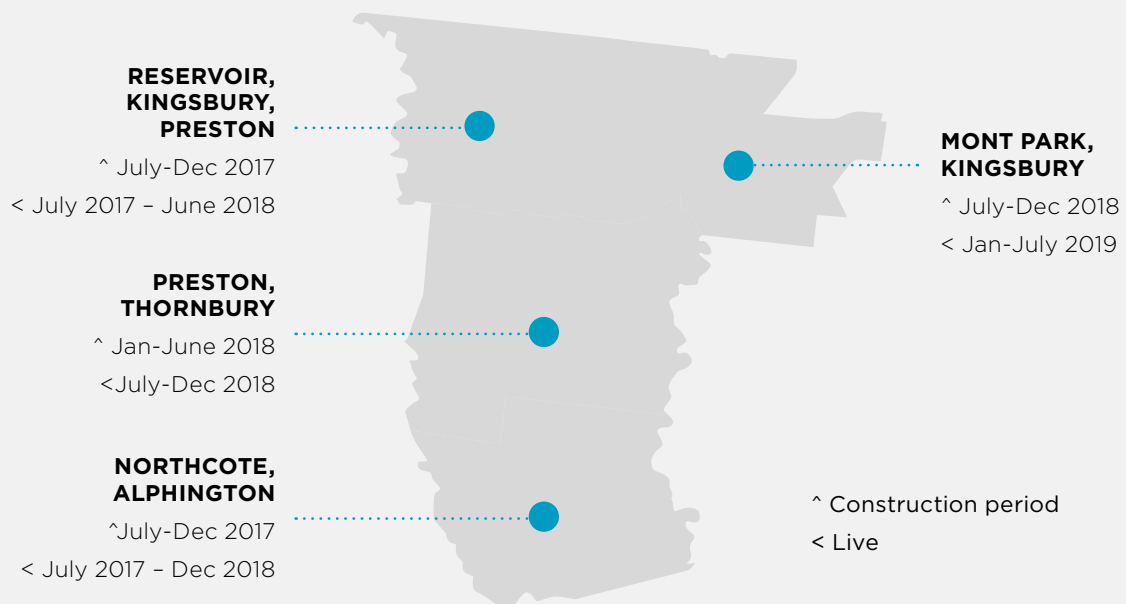
The premium for 2016/2017 was 40% lower than the premium for 2015/2016. This was a great result that was due to the significant efforts of the organisation and the introduction of an early intervention program.

MAJOR INITIATIVES FROM OUR ANNUAL BUDGET

Program	Description	Progress
Darebin Broadband Project	Provision of funding to assist Council to respond to the rollout of the National Broadband Network to facilitate greater economic development throughout the City. This also includes provision for wireless network access.	100%

NATIONAL BROADBAND NETWORK (NBN)

The NBN is coming to Darebin. It will utilise existing technology and be rolled out progressively over the next two years.





CHALLENGES

Delays in rolling out the final stages of Phase 2 website enhancements meant we were unable to start Phase 3 website consolidation and had to carry funds forward again.

National Disability Insurance Scheme (NDIS) and Aged Care reforms significantly changed the landscape in which we work and we needed to adapt and redefine our role to continue to support our community.

We encountered significant issues with our Integrated Risk Manager (IRM) software, which holds details about all of Council's strategic and operational risks. IRM will be replaced in 2017/2018, which will resolve all current issues and cater for the alignment of risk profiling with business and financial planning cycles.

Upgrading our IT infrastructure resulted in an unstable working environment, which caused interruptions for staff. Significant investment will be required in future years to renew the foundation upon which Council's information technology and communication depends.

Our core corporate systems (human resources, finance, payroll, performance and governance) were implemented more than eight years ago and now constrain the organisation's ability to operate efficiently.

Rate-capping will continue to place constraints on Council's ongoing financial sustainability and capacity to meet the community's expectations on the infrastructure and range of services provided.

FUTURE PLANS

New technology will enable us to queue inbound emails, social media communications and web chat via the Darebin website.

An Enterprise Risk Management Strategy and Framework will be developed and implemented in 2017/2018. The Strategy will enhance existing risk management practices, minimise unexpected losses and maximise opportunities.

A Digital Transformation Strategy will be implemented to dramatically improve the community's experience of transacting with Council. Apps will allow customers to complete financial transactions with Council anywhere, anytime, on any device.

The introduction of new technology to collect information about car parking in areas of high demand will enable increased enforcement measures to be undertaken where there is pressure to increase turnover and improve supply.

A Workforce Planning Strategy will be implemented. It will ensure our organisation's leadership capability and workforce's skills and capabilities equip us to respond to the needs of our community. An Enterprise Agreement Negotiation Strategy will also be developed.



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

- We extended our online facilities to include Infringement Objection Extension, Footpath Trading Applications, Resident Parking Permits and Filming Applications.
- Our public mapping software was upgraded.

Mobile facilities

Various hardware and software facilities were implemented to improve mobile access for several Council departments. The mobile facilities enable staff members to report issues faster via real-time links which, in turn, speeds up our response to the community.

Examples include:

- Aged and Disability Care Facility – enhanced mobile fleet solution for Community Support Workers and Intake and Assessment Field Officers.
- New mobile devices and software for Local Laws inspections and traffic enforcement.
- New hardware and mapping solutions for Parks and Roads infrastructure maintenance.

Upgrade of our business systems

During 2016/2017, we replaced or upgraded many computer-based business systems to provide better facilities for staff and the community.

The upgrades included:

- Project Management Capital Works integration with GIS Spatial systems (Maps).
- Implementation of a new Venue Booking Management System.
- Upgraded Council Agendas and Minutes System.
- New Council Staff ID Card and Security System.
- Upgraded Enterprise Document Management and Records System.
- Payroll system upgrade.
- Upgraded phone system.
- Disaster recovery mechanism for the phone system.

Upgrade of IT infrastructure

- Our IT infrastructure was modernised, with a view to moving to more efficient cloud-based technologies.
- WiFi and network capabilities were improved.
- Audio and Visual equipment in the Council Chambers was improved.
- New laptop and desktop hardware devices were deployed.



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.

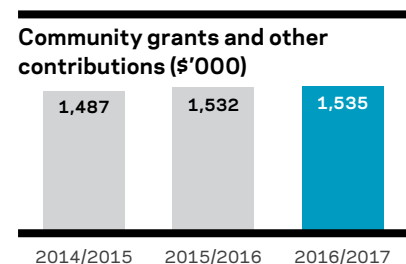
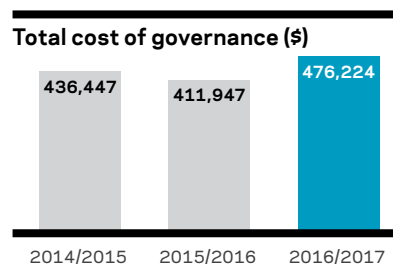
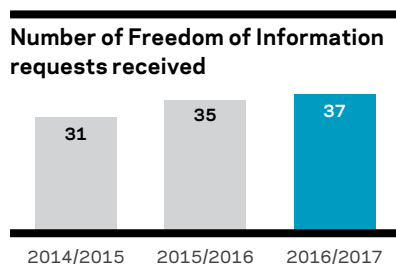
Budget allocated to this goal over the life of the Council Plan 2013-2017

	2013/2014	2014/2015	2015/2016	2016/2017	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Actual	9,726	11,021	11,955	12,688	45,390
Budget	10,015	11,709	12,449	13,331	47,504
Variance	289	688	494	643	2,114



HIGHLIGHTS AND ACHIEVEMENTS

- We successfully advocated to the Level Crossing Removal Authority for a greater level of urban realm works alongside the level crossing removals that will start in 2018. We also pushed for the recognition of sustainability objectives, better public transport connections, and affordable housing in the Northland Urban Renewal Precinct and across the wider La Trobe National Employment and Innovation Cluster.
- The Community Engagement and Demographics Unit was formed in September 2016. An Online Engagement Platform, which centralises online community engagement activities, was implemented organisation-wide.
- In April 2017, we reached our target of 10,000 likes on our Facebook page (www.facebook.com/cityofdarebin/). 5,535 of those likes came in 2016/2017.
- Several new e-newsletters were launched, reaching a database of over 13,000 people. Residents can now easily subscribe to a range of e-newsletters from our website.
- We rolled out communication plans for various important projects including introducing the new Council, Council Plan and Budget consultations and level crossing removals in Preston. All achieved excellent coverage and reach, with an unprecedented 1,200 people having their say on the Budget.
- Our quarterly Community Satisfaction Survey provided insight into the attitudes and perceptions of our diverse community.
- Our 2015/2016 Annual Report received a gold award from the Australasian Reporting Awards.
- The Council Plan 2017-2021 was adopted on 22 June 2017. It contains a detailed Action Plan for 2017/2018. The plan was developed over many months through consultation with over 1,000 residents, businesses and other stakeholders.
www.darebin.vic.gov.au/CouncilPlan
- We maintained a strong connection with traditional landowner groups and collaborated with Aboriginal and Torres Strait Islander organisations on a range of projects that included the development of the Aboriginal and Torres Strait Islander Employment Strategy and Action Plan 2017-2021, renaming Batman Park, the potential relocation of Indigenous community radio station 3KND, the campaign to rename the Federal Electorate of Batman, Wurundjeri Bush Garden development and cultural overlay of Bundoora Park.
- We reintroduced Ward Meetings to provide an opportunity for Councillors to engage with their local communities in a more personal, informal setting.





SERVICES

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

		Net cost of providing this service in 2016/2017 Budget Actual Variance \$'000
Mayor and Council	The Mayor and Councillors are responsible for the governance and leadership of the Council, and for providing strategic direction to the organisation.	1,054 <u>885</u> 169
Organisational and Corporate Governance	This service provides direct administrative support to the Mayor and Councillors, coordination of Council and Committee meetings, and includes the Chief Executive Officer, Executive Management Team, administrative and policy support staff, and several Council officers with cross-functional responsibilities who report directly to a Director.	6,068 <u>6,664</u> (596)
Advocacy and Communication	Works with local media, undertakes advertising, manages the Council website and social media, and creates publications including the Darebin Community News.	1,827 <u>1,532</u> 295
Information Services	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.	4,382 <u>3,606</u> 776

We consulted almost 1,000 community members when developing our new Council Plan.





FOUR-YEAR PRIORITY ACTIONS

What we committed to in the Council Plan 2013-2017.

While the table below focuses on the achievements of 2016/2017, occasionally information from previous years is included to indicate whether the action was met.

ACTION	STATUS	HIGHLIGHTS
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.	✓	<ul style="list-style-type: none"> Councillor expenses were reported and published quarterly on our website (www.darebin.vic.gov.au/Governance). A report is presented to Council's Audit Committee biannually. Council meetings have been streamed live since 2014.
2. Review key governance policies, including the Governance Local Law, Councillor Code of Conduct and Councillor Support and Expenses Policy.	✗ (progress - 90%, will be completed in 2017/2018)	<ul style="list-style-type: none"> 2 briefing sessions were held with Councillors to discuss the Governance Local Law and the Public Question Time process. A mini-workshop discussing required changes was held on 26 May 2017. The draft Governance Local Law will go to Council in 2017 for endorsement prior to commencing the statutory process of seeking community feedback. Expected implementation of the Governance Local Law is September 2017. There was a presentation and briefing on the new Councillor Code of Conduct and all Councillors signed the declaration. The Councillor Support and Expenses Policy and Mayor and Councillors' Allowances were reviewed and new policies adopted.
3. Implement, monitor and evaluate our Equity and Inclusion Planning and Audit Tool (EIPAT) and the Community Engagement Framework to help ensure we consult with and plan for all our citizen	✓	<p>EIPAT</p> <ul style="list-style-type: none"> The EIPAT was applied across all Council reported plans and strategies and further embedded with inclusion in the new Council Plan and Project Management Framework. <p>Community Engagement Framework</p> <ul style="list-style-type: none"> The Community Engagement Framework was applied across our work. The Community Engagement and Demographics unit provided advice on engagement with specific groups within our community. 2 staff training sessions were held.

✓ **Complete** Item completed. Requires no further action.

✗ **Incomplete** Item partially completed. Comments about progress and expected completion dates are provided.



FOUR-YEAR PRIORITY ACTIONS

ACTION	STATUS	HIGHLIGHTS
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.	✓	<ul style="list-style-type: none"> The 2014 Engagement and Stakeholder Communication Strategy (4-year plan) continued to be rolled out. Work started on a 2017/2018 Communication Plan to support the new Council Plan.
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.	✓	<ul style="list-style-type: none"> The Culturally and Linguistically Diverse research report into communication preferences was finalised and work commenced on an Action Plan. The Readspeak application on the website saw a 30% jump in usage. Monthly CALD press briefings were conducted. Work started on a media partnership with Aboriginal radio station 3KND.
6. Ensure that human rights principles and commitments are considered in all relevant policies, strategies, plans, actions and initiatives.	✓	<ul style="list-style-type: none"> This Activity progressed on target with continued monitoring around compliance under the Charter as a public authority, identification and coordination of training requirements, and application of principles and commitments undertaken through the Equity and Inclusion Planning Audit Tool for all projects and strategies going to Council for approval.
7. Ensure that all major projects that involve issues of strategic significance include a specific communication plan.	✓	<ul style="list-style-type: none"> Communication Plans accompanied all major projects in 2016/2017. They included: <ul style="list-style-type: none"> Domestic Animal Management Plan consultation; Darebin Planet Library app for kids; Climate Emergency Plan; 100 years of Maternal Child Health; Council Plan Consultation; Batman Park Renaming; Multi-Sports Stadium; Appointment of new Council.
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"> Presentation on new legislation by the Independent Broad-based Anti-corruption Commission (IBAC). Participated in the Ombudsman's Own Motion Transparency Workshops and individual meetings. Minister for Local Government Forum on amendments. Attended the Municipal Association of Victoria State Council meeting on 12 May 2017.
9. Advocate, and form strategic alliances with other stakeholders to advocate, on issues of regional, state or national strategic significance.	✗ (will be completed in 2017)	<ul style="list-style-type: none"> A Draft Strategic Advocacy Framework was developed and will be presented to Council in 2017.
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"> Staff prepared reports to assist Councillors with Advisory Groups and Committees. Progress reports on Advisory Committees were taken to Council every 6 months.

✓ **Complete** Item completed. Requires no further action.

✗ **Incomplete** Item partially completed. Comments about progress and expected completion dates are provided.



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	Year 4 2016/2017
Advocacy and Lobbying	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%	78.6%
<p> Target met</p>						
Consultation and Engagement	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%	76.9%
<p> Target met</p> <p>Council completed several significant consultation projects this year including the Council Plan and Budget, both of which received more than 1,000 responses from residents and businesses.</p>						
Councillor Leadership	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%	93%
<p> Target met</p>						
Communication	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%	80.4%
<p> Target met</p>						
Equity and Inclusion	Projects that require consideration by Council assessed in accordance with the Darebin Equity and Inclusion Planning and Audit Tool.	100%	100%	100%	100%	100%
<p> Target met</p> <p>In 2016/2017, 67 projects were identified as requiring some EIPAT considerations. The EIPAT process was expanded to include Human Rights Charter and Health and Wellbeing considerations as part of an integrated 'one stop shop' approach to broader Equity and inclusion objectives.</p>						



MAJOR INITIATIVES FROM OUR ANNUAL BUDGET

Program	Description	Progress
IT Equipment Renewal	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 an operational policy and a four-yearly lifecycle.	100%
IT Infrastructure Renewal	Improve the backend IT infrastructure that underpins many of the services delivered by Council to increase the speed, flexibility and capacity of the infrastructure.	100%

CHALLENGES

Communication slowed down while the Caretaker Period restrictions were in place in the lead up to the Council election in October 2016. Digital communication channels were particularly affected. Caretaker restrictions do not work well for fast and responsive digital channels.

The concept of good governance is constantly evolving and it has brought significant challenges in the way councils deal with community expectations of transparency and accountability. Our challenge is to balance the need to be open and transparent while identifying areas of governance weakness.

FUTURE PLANS

In preparation for ongoing Aged Care reforms, we will consult with at least 500 older residents about how to make Darebin a more Age Friendly City.

Each Council department will establish Service Plans to ensure the objectives and vision of the Council Plan 2017-2021 are met.

Policies, systems and reporting mechanisms will be developed and implemented to support effective decision-making through best practice reporting and governance strategies.

An updated Procurement Policy and associated guidelines will drive efficiencies across the organisation.

We will consult our community about how we can better manage parking, walking, cycling and improve road safety, which will culminate in the development of strategies for each.

An Advocacy Strategy that identifies priority issues, partners, strategies, goals, actions and timelines will be developed.



6.1 CONSULTATION AND ENGAGEMENT SUMMARY

A great community can only be built with the assistance of our residents, businesses and ratepayers. As stated in our Charter of Good Governance (page 5), we aim to meaningfully involve the community in our decision-making processes and in shaping the future vision of our City.

Community engagement is a key step in forming decisions, policies and services that are relevant and responsive to changing needs and expectations. In 2016/2017, we undertook more than 60 engagement projects. Below are some of the ways we engaged with the Darebin community.

Renaming Batman Park

With support from Wurundjeri Elders from the Wurundjeri Tribal Lands Council, and in the spirit of reconciliation, we undertook a comprehensive community engagement and consultation process to gauge the interest and openness of our community to renaming Batman Park in Northcote.

Between July and September, a series of informal community conversations were led by Wurundjeri Elders to illuminate the many connections between the Aboriginal heritage and history of the area and to listen to the community's feedback.

A total of 360 surveys were completed, with the majority indicating a strong level of support for renaming the park. Of the three proposed names, Gumbri was selected. Gumbri was a much loved and respected Wurundjeri Elder and her name means 'white dove' in Woi Wurrung. Also known as Jessie Hunter, Gumbri was the last girl born on the Coranderrk Aboriginal Reserve and had a great passion for Wurundjeri people and Country.

The Wurundjeri Council endorsed the name change and affirmed the name Gumbri Park in late 2017. We are now

undertaking the required statutory process to rename Batman Park.

This project is an example of our commitment to genuinely engaging with our community through a respectful, supportive and empowering process guided by Traditional Owners. The Darebin community had the opportunity to participate via a range of platforms including our online site 'Your Say Darebin' and a series of community conversations. Extensive promotion and regular project updates were provided via social and print media. The project also provided an opportunity for interested people to remain connected through a dedicated email list.

Budget 2017/2018

Darebin Council introduced an online budget simulator and undertook comprehensive budget engagement to help shape our 2017/2018 budget. More than 1,200 submissions were received and this helped us ensure that our budget met the needs and expectations of our community. The process also informed residents about the challenges of determining an annual budget for a growing and changing community. Respondents were asked to tell us about areas and services where they wanted more funding, less funding or to keep funding the same.

Council Plan 2017-2021

Every four years a new Council is elected and they develop a Council Plan that sets out the vision, mission, goals and actions that guide our organisation for the following four years. The Council Plan is developed through considerable community engagement. A resident survey, online discussion forum, face-to-face meetings and our Advisory Committees helped shape our Council Plan 2017-2021 to best fit the many needs of our diverse community.



6.2 ADVOCACY IN DAREBIN

Level crossing removals in Preston

In January 2016, the Victorian Government announced the removal of three dangerous level crossings in Darebin. They are at Grange Road Alphington, Bell Street Preston and High Street Reservoir. Buoyed by this announcement and the success of our ongoing advocacy on the issue of grade separation, we commissioned our own research to determine how to maximise the social, economic and environmental benefits the project will deliver to the Darebin community.

We found the best outcome would be achieved by packaging up the works and removing three additional crossings in Preston using an elevated rail solution at Oakover Road, Cramer Street and Murray Road. This will ease traffic congestion and enable greater urban renewal, including the creation of up to two MCG's worth of green open space.

We provided our feasibility study to the Victorian Government to help inform their planning and community consultation for the Bell Street crossing, which is due to start in the second half of 2017. We hope the government will see the compelling logic in our case and take this once-in-a-lifetime opportunity to transform the heart of Preston.

Work continues with the Level Crossing Removal Authority and their partners to achieve the best outcomes for the Grange Road and High Street Reservoir crossings. This involves ensuring that pedestrian and cycle connections are improved around the Grange Road crossing and that the objectives of the Reservoir Structure Plan (<http://www.yoursaydarebin.com.au/reservoir-structure-plan>) are delivered as part of the High Street level crossing removal.

Increasing quality affordable housing in Darebin

With more than 7,000 local families and individuals on an ever-growing waiting list for public housing, improving quality and supply is a priority. In 2016/2017, we took a stand by refusing a Department of Health and Human Services (DHHS) application for the Penola/Stokes site in Preston on quality grounds. Community objectors were also concerned about the quality of the proposal and joined us to voice those concerns to the Victorian Civil and Administrative Tribunal (VCAT). DHHS agreed to amend their plans, which led to a much-improved design.

Prior to the VCAT process, Council met with the Minister to propose that we work with DHHS to develop a masterplan for the site and to call for more of the overall site to be reserved for public housing. We will advocate for a citywide strategic approach to the redevelopment of public housing sites across Darebin to ensure there is improved liveability, better consideration of local amenity and a genuine increase in public and community housing accommodation.

Reducing harm from gambling

Darebin City Council is an active participant in two major alliances to advocate for reforms to reduce the harm associated with gambling. This is important work to address the reality that Darebin residents, mostly those living with disadvantage, have lost \$69 million dollars to gambling every year for the past 20 years.

We have limited capacity to reduce losses under current government legislation, which makes advocacy work vital to reducing harm. We work in partnership with the Local Government Working Group on Gambling and the National Alliance for Gambling Reform to plan and implement a range of advocacy actions



6.2 ADVOCACY IN DAREBIN (CONTINUED)

including research, campaigns and active pursuit of changes to legislation.

At a local level, in May 2017 Council resolved that it would no longer fund or provide sporting grounds and use of venues to Darebin sporting clubs and community organisations that own, operate or receive revenue from gaming machines. Council will support clubs that wish to divest from gaming revenue to transition so they can still access Council facilities and resources. We believe that reducing the reliance on revenue from poker machines will result in a net gain to sporting clubs, community groups and the broader Darebin Community because it will support, rather than undermine, the health and wellbeing goals achieved through sporting activity.

The future of Preston Market

Preston Market is one of the most-loved, iconic features of our City. Council has listened to local views about its long-term future as community members rallied in 2016/2017 to raise concerns about safeguarding the open-air market in any redevelopment of the site. Council and community generally support redevelopment of the site into a thriving retail, residential and community hub - with the open-air market retained as a defining feature.

We hosted a Preston Market Forum in December 2016 to update residents on the development proposal and to hear community concerns. Council subsequently refused the development application in February 2017 and asked the Planning Minister to call it in, along with any future applications, so that the Victorian Government would become the responsible authority for town planning decisions related to the site. As at late June, the Minister had not responded to Council's request and the application

refusal was scheduled to be considered by the Victorian Civil and Administrative Tribunal (VCAT) in August 2017. Council also asked the Minister to change the Darebin Planning Scheme to ensure that planning controls requiring the fresh food market to be retained were strengthened as a matter of urgency. The Minister was also yet to decide on this request.

A workable solution for St Georges Road median crossings

We listened to community feedback about the closure of median crossings on St Georges Road during Melbourne Water's M40 works. Many residents were concerned that the crossings may be permanently closed and others were concerned about safety.

VicRoads is the responsible authority and decision-maker for St Georges Road. We advocated to VicRoads to implement a sensible traffic management solution that was safe and convenient for people regardless of whether they were travelling by foot, bike, public transport or car.

Eliminating single-use plastics

On 5 June 2017, Darebin City Council passed a resolution aimed at eliminating single-use plastic items in Darebin, particularly at Council events where we can lead by example. The resolution included a community education and behavioural change campaign to raise awareness about single-use plastics and to encourage residents and traders across Darebin to stop using them.

6. GOVERNANCE AND CORPORATE INFORMATION



Artist Resio Project
74 Victoria Road
Northcote

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1. An overview of our governance in 2016/2017

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

During this reporting period, the general local elections were held in October 2016, whereby five new female Councillors were elected to Darebin Council. They joined four re-elected Councillors, (one female and three male).

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

Council is committed to an ongoing Induction Program for all Councillors by providing and facilitating opportunities for professional development to assist them in the performance of their roles as elected representatives. In preparation for the new Council term, Councillors undertook training in relation to chairing Council and Planning Committee meetings and online governance training specifically developed for Councillors.

To strengthen accountability and transparency, Council reviewed its Councillor Support and Expenses Policy and the Councillor Code of Conduct regularly. The Code of Conduct for Councillors strengthens the foundations of working relationships between elected representatives. It is complemented by the provision in the Act that covers principles of conduct for Council staff. The Councillor Code of Conduct is imperative to ensure all Councillors conduct themselves

honourably and in the best interests of the community.

For more information, see our website

www.darebin.vic.gov.au/Governance

2. Councillor allowances

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

Darebin is a Category 3 Council in the structure and allowances of up to \$29,630 per annum for Councillors and up to \$94,641 per annum for the Mayor apply. Mayoral and Councillor allowances are also subject to the addition of the equivalent of the superannuation guarantee, which is currently 9.5 per cent. The allowance is subject to annual automatic adjustments by the Minister for Local Government.

The Councillor allowance is payable from the date of taking the Oath of Office, while the Mayoral allowance is payable from the date he/she is elected. Twice during 2016/2017 the Mayor and Councillor Allowances were increased and formally resolved by Council.

The term of former Mayor, Councillor Fontana, ended on 21 October 2016. On 14 November 2016, Councillor Le Cerf was elected to serve as Mayor of Darebin Council for one term.

3. Councillor expenses

Councillors incur expenses while fulfilling their roles as elected representatives. Expenditure is regulated by the Councillor Support and Expenses Policy, as endorsed by Council, and is consistent with Section 75 of the *Local Government Act 1989*. A quarterly summary of Councillor expenses is published on our website www.darebin.vic.gov.au/Governance and presented to the Audit Committee.



Councillor expenses - 1 July 2016 to 30 June 2017

	Cr Fontana	Cr Li	Cr Tsitas	Cr Villella	Cr Walsh	Cr Greco	Cr Laurence	Cr McCarthy	Cr Williams	Cr Le Cerf	Cr Messina	Cr Rennie	Cr Amir	Cr Newton	Total
Day-to-day activities	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Mobile	125	108	81	128	815	585	530	576	1,393	265	340	393	306	201	5,846
Landline	155	-	112	107	-	153	154	-	157	-	-	-	-	-	838
Internet	80	-	80	80	80	365	225	225	225	93	247	80	120	81	1,981
Travel	-	56	49	-	1,394	-	-	-	166	1,878	117	753	-	-	4,413
Family care	-	50	-	-	-	-	-	-	513	-	-	-	-	-	563
Conferences/ training	-	50	-	-	-	270	-	-	55	1,723	5,574	1,117	270	155	9,214
Functions/events	94	-	-	-	-	100	-	-	-	100	-	-	-	-	294
Approved by Council resolution	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net expenses	454	264	322	315	2,289	1,473	909	801	2,509	4,059	6,278	2,343	696	437	23,149
Reimbursements to Council	-18	-	-	-	-58	-	-	-	-5	-	-	-	-	-	-81
Total net expenses	436	264	322	315	2,231	1,473	909	801	2,504	4,059	6,278	2,343	696	437	23,068

4. Conflict of interest declaration

In accordance with the *Local Government Act 1989*, Councillors and Council Officers are required to disclose conflicts of interest and leave the meeting prior to discussions about those particular agenda items. During 2016/2017, there were 16 Conflicts of Interest declared by Councillors and four Conflicts of Interest declared by Council Officers.

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

5. 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 future Council decision, or subject to the exercise of a function, duty or power of the Council under delegation by a Special Committee or a member of Council staff. An Advisory Committee with at least one Councillor present is also an Assembly of Councillors.

In 2016/2017, there were 83 Assemblies of Councillors convened, including Councillor Briefing Sessions and Strategic Workshops, which take place twice a month.

6. Council meetings

Council meetings are usually held twice a 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.

Council meetings are generally open to the public. Council is committed to transparent governance and meetings are only closed when reports being considered are deemed by the CEO and/or Council to be confidential. During 2016/2017, 27 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 2016/2017, 142 questions were submitted. The record of Councillor attendance at Ordinary meetings of Council and Special Council meetings held during 2016/2017 is shown in the tables on page 122.



MY FAVOURITE PLACE IN DAREBIN IS...

the Merri Creek in Northcote,
I love the area as it is so beautiful
and peaceful. It is a little piece of
country in the inner city!

#discoverdarebin

PHOTO BY MATTHEW GOULD

**WINNER OF
OUR STAFF
COMPETITION**

#discoverdarebin





From 1 July 2016 to 21 October 2016

Date	Ordinary Meeting	Special Meeting	Number of Reports	Confidential Items	Questions from the Gallery	Notices of Motion	Cr Fontana	Cr Greco	Cr Laurence	Cr Li	Cr McCarthy	Cr Tsitas	Cr Villella	Cr Walsh	Cr Williams
4/7/2016	1		9	0	4	1	1	LoA	1	1	1	1	1	1	1
18/7/2016	1		8	0	4	4	1	LoA	1	1	1	1	1	1	1
25/7/2016		1	0	1	0	0	1	LoA	1	1	1	1	1	1	1
1/8/2016	1		9	0	5	4	1	1	1	1	1	1	1	1	1
15/8/2016	1		7	1	15	3	1	1	1	1	1	1	LoA	1	Ap
5/9/2016	1		6	3	12	3	1	1	1	1	1	1	1	1	1
19/9/2016	1		11	3	10	0	1	1	1	1	1	1	Ap	1	1
3/10/2016	1		8	0	0	0	1	1	1	1	1	1	1	1	1
	7	1	58	8	50	15	8	8	8	8	8	8	7	8	7

LoA: Approved leave of absence Ap: Apology

From 7 November 2016 to 30 June 2017

Date	Ordinary Meeting	Special Meeting	Number of Reports	Confidential Items	Questions from the Gallery	Notices of Motion	Cr Fontana	Cr Greco	Cr Laurence	Cr Li	Cr McCarthy	Cr Tsitas	Cr Villella	Cr Walsh	Cr Williams
7/11/2016		1	0	0	0	0	1	1	1	1	1	1	1	1	1
14/11/2016		1	7	0	0	0	1	1	1	1	1	1	1	1	1
5/12/2016	1		14	2	11	8	1	1	1	1	1	LoA	1	1	1
12/12/2016	1		6	2	2	10	1	1	1	1	1	1	1	1	Ap
19/12/2016		1	0	2	0	0	1	1	1	1	1	1	1	1	1
30/01/2017		1	1	0	0	0	1	1	Ap	1	1	1	1	1	1
6/02/2017		1	0	1	0	0	1	1	1	1	1	Ap	1	1	1
13/02/2017		1	1	0	0	0	1	1	1	1	1	1	1	1	Ap
13/02/2017	1		14	0	10	6	1	1	1	1	1	1	1	1	Ap
27/02/2017	1		12	1	16	0	1	1	Ap	1	1	1	1	1	1
20/03/2017	1		10	4	12	2	1	1	1	1	1	1	1	1	1
3/04/2017	1		9	1	8	0	1	Ap	LoA	1	1	LoA	1	1	1
1/05/2017	1		6	1	10	0	1	1	LoA	1	1	1	1	1	Ap
8/05/2017		1	3	0	0	0	1	1	LoA	1	1	1	1	1	Ap
15/05/2017	1		6	3	10	0	1	1	LoA	1	1	1	LoA	1	Ap
5/06/2017	1		4	0	10	1	1	1	1	1	1	1	1	1	1
19/06/2017	1		13	0	3	0	1	1	1	Ap	1	1	1	Ap	1
22/06/2017		1	3	1	0	0	1	1	1	1	1	1	1	1	1
	10	8	109	18	92	27	18	17	16	17	18	17	18	17	12

LoA: Approved leave of absence Ap: Apology



7. Our Council Committees

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

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

Darebin City Council also has Community Advisory Committees that provide specialist advice or recommendations to Council. More information about our committees is on our website at www.darebin.vic.gov.au/Committees

8. Hearing of Submissions Committee

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

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

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

8.1 Hearing of Submissions Committee membership and attendance in 2016/2017

From 1 July 2016 to 21 October 2016

Date	Hearing of Submissions Committee	Cr Laurence	Cr Williams	Cr McCarthy	Cr Greco	Cr Fontana	Cr Li	Cr Tsitas	Cr Villella	Cr Walsh
1/08/2016	1	1	1	1	Ap	1	1	1	1	1
	1	1	1	1	-	1	1	1	1	1

LoA: Approved leave of absence Ap: Apology

From 7 November 2016 to 30 June 2017

Date	Hearing of Submissions Committee	Cr Laurence	Cr Williams	Cr McCarthy	Cr Greco	Cr Amir	Cr Le Cerf	Cr Rennie	Cr Newton	Cr Messina
27/03/2017	1	1	1	1	1	1	1	1	1	1
15/06/2017	1	1	1	1	1	Ap	1	1	1	1
	2	2	2	2	2	1	2	2	2	2

LoA: Approved leave of absence Ap: Apology



8.2 The year in review for the Hearing of Submissions Committee

Three meetings were held in 2016/2017 to hear submissions in relation to:

- Proposed Discontinuance of Road at Rear of 15-25A Bruce Street and 10-20 Herbert Street, Preston.
- Mayor and Councillors' Allowances.
- Proposed Budget 2017/2018 and proposed Council Plan 2017-2018 and Action Plan 2017-2018.

9. Planning Committee

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

Planning Committee meetings are held to consider and determine:

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

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

9.1 Planning Committee membership and attendance 2016/2017

All Councillors were members of the Committee. Cr Fontana (Mayor from 1 July 2016 to 21 October 2016) and Cr Le Cerf (Mayor from 14 November 2016 to 30 June 2017) were the Chairpersons during those respective periods. Councillor attendance at Planning Committee meetings is shown in the following tables.

From 1 July 2016 to 21 October 2016

Date	Planning Committee Meeting	Number of Reports	Cr Fontana	Cr Greco	Cr Laurence	Cr Li	Cr McCarthy	Cr Tsitas	Cr Vilella	Cr Walsh	Cr Williams
11/07/2016	1	6	1	LoA	1	1	1	1	Ap	1	1
25/07/2016	1	6	1	1	1	1	1	1	1	1	1
8/08/2016	1	3	1	1	1	1	1	Ap	1	1	1
22/08/2017	1	4	1	1	Ap	1	1	1	LoA	1	1
12/09/2016	1	4	1	1	1	1	1	Ap	1	1	1
	5	23	5	5	4	5	5	3	4	5	5

LoA: Approved leave of absence Ap: Apology



From 14 November 2016 to 30 June 2017

Date	Planning Committee Meeting	Number of Reports	Cr Amir	Cr Greco	Cr Laurence	Cr Le Cerf	Cr McCarthy	Cr Messina	Cr Newton	Cr Rennie	Cr Williams
19/12/2016	1	9	1	1	1	1	1	1	1	1	1
6/02/2017	1	4	1	1	Ap	1	1	1	1	1	1
14/03/2017	1	8	1	1	Ap	1	1	1	1	1	1
20/04/2017	1	6	1	1	LoA	1	1	1	1	1	Ap
8/05/2017	1	10	1	1	LoA	1	1	1	1	1	Ap
13/06/2017	1	4	1	1	1	1	1	1	1	1	1
	6	41	6	6	4	6	6	6	6	6	4

LoA: Approved leave of absence Ap: Apology

9.2 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:

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

Key Issues in 2016/2017

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

- A proposal at 830 Plenty Road Reservoir involving an eight and 12-storey mixed-use development including ground floor retail/commercial floor space and 328 dwellings.
- A nine-storey mixed-use development at 30 Cramer Street Preston containing 95 dwellings and ground floor shops.
- A six-storey mixed-use development at 664-668 High Street Thornbury, containing a ground floor bank and 28 dwellings.

- A five-storey mixed use development at 314-316 St Georges Road Thornbury, proposing 46 dwellings and ground floor shops.
- An amendment to permit to increase the height of development at 445-453 High Street Northcote from six to eight storeys increasing the number of dwellings from 92 to 114.
- A six-storey mixed-use development at 281-285 Spring Street Reservoir proposing 30 dwellings with ground floor shops.
- Redevelopment of the Mayflower Retirement village at 56-58 Elliot Street Reservoir including the addition of 110 new rooms.
- A seven-storey mixed-use development at 208-216 High Street Preston, which proposes 77 dwellings and ground floor shops.
- An eight-storey mixed-use development at 176-180 High Street Preston, which proposes 73 dwellings above ground floor shops.
- The stage 1B and 1C redevelopment of the Preston Market, including 3,000m² of additional retail and three apartment towers ranging in height from 10 to 14 storeys.



Challenges

The Planning Committee functioned efficiently and made decisions on 64 applications in 2016/2017 compared with 160 applications in 2015/2016 and 86 in 2014/2015. The reduction in the number of reports considered arose from changes that allowed more planning decisions to be made under delegation. This enabled the Planning Committee to focus on more significant development proposals.

10. Bundoora Homestead Board of Management

The Bundoora Homestead Board of Management is a Special Committee appointed pursuant to section 86 of the *Local Government Act 1989* to manage the operation of Bundoora Homestead Art Centre, the public art gallery within the City of Darebin. The Board is made up of nominated Councillors and community representatives and has delegated authority from the Council to manage Bundoora Homestead. In 2016/2017, the Board was chaired by Valentina Maxwell-Tansley.

10.1 Bundoora Homestead Board of Management membership and attendance 2016/2017

Meeting dates	Bundoora Homestead Board of Management	Valentina Maxwell-Tansley (Chair)	Cr Angela Villella	Cr Gaetano Greco	Cr Tim Laurence	Cr Susanne Newton	Angela Bailey	Michael Brennan	Katrina Knox	Christina Lew	Janette Lewis	Kade McDonald	Kirsten Matthews	JD Mittman	Alice Park	Giacomina Pradolini	Lyndel Wischer
20/7/16	1	1	Ap	LoA	1	N/A	1	Ap	Ap	Ap	1	1	1	Ap	Ap	1	1
22/11/16	2	1	N/A	1	1	1	Ap	1	Ap	Ap	Ap	1	1	Ap	1	Ap	1
15/2/17	3	1	N/A	1	Ap	1	1	Ap	Ap	1	1	1	1	1	1	1	1
28/6/17	4	1	N/A	1	1	1	1	Ap	Ap	1	Ap	1	1	Ap	1	Ap	1
	4	4	0	4	3	3	3	1	0	2	2	4	4	1	3	2	4

LoA: Approved leave of absence Ap: Apology

N/A: Not applicable due to Councillor transition from the elections

10.2 The year in review for the Bundoora Homestead Board of Management

2016/2017 highlights included:

- Appointment of three Councillors, 11 new community Board members, one Council staff member and election of a Chair.
- Four Board meetings and three workshops were held.
- Delivered a Future Sustainability report to Council outlining four options for the ongoing management of Bundoora Homestead Art Centre.
- Based on this report, at a meeting on 20 March 2017 Council decided to increase funding to Bundoora

Homestead Art Centre. The money will be used to increase staffing and deliver a wide-reaching marketing campaign so that more people hear about this extraordinary space and the artworks presented here. Further funding will be made available to the Homestead in the next three years to extend programming out into Darebin and provide even more opportunities for artists to make new work and for audiences to see, experience and participate.

- The Board would like to acknowledge the contribution and leadership of Valentina Maxwell-Tansley as Chair for the past year, and welcome Kirsten Matthews as Chair for 2017/2018.



10.3 Bundoora Homestead Board of Management outlook for 2017/2018

- Continue to develop new guiding documents for the operations of the facility and growth of visual art and heritage service in Darebin.
- Support staff through a review and restructure process and recruitment of new members.
- Develop a new Collections Policy for the Darebin Art Collection.
- Explore future operating models, including a social enterprise, for the café.

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

11. Audit Committee

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

The Audit Committee is responsible for advising Darebin City Council on:

- Seeking resolution of any disagreements between management and the external auditors on financial reporting.
- Reviewing all auditing, planning and outcomes.
- Seeking information from Darebin City Council members and Darebin City Council staff via the Chief Executive Officer and external parties.
- Formally meeting with Darebin City Council staff, internal and external auditors as necessary.

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

The Audit Committee has five members – two Councillors and three external. 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 three-year terms with an option to extend for another year by mutual consent.

The Audit Committee met on four occasions in 2016/2017:

- 29 August 2016
- 5 December 2016
- 27 February 2017
- 8 May 2017

Group Formalism was exhibited at Bundoora Homestead Art Centre from 5 May - 18 June 2017.





Audit Committee Members

Name	Role	Period	Attendance
Mr Michael Said	Chairperson	1/07/2016 – 3/04/2017	29/8/2016, 5/12/16, 27/02/17
Qualifications			
Certified Practising Accountant (CPA)			
Mr Terry Richards	Independent External Member	1/07/2016 – 30/06/2017	29/8/2016, 5/12/2016, 27/2/2017, 8/5/2017
	Chaired 8 May 2017 meeting		
Qualifications			
Certified Practising Accountant (CPA), Bachelor of Business (Accounting) – David Syme Business School at CIT, Postgraduate Diploma in Arts (Criminology) – University of Melbourne, Diploma of Government (Fraud Control) – Accredited PSP50604, Diploma of Government (Investigation) – Accredited PSP51704			
Ms Lisa Tripodi	Independent External Member	1/07/2016 – 30/06/2017	29/8/2016, 5/12/2016, 27/2/2017, 8/5/2017
Qualifications			
Certified Practising Accountant (CPA), Business Accounting Honours, Bachelor of Commerce and Economics, ANZ Leadership and Management Diploma			
Cr Fontana	Internal Member	1/07/2016 – 21/10/2016	29/08/2016
Cr Walsh	Internal Member	1/07/2016 – 21/10/2016	29/08/2016
Cr Le Cerf*	Internal Member	14/11/2016 – 30/06/2017	5/12/2016, 27/02/2017, 8/05/2017
Cr Rennie*	Internal Member	14/11/2016 – 30/06/2017	5/12/2016, 8/05/2017

* At the Special Council meeting on 14 November 2016, Cr Le Cerf and Cr Rennie were appointed to the Audit Committee as new members.

11.1 Audit Committee attendance 2016/2017

The table above reflects the attendance by Committee members for the 2016/2017 period. In addition to the Committee members, the Chief Executive Officer attended all meetings other than 29 August 2016. The Acting Chief Executive Officer did not attend the meeting on 8 May 2017. The Director of Corporate Services attended all Audit Committee meetings in 2016/2017. Relevant Directors and Council Officers attended as required to brief the Committee on their respective areas.

12. The audits we undertake here at Darebin

In 2016/2017 the following internal audits were conducted and reports tabled at Audit Committee meetings for endorsement:

- Building Maintenance – General and Essential Safety Measures
- Post Implementation Review HACC IT System Carelink Plus
- VicRoads Information Protection Agreement – Compliance Report
- Human Resource Practices
- Records Management Review
- Risk Management Framework (annual review of selected department)
- Playground Maintenance
- Financial Controls – Cash Receipting, Payroll, Petty Cash (and related data interrogation)
- Business Continuity Planning
- Immunisation Management Review
- Parks and Gardens – Tree Management
- Events and Festivals Management Review
- Strategic Internal Audit Plan – July 2017 to June 2018
- Capital Works Management
- Asset Management Review



12.1 Internal audit processes

The Audit Committee's internal audit responsibilities are:

- 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.

12.2 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.

In 2016/2017, Council's Financial and Standard Statements and Performance Statement were externally audited by The Victorian Auditor General.

The external auditors attended all 2016/2017 Audit Committee meetings and presented the annual Audit Plan and independent audit report. The external audit management letter and responses were also provided to the Audit Committee.



13. Darebin Community Advisory Committees

Council relies upon 19 Community Advisory Committees to facilitate community participation and provide input into policy and service development. Community Advisory Committees typically include one Councillor and a proxy, Council officers, and community representatives.

The community representatives can be 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 twice each year and their advice contributes to the development and evaluation of Council strategies, policies and programs.



Artists
Ethix Design/
Jonas Marnell
Project
Welcome to Darebin,
Normanby Avenue,
Thornbury



13.1 A list of the Darebin Community Advisory Committees in 2016/2017

This information is also available on our website www.darebin.vic.gov.au/Committees

Community Advisory Committee	Appointments for 2016/2017
Active and Healthy Ageing Community Board	Cr Messina (Co-Chair) Cr Newton (Co-Chair) Cr Greco (Co-Chair)
Darebin Aboriginal Advisory Committee	Cr Greco (Co-Chair) Cr Rennie (Co-Chair) Cr Newton (Co-Chair)
Darebin Arts Ambassadors	Cr Amir (Co-Chair) Cr Greco (Co-Chair)
Darebin Australia Day Committee	Cr Le Cerf (Chair)
Darebin Bicycle Advisory Committee	Cr Amir (Co-Chair) Cr Rennie (Co-Chair)
Darebin Disability Advisory Committee	Cr Williams (Co-Chair) Cr Newton (Co-Chair)
Darebin Domestic Animal Management Reference Group	Cr Le Cerf (Co-Chair) Cr Williams (Co-Chair)
Darebin Education Committee	Cr Le Cerf (Co-Chair) Cr Greco (Co-Chair)
Darebin Environmental Reference Group	Cr Le Cerf (Co-Chair) Cr McCarthy (Co-Chair)
Darebin Housing Committee	Cr Newton (Co-Chair) Cr Greco (Co-Chair)
Darebin Interfaith Council	Cr Greco (Co-Chair) Cr Rennie (Co-Chair)
Darebin Women's Advisory Committee	Cr Le Cerf (Co-Chair) Cr Newton (Co-Chair)
Darebin Youth Advisory Group	Cr Amir (Chair) Cr Rennie (proxy)
Edwardes Lake Park Reference Group	Cr Greco Cr Laurence Cr Newton
Municipal Emergency Management Planning Committee	Cr Le Cerf (Chair)
Northland Urban Renewal Precinct Steering Committee	Cr Le Cerf (Chair) Cr Amir Cr Messina Cr Williams
Preston Business Advisory Committee	Cr Messina (Chair) Cr Williams (proxy)
Reservoir Structure Plan Community Reference Group	Cr Greco (Co-Chair) Cr Laurence (Co-Chair) Cr Newton (Co-Chair)
Sexuality, Sex and Gender Diversity Advisory Committee	Cr Amir (Chair) Cr Newton (proxy)



13.2 Some highlights from our Advisory Committees

- Our Active and Healthy Ageing Community Board hosted World Elder Abuse Awareness Day events and attended the National Elder Abuse Conference in Melbourne.
- The Darebin Aboriginal Advisory Committee provided cultural advice and leadership on Council policies and strategies including the Darebin Aboriginal and Torres Strait Islander Employment Strategy and Action Plan 2017-2021, the Darebin Ethnic Communities Council's Genocide Monument; the Ruby Thomson Reserve and Bundoora Park; anti-racism initiatives; and support of key dates including National Aborigines and Islanders Day Observance Committee (NAIDOC) Week and Wurundjeri Week.
- The Darebin Arts Ambassadors Reference Group considered items including the 20th anniversary of the Darebin Music Feast, the local impact of Federal funding changes, the 2016/2017 Arts Partnership Initiative and the findings of the Economic Impact and Social Benefit of the Arts in Darebin report. www.darebinarts.com.au/creative-resources/economic-value-and-social-benefit/
- The Darebin Australia Day Committee organised the Australia Day Awards night and Citizenship Ceremony in January.
- Members of the Darebin Bicycle Advisory Committee provided feedback and suggestions on projects including Level Crossing removals, the Regent Street car park upgrades, Plenty Road alternate cycling routes, the Robinson Reserve cycle path, education and training for truck and bus drivers, and locations for additional bike parking.
- Darebin Disability Advisory Committee members worked in the following areas: public awareness, social connection and inclusion of people with disability, physical access to public spaces and places, the role and interaction between building services and disability access under the National Construction Code and increasing the employment of people with disability.
- Darebin Domestic Animal Management Reference Group members helped draft the contract specification for the provision of Pound and Collection services at the Epping Animal Welfare Facility. They also provided input into the conduct of de-sexing events that utilised the Lost Dogs' Home de-sexing van. The Group provided advice and assistance in relation to the upgrade of all signage in Darebin parks with designated dog off-lead areas.
- Darebin Education Committee highlights included: the high participation rate of principals and school representatives at two Darebin Education Committee meetings, and active engagement with Darebin Aboriginal educators, students, parents and Elders regarding development of a Darebin Aboriginal curriculum for all Darebin schools.
- The Darebin Environmental Reference Group provided feedback on the Climate Change Strategy, helped promote environmental events, and provided advice on the Draft Climate Emergency Plan.
- The Darebin Housing Advisory Committee contributed to the development of a draft Memorandum of Understanding with the State Government to progress the pilot 'Darebin Council Social and Affordable Housing Program on Council Owned Land'. They also supported a blitz on unregistered and poor-quality rooming houses, and prepared a submission to Melbourne City Council's proposal to introduce a new By Law to displace homeless people from the CBD.

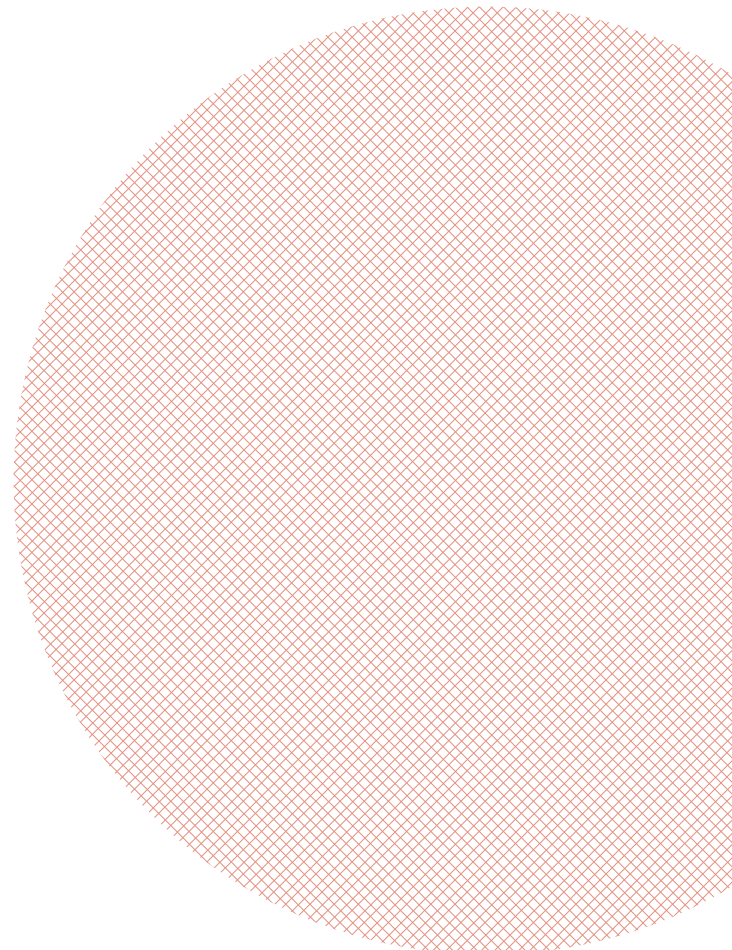


- The Darebin Interfaith Council provided advice and feedback to Council on the implementation of the Darebin Interfaith Work Plan, coordinated the Darebin Community Inclusion Plan Project, engaged with faith leaders and strengthened relationships with and between Committee members, implemented a Memorandum of Understanding with the Islamic Society of Victoria/Preston Mosque, supported World Interfaith Harmony Week and an Open Day at Preston Mosque, and hosted the Victorian Interfaith Network Conference in November 2016 under the theme 'Faith and Inclusion'.
- The Darebin Women's Advisory Committee provided advice on the social and affordable housing needs of women in Darebin and the Victorian Government Gender Equity Strategy, supported celebrations of 16 days of Activism Against Gender-Based Violence, and celebrated International Women's Day with the Molly Hadfield Social Justice Oration on Thursday 9 March 2017.
- The Preston Business Advisory Committee held activities in Preston Central to gain community input into the development of a ten-year business plan and successfully advocated for an increased police presence in the Centre. The Committee also completed a visual merchandising project, which included façade and re-branding of two Preston Central businesses, delivered Christmas decorations, partnered in the #darebinxmas digital campaign, delivered a Spring Food Advertising Campaign, sponsored and participated in the Melbourne Tomato Festival, and delivered 35 store blessings of shops within Preston Central as part of Lunar New Year celebrations.
- The Sexuality, Sex and Gender Diversity Advisory Committee delivered International Day Against Homophobia, Biphobia and Transphobia (IDAHOBIT) events, notably a rainbow flag raising

ceremony and morning tea on 17 May and a community reflection on the 2017 theme 'Families' on 24 May. The Committee also provided feedback on the interactive Find the Rainbow Map, which lists locations and details for LGBTIQ services, groups and supports across the Cities of Darebin, Yarra, Banyule and Moreland (www.darebin.vic.gov.au/Diversity); hosted a stall at Midsumma Carnival (jointly with Yarra, Banyule and Moreland Councils); provided advice on the proposed swim nights at Reservoir Leisure Centre for trans and gender diverse people; provided advice on LGBTIQ community social and affordable housing needs; and provided input and advice to MIND Australia on the establishment of a new LGBTIQ mental health support service in Melbourne's north.

13.3 Newly established Advisory Committees

There were no new Advisory Committees formed in 2016/2017.





14. 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

The CSP helps our communities 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 that is available throughout the year for groups who missed the annual funding round. Seven venue hire subsidy applications requesting a total of \$4,497 were submitted under the Quick Response Program. Of these, seven applicants were approved a total of \$3,089.

Summary of applications received and recommendations for the 2016/2017 funding round

Program	Applications Received	Applications Approved	% Approved	Amount Requested	Amount Approved
Cash Grants	140	109	76	\$549,641	\$226,000
Facility Hire Subsidy Grants	62	62	100	\$114,619	\$77,934
Quick response grants	7	7	100	\$4,497	\$3,089
Total	209	178	85	\$668,757	\$307,023

Annual Cash Grant applications by funding streams

Funding Stream	Applications Received	Applications Approved	% Approved	Amount Requested	Amount Approved
Arts and Culture	29	22	76	\$128,172	\$55,434
Sport and Recreation	8	7	88	\$32,075	\$21,240
Environment	10	9	90	\$40,346	\$19,996
Community Development	92	71	77	\$349,048	\$129,330
Total	139	109	78	\$549,641	\$226,000

Annual facility hire subsidy applications by venue

Funding Stream	Applications Received	Applications Approved	% Approved	Amount Requested	Amount Approved
Preston City and Shire Halls	17	17	100	\$29,465	\$22,973
Northcote Town Hall	13	13	100	\$32,454	\$16,665
Darebin Arts and Entertainment Centre	5	5	100	\$7,564	\$4,000
Intercultural Centre	8	8	100	\$20,286	\$17,000
Libraries' Meeting Rooms	9	9	100	\$16,815	\$9,796
Reservoir Civic Centre	4	4	100	\$4,782	\$4,245
Donald Street Community Hall	1	1	100	\$738	\$738
Clyde Street Community Hall	4	4	100	\$1,410	\$1,410
Fairfield Community Hall	1	1	100	\$1,107	\$1,107
Total Subsidies	62	62	100	\$114,621	\$77,934

Further information about the Community Support Program is available on our website

www.darebin.vic.gov.au/CSP



15. 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 VICTORIA 3072**

FOI requests received	2013/2014	2014/2015	2015/2016	2016/2017
New requests	33	31	36	37
Access granted in full	11	0	0	3
Access granted in part	6	18	17	20
Access denied in full	1	2	0	0
Requests not finalised at the end of the reporting period	4	2	4	8
Withdrawn	0	2	8	2
Requests outside the Act	0	2	0	0
Requests, no documents existed	4	1	3	1
Others: not processed, not proceeded with, Act did not apply	7	4	3	3
Application fees collected	\$819	\$817	\$868	\$834
Charges collected	\$534	\$501	\$706	\$876

16. 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 and Health Privacy Policies are available at www.darebin.vic.gov.au/Privacy

Darebin City Council received two privacy complaints in 2016/2017.



17. 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.

17.1 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 2016 to 30 June 2017 there were no 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

18. 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 that was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act.
- The minutes of meetings of special committees established under section 86 of the Act and held in the previous 12 months, other than those minutes relating to a part of a meeting that was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) 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.

19. 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 - can be inspected according to section 24B of the *Local Government Act 1989*.
- Names of Councillors who submitted returns of interest during the financial year.
- Names of Council officers who were required to submit a return of interest during the financial year.
- Register of Delegations to Special Committees and to members of Council staff - including date of last review.

Requests about the information available for inspection should be directed to the Director, Civic Governance and Compliance.

20. Contracts

During 2016/2017 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.

21. 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 RMA is to provide a safe and efficient road network via a coordinated approach and a legal framework for the management of public roads.

The RMA 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 2013, and adopted the latest plan on 19 June 2017. 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”. Road Management (General) Regulations 2016, Part 3 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.

Council uses mobile devices to collect data that result from our inspections live in the field. This data is collected by the Inspection Officer and is uploaded directly into Council’s asset management system. This information is used to simultaneously produce a GPS record of the inspection, a temporary repairs works request and the permanent repair work orders in real time while out in the field.

22. Risk Management Attestation

I, Philip Shanahan, Interim Chief Executive Officer, 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.

A dedicated Corporate Risk and Audit 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.

Philip Shanahan
Interim Chief Executive Officer

23. Statutory information

23.1 Best Value Report 2016/2017

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, 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 2016/2017 included:

- 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.
- The PuLSE continuous improvement framework was developed and will be implemented across the organisation. PuLSE encourages staff to change the way they go about their work and to turn problems into solutions. Using the latest engagement and business analysis tools, such as process mapping software and lean thinking (which aims to maximise customer value while minimising waste, or create more value for customers with fewer resources), all staff will be able to contribute to service improvements.



In addition, there were several programs and projects that addressed the Best Value principles. They included:

- Undertaking research into culturally and linguistically diverse (CALD) communication preferences to enable us to better target our messages and methods to harder to reach audiences. The research was conducted via direct engagement with relevant groups.
- Consolidating various newsletters into one contemporary e-news tool to reach more people and make it easier for readers to subscribe to Council news options according to their interests.
- Following the introduction of the Commonwealth Home Support Program we reviewed our clients' plans to ensure they were entry level as per the Program's guidelines. As a result, our clients' needs are better met by appropriate services.
- Implementation of Carelink + for Aged and Disability services such as meals, property maintenance and transport. The use of a single client management system supports continuity of care, information sharing and reduces software maintenance costs.
- We deployed two new mobile devices to help with asset inspection and graffiti management and allow us to collect data more efficiently.
- The Street Cleaning team conducted special hard waste collections for residents who could not access the booked or annual collection for reasons such as age or disability.
- We continued to survey our residents and businesses on matters of importance to them. By doing this in a centralised way, we ensured the right questions were asked to help improve our services.
- Using the eSmart Framework, we reviewed our services to ensure we were promoting and supporting smart, safe and responsible use of technology in response to the increasing impacts of cyber bullying and online scams. We received eSmart accreditation in May.

- An online consultation forum that encouraged residents to discuss their ideas was used in the development of our Council Plan for the first time.
- The 2017 Darebin Community and Kite Festival adopted several initiatives and partnerships that advanced the principles of accessibility and sustainability, including free pedicab rides from Reservoir Station to the Festival site at Edwardes Lake Park, and a partnership with VicDeaf, offering Auslan interpretation to community members attending the Festival.
- The East Preston Community Centre was opened in response to community need and a Council-led Citizens' Jury process for allocating funds.
- Westgarth street planting improvements program consultation – All major landscape improvements programs go through extensive community consultation. Residents within a 500-metre radius were provided with information on plantings and species selection. Community feedback resulted in some changes to the planting themes. The project was completed with full community support.

23.2 Carers Recognition

Council takes all practicable measures to comply with its responsibilities as outlined in the *Carers Recognition Act 2012* and 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.

23.3 Charter of Human Rights and Responsibilities

The Victorian Charter of Human Rights and Responsibilities Act 2006 sets out the rights, freedoms and responsibilities of all Victorians. Government departments and public bodies must observe the 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 2016/2017, activities that occurred under the Charter included:

- Community walks along the Darebin Spiritual Healing trail guided by an Aboriginal elder to develop and deepen a shared understanding of self-determination and reconciliation.
- Community conversations on the renaming of Batman Park to reflect Traditional Owners.
- Training and information for staff on the Charter and, specifically, the responsibilities it places on Council to protect, promote and uphold rights.
- Rotating display of 'Our Human Rights Matter Every Day' banners on Council Civic Centres.
- Exhibition of Australian Gay and Lesbian Archives' An Unfinished Journey documenting the fight for civil rights by LGBTIQ Victorians over the past century.

In 2016/2017, no complaints relating to Darebin City Council's implementation of the Victorian Charter of Human Rights and Responsibilities Act 2006 were received by Council or the Victorian Ombudsman.

Further information relating to the ongoing implementation of the Act can be obtained from our Families, Diversity and Community department.

23.4 Disability Access and Inclusion Plan

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

Council worked in partnership with government departments, disability agencies and community groups to support the Darebin community as the National Disability Insurance Scheme (NDIS) was rolled out in the North Eastern Melbourne Area. The Darebin Access and Inclusion Plan 2015-2019 supported actions toward, and the ongoing advocacy for:

- Liveable housing and safe public places;
- Accessible transport and freedom of movement;
- The right to education, employment and pathways to wellbeing;
- An amplified voice in public affairs and decision-making;
- The right to a creative and dynamic city with quality services; and
- Freedom from discrimination.

Highlights from the 2016/2017 year included:

- Supporting the Brotherhood of St Laurence and the National Disability Insurance Agency to host NDIS information sessions in Darebin.
- Supporting the Victorian Advocacy League for Individuals with Disability to provide information sessions and workshops to help family members understand and manage the transition to the NDIS.
- Providing Building Access Audit Training to 20 Darebin staff members to increase awareness and understanding of Access standards and benefits, and influence future accessible planning and development in Darebin.



- Delivery of supported work experience placements at Council for Croxton Specialist School students, and the provision of Disability Awareness Training for Council staff.
- Participating in Self-Advocacy Resource Unit's Voice At The Table project, which aims to increase the number of people with cognitive disabilities sitting on boards, committees and advisory groups within government.
- Support of accessible and sensory friendly festival initiatives at the Darebin Kite Festival, including the provision of a chill out tent, and partnering with VicDeaf to provide Auslan interpreting in the story-telling tent.
- Publication of the Get Active in Darebin seasonal program of free exercise and low-cost social sport opportunities in Darebin, which cater for people of all ages, abilities and fitness levels and are facilitated by qualified instructors and coaches.

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 our Aged and Disability department.

23.5 Domestic Animal Management Plan

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 2016/2017 included:

- The strengthening of partnerships with rescue group organisations to give all dogs and cats a chance of being rehoused after the statutory holding time. The percentage of impounded dogs that were euthanised was less than one per cent, which was significantly lower than the Victorian average of 34 per cent. Dog euthanasia rates were particularly low due to more dogs being reclaimed and rehoused. This is a result of more micro-chipping and/or wearing Council identification tags in recent years.
- The percentage of impounded cats that were euthanised in Darebin was nine per cent, which was significantly lower than the Victorian average of 73 per cent. This was achieved by working in partnership with rescue group organisations that rehoused the many cats that were unable to find new homes through Council's shelter. The issue of cat overpopulation relates to unowned or partially owned cats that are not de-sexed. People feed semi-owned cats, which helps to keep them alive and strong enough to reproduce. The ability of cats to quickly breed contributes to the overpopulation problem.
- Council received recognition from the Minister for Local Government for reducing euthanasia rates, increasing reclaim rates and reducing animal management costs.



Dogs	2014/2015	2015/2016	2016/2017
Number of dogs impounded	615	551	512
Returned to owner by Council	55	23	28
Number returned to owner	551 (90%)	439 (80%)	428 (83%)
Number rehoused	48 (8%)	18 (3%)	28 (5%)
Number transferred to rescue	21	17	9
Surrendered directly to rescue	1	3	0
Number euthanised	24 (4%)	9 (2%)	5 (1%)

Cats	2014/2015	2015/2016	2016/2017
Number of cats impounded	950	728	721
Returned to owner by Council	4	2	2
Number returned to owner	68 (8%)	53 (7%)	68 (9%)
Number rehoused	88 (9%)	78 (11%)	78 (11%)
Number transferred to rescue	464	262	327
Surrendered directly to rescue	45	16	19
Number euthanised	268 (28%)	200 (27%)	67 (9%)

23.6 Food Act Ministerial Directions

In accordance with section 7E of the Food Act 1984, Council is required to publish a summary of any Ministerial Directions received during the financial year. No such Ministerial Directions were received in 2016/2017.

23.7 Infrastructure and development contributions

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

Infrastructure contributions

In 2016/2017 no levies were received, no works-in-kind were accepted, and there was no expenditure of funds from Infrastructure Contributions Plans.

Development contributions

In 2016/2017 no levies were received and no works-in-kind were accepted under Development Contributions Plans (DCPs). Expenditure of DCP levies is detailed below.

Land, works, services or facilities delivered in 2016/2017 from DCP levies collected							
Project description	DCP name (year approved)	DCP fund expended \$	Works-in-kind accepted \$	Council's contribution \$	Other contributions \$	Total project expenditure \$	% of item delivered
Multi-Sports Stadium	*	\$206,499	\$0	\$0	\$0	\$206,499	20%

* City of Darebin Development Contributions Plan, June 2004 (Revised 2015) as amended by Planning Scheme Amendment C148 May 2016

23.8 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 2016/2017.
- Applied competitive neutrality measures to all significant businesses.

An \$11M Regional Animal Welfare Facility was constructed in 2016/2017. The Facility is a joint initiative between Darebin, Moreland and Whittlesea City Councils. Darebin Council contributed \$2M towards the project.





24. Local Government Performance Reporting Framework Indicators

○ Service ○ Indicator ● Measure

* No material variations or comments.

Service Performance Indicators	Results 2015	Results 2016	Results 2017	Material Variations and Comments
<h3>○ Aquatic Facilities</h3>				
<p>○ Satisfaction</p>				
<p>● User satisfaction with aquatic facilities (optional)</p> <p>[User satisfaction with how Council has performed on provision of aquatic facilities]</p>	76.20	0.00	0.00	This optional indicator was not reported.
<p>○ Service standard</p>				
<p>● Health inspections of aquatic facilities</p> <p>[Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]</p>	1.00	1.50	4.00	Council has two aquatic facilities – the Reservoir Leisure Centre and the Northcote Aquatic and Recreation Centre. Council’s Health Protection Unit has significantly increased the number of inspections at both of these facilities from an average of 1.5 in 2015/2016 to an average of 4 at each facility to ensure any public health risks are mitigated.
<p>○ Health and Safety</p>				
<p>● Reportable safety incidents at aquatic facilities</p> <p>[Number of WorkSafe reportable aquatic facility safety incidents]</p>	3.00	1.00	0.00	Council has two aquatic facilities – the Reservoir Leisure Centre and the Northcote Aquatic and Recreation Centre. OH&S workplace inspections now take place monthly at each facility and their performance is recorded to ensure compliance and improvement. No reportable Worksafe incidents were recorded in the 2016/2017 financial year.
<p>○ Service cost</p>				
<p>● Cost of indoor aquatic facilities</p> <p>[Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]</p>	-\$0.47	-\$0.71	-\$0.38	Council has two aquatic facilities – Reservoir Leisure Centre (RLC) and the Northcote Aquatic and Recreation Centre. On balance across the centres, Council earns 38 cents (net) per visit. In January, flood damage at the RLC resulted in the closure of health clubs and pools for 5 days. Further works impacted on the service for a further four weeks at the height of summer. This is the busiest time of the year at the RLC and the effect of repairs and closures impacted negatively on the revenue collected by the centre. Also in 2016/2017, a review of the RLC was completed. Recommendations are being implemented and have impacted positively on the overall performance of the centre.
<p>○ Service Cost</p>				
<p>● Cost of outdoor aquatic facilities</p> <p>[Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]</p>	\$0.00	\$0.00	\$0.00	Council does not have a facility that fits into this category.
<p>○ Utilisation</p>				
<p>● Utilisation of aquatic facilities</p> <p>[Number of visits to aquatic facilities / Municipal population]</p>	6.31	5.55	5.41	Council has two aquatic facilities – Reservoir Leisure Centre (RLC) and Northcote Aquatic and Recreation Centre. Attendance at the RLC this year was impacted by flooding damage in January that forced the closure of the centre for a week and impacted on the service for another month. In the Council Plan 2017-2021, Council has committed to a renewal of the Northcote Aquatic and Recreation Centre which should help to increase visitation rates.



◉ Service ○ Indicator ● Measure

* No material variations or comments.

Service Performance Indicators	Results 2015	Results 2016	Results 2017	Material Variations and Comments
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◉ Animal Management

○ Timeliness

● Time taken to action animal management requests

0.00 1.84 1.78

In 2016/2017, Council actioned 3,218 requests involving animal management. The ratio 1.78 is lower than last year's ratio of 1.84 which means that the time to first action has been reduced.

[Number of days between receipt and first response action for all animal management requests / Number of animal management requests]

○ Service standard

● Animals reclaimed

36.00% 38.47% 40.23%

This indicator only measures owners that have reclaimed their impounded animals from the shelter. It does not include the number of animals diverted to animal rescue group organisations for rehousing. In January, Council launched an online system for animal registration that made the process more convenient for pet owners. Registered animals are far easier to return to their owners than non-registered ones.

[Number of animals reclaimed / Number of animals collected] x100

○ Service cost

● Cost of animal management service

\$67.97 \$64.51 \$66.34

This indicator includes costs relating to the collection of wandering animals as well as barking dog and dog attack investigations. Not included is the revenue received from animal registration. A significant proportion of the cost comes from the contracted animal pound service which may be more expensive than others due to our requirement that animals be held for a longer period of time. This requirement reflects Council's priority of reducing the animal euthanasia rate. Over the past few years Darebin has been particularly successful as our euthanasia rates have reduced from 85% in 2012 to 16% in 2016 which is below the state average of 73%.

[Direct cost of the animal management service / Number of registered animals]

○ Health and safety

● Animal management prosecutions

11.00 3.00 8.00

A total of eight dog attack matters proceeded to prosecution and Council was successful in every instance. Of these eight, six were from the previous financial year. When making a prosecution, Council now invites the person making the complaint to come out to the pound and identify the particular animal using a 'line-up' structure. Since we have adopted this procedure, our prosecution success rate has improved dramatically.

[Number of successful animal management prosecutions]



○ Service ○ Indicator ● Measure

* No material variations or comments.

Service Performance Indicators	Results 2015	Results 2016	Results 2017	Material Variations and Comments
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○ Food Safety

○ Timeliness

● Time taken to action food complaints

0.00 1.50 2.09

The number of days to first response has gone up due to the nearly 20% increase in the number of food complaints. The Victorian Ombudsman recommended good practice is to acknowledge complaints within 10 business days. Food complaints within Darebin are responded to in an average of only two days. 51% (or 88 complaints) were responded to on the same business day.

[Number of days between receipt and first response action for all food complaints / Number of food complaints]

○ Service standard

● Food safety assessments

96.00% 90.21% 99.16%

Council's Health Protection Unit now uses digital platforms and videos to assist with the community education of public health standards that has allowed officers more time to spend on food safety assessments. This has resulted in a 9% improvement compared to last year.

[Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100

○ Service cost

● Cost of food safety service

\$535.14 \$537.75 \$527.66

A number of resourcing vacancies existed within the reporting period that resulted in a lower than forecast salary expenditure. This resulted in the cost to Council being \$ 10 cheaper per premises.

[Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]

○ Health and safety

● Critical and major non-compliance outcome notifications

98.00% 100.00% 92.13%

From May 2017, this indicator changed to calendar year from financial year. This has been implemented to better align reporting with the Department of Health and Human Services. Council was on target to meet 100% compliance for this indicator had the reporting period remained at financial year, however the retrospective modification has distorted the results. Previous results remain on a financial year basis to enable comparison with other Councils. Subsequently, the 2015/2016 result contains 6 months of the period covered by the 2016/2017 measure.

[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



◉ Service ◉ Indicator ● Measure

* No material variations or comments.

Service Performance Indicators	Results 2015	Results 2016	Results 2017	Material Variations and Comments
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◉ Governance

◉ Transparency

● Council decisions made at meetings closed to the public

[Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x100

11.00% 5.14% 6.37%

Council is committed to transparent governance and meetings are only closed when considering reports which are deemed confidential, either by the Chief Executive or when resolved by Council. Council reports that were considered confidential related to such things as personnel matters, contracts and legal matters which, should they be made public, could prejudice the Council.

◉ Consultation and engagement

● Satisfaction with community consultation and engagement

Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement

66.80 66.00 65.20

Community satisfaction with consultation and engagement has decreased slightly from the previous year. In 2016/2017, Council completed a number of significant consultation projects including the Council Plan 2017-2021 and Budget for 2017/2018. Both projects received over 1,000 responses from Darebin residents and businesses.

◉ Attendance

● Councillor attendance at Council meetings

[The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] x100

96.00% 92.63% 94.02%

Due to the general local election, Council meetings did not occur between 4 October 2016 and 6 November 2016. There was also a reduction in the number of Special Meetings held in comparison with previous reporting periods. Attendances by councillors at Ordinary and Special Council meetings continue to be positive.

◉ Service cost

● Cost of governance

[Direct cost of the governance service / Number of Councillors elected at the last Council general election]

\$48,494.00* \$45,771.00* \$52,913.78

Cost of governance includes operating expenses directly related to the activities of the elected councillors such as Councillor allowances, training and development and resources required by Councillors to enable them to fulfil their role as an elected representative. Councillor allowances and expenditure incurred by Councillors are published on Council's website on a quarterly basis. This indicator does not include the running of Council and Planning Committee Meetings and associated costs, for example advertising, other functions or support staff. This year saw additional costs, that primarily only occur each four years. These additional costs include such things as the councillor induction program following the local elections, governance and media training, and the recruitment of a new Chief Executive Officer.

* This indicator has been recalculated.



○ Service ○ Indicator ● Measure

* No material variations or comments.

Service Performance Indicators	Results 2015	Results 2016	Results 2017	Material Variations and Comments
<p>○ Satisfaction</p> <p>● Satisfaction with Council decisions</p> <p>[Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]</p>	67.80	66.90	65.00	The result has decreased slightly from the previous year but is still an excellent result. Council applies an Equity, Inclusion and Wellbeing Audit to every significant decision that goes before Council. This ensures that accessibility and fairness are at the heart of the decision-making process.

○ Home and Community Care (HACC)

<p>○ Timeliness</p> <p>● Time taken to commence the HACC service</p> <p>[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]</p>	0.00	28.08	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
<p>○ Service standard</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%	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
<p>○ Service cost</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	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
<p>○ Service cost</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	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
<p>○ Service cost</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	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
<p>○ Participation</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%	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs



○ Service ○ Indicator ● Measure

* No material variations or comments.

Service Performance Indicators	Results 2015	Results 2016	Results 2017	Material Variations and Comments
○ Participation				
● 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	17.90%	18.51%	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs

○ Libraries

○ Utilisation

● Library collection usage [Number of library collection item loans / Number of library collection items]	6.10	5.92	5.71	Increased investment in digital collections has resulted in a 31% growth in e-audiobook and e-book loans; however these increases have not offset the 4.75% decline in physical collection items over the past year.
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○ Resource standard

● Standard of library collection [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	70.00%	72.70%	70.14%	Collection development is guided by local community needs and interests as distinct from the actual age of the items. The age and standard of the collection remains well above the Australian Libraries and Information Association standard of 50%.
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○ Service cost

● Cost of library service [Direct cost of the library service / Number of visits]	\$7.66	\$8.12	\$8.37	Council and our community value its library services and allocate appropriate financial resources to support changing customer needs. Increased investment in digital resources and online delivery enables customers to access library services without visiting a branch.
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○ Participation

● Active library members [Number of active library members / Municipal population] x100	16.00%	16.02%	15.01%	Active library members are those who have borrowed from the lending collection, including e-books. It excludes other library activities such as events and programs, the use of public internet and meeting rooms. In 2016/2017, Council launched a successful membership drive and will be doing this on an annual basis. Our recently developed app was downloaded more than 4,000 times on mobile devices in the last twelve months.
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○ Service ○ Indicator ● Measure

* No material variations or comments.

Service Performance Indicators	Results 2015	Results 2016	Results 2017	Material Variations and Comments
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○ Maternal and Child Health (MCH)

○ Satisfaction

● Participation in first MCH home visit

104.00% 99.80% 101.31%

The Maternal and Child Health Service has a new model for allocating first home visits so that individual nurse calendars are now co-ordinated centrally.

[Number of first MCH home visits / Number of birth notifications received] x100

○ Service standard

● Infant enrolments in the MCH service

100.00% 96.80% 103.47%

The Maternal and Child Health Service experienced a 4.4% increase in infants enrolled in the service since last year. We have increased our focus to work across other Children and Family Services at Council, such as playgroups, to promote Maternal and Child Health to parents.

[Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100

○ Service cost

● Cost of the MCH service

\$0.00 \$74.18 \$73.73

By combining part time positions to create fulltime positions we have provided a flexible and efficient service for families which provides greater coverage at multiple sites across the week.

[Cost of the MCH service / Hours worked by MCH nurses]

○ Participation

● Participation in the MCH service

76.00% 80.37% 78.47%

The Maternal and Child Health Service will review its client data base each quarter so that it will be more useful in reaching out to parents to promote and encourage visitation to our service.

[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100

○ Participation

● Participation in the MCH service by Aboriginal children

60.00% 52.94% 91.53%

Darebin has one of the largest Aboriginal and Torres Strait Islander communities in metropolitan Melbourne and forms almost 1% of the city's total population. The Maternal and Child Health Service works in partnership with the Victorian Aboriginal Health Service and the Victorian Aboriginal Child Care Agency to offer all Aboriginal families a service that is culturally safe and responsive to their needs. Last year's software issues resulted in inaccurate figures which underestimated the number of Aboriginal children accessing the Maternal and Child Health Service.

[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



○ Service ○ Indicator ● Measure

* No material variations or comments.

Service Performance Indicators	Results 2015	Results 2016	Results 2017	Material Variations and Comments
--------------------------------	--------------	--------------	--------------	----------------------------------

○ Roads

○ Satisfaction of use

● Sealed local road requests

[Number of sealed local road requests / Kilometres of sealed local roads] x100

45.91 27.21 18.54

There has been a reduction in requests from a ratio of 27.21 to 18.5 over the past 12 months. By applying sound asset management principles, we have increased the length of road resealing works from approximately 11km in 2015/16 to 21km in 2016/17, thereby reducing the number of defective road sections.

○ Condition

● Sealed local roads maintained to condition standards

[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100

99.00% 99.81% 99.88%

Council's annual resurfacing, rehabilitation and road maintenance programs are compiled to ensure that all roads are maintained in a sound condition ie. to enable safe and comfortable usage by a variety of vehicles. Priority in the annual improvement program is given to roads in very poor condition regardless of traffic levels.

○ Service cost

● Cost of sealed local road reconstruction

[Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]

\$0.00 \$151.00 \$315.38

The reconstruction of Northernhay St and Alexander St, Reservoir and the slope remediation of the Mclachlan Street/ Walker Street intersection were the only projects completed under this program in 2016/2017. The unit rate is very high because the Northernhay Street reconstruction included significantly more stormwater drainage works than what would be expected in a more typical project and the Mclachlan St project needed a new retaining wall and required the disposal of contaminated soil.

○ Service Cost

● Cost of sealed local road resealing

[Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]

\$21.10 \$19.75* \$15.34

In 2016/17 the program completed 145,927m² of local road resealing which is almost double the amount from the previous year. Improved contract rates on a series of larger scale works have led to a reduction in project costs.

* This indicator has been recalculated.

○ Satisfaction

● Satisfaction with sealed local roads

[Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]

69.30 70.80 70.00

Community satisfaction is almost exactly the same in 2016/17 as in previous years. A greater focus has been provided on asphalt resheeting over road reconstructions to increase the total number of square metres of pavement that is renewed. This strategy is aimed at improving overall user experience and increasing the average condition of the road network as a whole. Over the past three years Council has allocated \$7.4M to road resheeting and \$4.6M to road reconstructions.



○ Service ○ Indicator ● Measure

* No material variations or comments.

Service Performance Indicators	Results 2015	Results 2016	Results 2017	Material Variations and Comments
--------------------------------	--------------	--------------	--------------	----------------------------------

○ Statutory Planning

○ Timeliness

● Time taken to decide planning applications	107.00	103.00	116.00
--	--------	--------	--------

[The median number of days between receipt of a planning application and a decision on the application]

A comprehensive review of the service was completed in May 2017 targeting measures that can be applied to ensure the service is responsive to customer needs as well as the applications received.

○ Service standard

● Planning applications decided within required time frames	45.00%	40.01%	46.18%
---	--------	--------	--------

[(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100

This indicator changed in 2016/2017 to now include VicSmart applications. The improved result is influenced in a small part by 53 Vicsmart applications that are processed within 10 days and which form around 10% of the total planning applications received. The service review that was completed in May 2017 will drive further improvement in this performance measure.

○ Service cost

● Cost of statutory planning service	\$2,234.93	\$2,351.37	\$2,821.56
--------------------------------------	------------	------------	------------

[Direct cost of the statutory planning service / Number of planning applications received]

This indicator measures the direct cost to Council to process each planning application. While the direct cost of the service has grown only slightly, the ratio of cost to planning applications has been impacted by a 13% fall in the number of applications received compared to last year.

○ Decision making

● Council planning decisions upheld at VCAT	45.00%	60.32%	41.33%
---	--------	--------	--------

[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

In 2016/2017, the number of decisions sent to VCAT went up and Council's success in defending their decisions declined. In 2017/2018 Council will commence a review of the Planning Scheme and the Planning Committee Charter.



◉ Service ◉ Indicator ● Measure

* No material variations or comments.

Service Performance Indicators	Results 2015	Results 2016	Results 2017	Material Variations and Comments
--------------------------------	--------------	--------------	--------------	----------------------------------

◉ Waste Collection

◉ Satisfaction

● Kerbside bin collection requests

[Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000

126.48 116.65 101.65

This indicator measures the frequency of requests from residents for additional, uncollected, damaged or stolen bins. The figure for 2016/2017 is 101.65 which is below the result for 2015/2016 of 116.65. This improvement is a result of the adoption of a new mechanical grab device on our trucks.

◉ Service standard

● Kerbside collection bins missed

[Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000

9.88 9.51 7.80

This is an improvement on last year's figures. In 2016/2017 the number of households increased by 1313 to 63,628 households yet there was an overall a decrease of 753 missed bins over the year. The decrease may be attributed to the introduction of cameras on our trucks and an increased focus by staff on service quality.

◉ Service cost

● Cost of kerbside garbage bin collection service

[Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]

\$95.71 \$97.03 \$96.30

In 2016/2017, there was an increase in the number of Darebin households by 1,313 to a total of 63,628 which resulted in a minimal increase in servicing costs across Darebin (\$81k). The overall ratio of cost per household, however, dropped by about 70 cents to \$96.30 per household per annum.

◉ Service cost

● Cost of kerbside recyclables collection service

[Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]

\$25.14 \$25.55 \$26.63

Recyclables Collection service is a contracted service that increases annually in line with CPI as well as costs associated with any exceptional circumstances. This year the service faced the challenge of a fire at the Coolaroo process plant, which required recyclables to be diverted to Laverton for processing. This year Darebin also serviced an additional 1,313 households compared to the previous reporting year.

◉ Waste diversion

● Kerbside collection waste diverted from landfill

[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100

48.00% 47.42% 47.95%

This is a slight improvement on last year's overall diversion from landfill (47.42%). The largest change was an increase in the amount of recycled green waste by 1266 tonnes – a 12% growth on the previous year. Food is a significant component of waste that is sent to landfill and work will be undertaken in the coming year to trial food waste being diverted to green waste recycling.



Workforce data										
Structure	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	All other	Total
Classification	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Permanent Full Time - Female	0	0	5	29	54	52	23	16	29	208
Permanent Full Time - Male	0	2	85	35	43	41	34	12	27	279
Permanent Part Time - Female	9	3	81	18	19	17	7	1	14	169
Permanent Part Time - Male	9	1	10	2	7	2	0	0	0	31
Casual - Female	0	0	0	0	0	0	0	0	0	0
Casual - Male	0	0	0	0	0	0	0	0	0	0
TOTAL	18	6	181	84	123	112	64	29	70	687*

* This number differs to the FTE figure in the Workplace Report due to rounding.

25. Governance and Management Checklist

The following are the results in the prescribed form of Council's assessment against the prescribed governance and management checklist.

Annual Report—Governance and Management Checklist in Report of Operations.

Governance and Management Items	Assessment
<p>1 Community engagement policy (policy outlining Council's commitment to engaging with the community on matters of public interest)</p>	<p>✓ Policy Date of operation of current policy: 20/08/2012 OR No policy Reason for no policy:</p>
<p>2 Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)</p>	<p>✓ Guidelines Date of operation of current guidelines: 20/08/2012 OR No guidelines Reason for no guidelines:</p>
<p>3 Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non financial resources required for at least the next 4 financial years)</p>	<p>✓ Adopted in accordance with section 126 of the Act Date of adoption: 22/06/2017 OR Not adopted in accordance with section 126 of the Act Reason for not adopting:</p>
<p>4 Annual budget (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)</p>	<p>✓ Adopted in accordance with section 130 of the Act Date of adoption: 22/06/2017 OR Not adopted in accordance with section 130 of the Act Reason for not adopting:</p>



Governance and Management Items	Assessment
<p>5 Asset management plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)</p>	<p>✔ Plans Date of operation of current plans: Asset Management Policy 06/11/2013 Asset Management Strategy 18/05/2015 Building Asset Management Plan 07/08/2007 Drainage Asset Management Plan 21/05/2007 Property Asset Management Strategy 19/05/2014 Road Asset Management Plan 20/06/2016 Road Management Plan 19/06/2017 OR No plans Reason for no plans:</p>
<p>6 Rating strategy (strategy setting out the rating structure of Council to levy rates and charges)</p>	<p>✔ Strategy Date of operation of current strategy: 22/06/2017 OR No strategy Reason for no strategy:</p>
<p>7 Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)</p>	<p>✔ Policy Date of operation of current policy: 20/12/2016 OR No policy Reasons for no policy:</p>
<p>8 Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)</p>	<p>✔ Policy Date of operation of current policy: 20/04/2016 OR No policy Reason for no policy:</p>
<p>9 Municipal emergency management plan (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)</p>	<p>✔ Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> Date of preparation: 01/12/2016 OR Not prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> Reason for not preparing a plan:</p>
<p>10 Procurement policy (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)</p>	<p>✔ Prepared and approved in accordance with section 186A of the <i>Local Government Act 1989</i> Date of approval: 03/10/2016 OR Not approved in accordance with section 186A of the <i>Local Government Act 1989</i> Reason for not preparing a policy:</p>
<p>11 Business continuity plan (plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster)</p>	<p>✔ Plan Date of operation of current plan: 13/01/2017 OR No plan Reason for no plan:</p>



Governance and Management Items	Assessment
<p>12 Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)</p>	<p>✓ Plan Date of operation of current plan: 30/06/2016 OR No plan Reason for no plan:</p>
<p>13 Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)</p>	<p>✓ Framework Date of operation of current framework: 01/11/2014 OR No framework Reason for no framework:</p>
<p>14 Audit Committee (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: 14/11/2016 OR Not established in accordance with section 139 of the Act Reason for not establishing:</p>
<p>15 Internal audit (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 Date of engagement of current provider: 01/05/2015 OR Not engaged Reasons for not engaging internal audit:</p>
<p>16 Performance reporting framework (a set of indicators measuring financial and non financial performance, including the performance indicators referred to in section 131 of the Act)</p>	<p>✓ Framework Date of operation of current framework: 28/06/2016 OR No framework Reason for no framework:</p>
<p>17 Council Plan reporting (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 Date of report: 03/10/2016, 22/05/2017 OR No report Reason for no report:</p>
<p>18 Financial reporting (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)</p>	<p>✓ Statements presented to Council in accordance with section 138(1) of the Act Dates statements presented: 05/09/2016, 05/12/2016, 27/02/2017, 01/05/2017 OR No statements presented to Council in accordance with section 138(1) of the Act Reason for not presenting statements:</p>
<p>19 Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)</p>	<p>✓ Reports Date of reports: 05/12/2016, 27/02/2017, 08/05/17 OR No reports Reason for no reports:</p>
<p>20 Performance reporting (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 Date of reports: 26/07/2016, 28/03/2017 OR No reports Reason for no reports:</p>



Governance and Management Items	Assessment
<p>21 Annual report (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements)</p>	<p>✔ Considered at meeting of the Council in accordance with section 134 of the Act Date of consideration: 03/10/2016 OR Not considered at meeting of the Council in accordance with section 134 of the Act Reason for not considering annual report:</p>
<p>22 Councillor Code of Conduct (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)</p>	<p>✔ Reviewed in accordance with section 76C of the Act Date reviewed: 13/02/2017 OR Not approved in accordance with section 76C of the Act Reason for no review:</p>
<p>23 Delegations (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)</p>	<p>✔ Reviewed in accordance with section 98(6) of the Act Date of review: 07/06/2016 OR Not reviewed in accordance with section 98(6) of the Act Reason for no review:</p>
<p>24 Meeting procedures (a local law governing the conduct of meetings of Council and special committees)</p>	<p>✔ Meeting procedures local law made in accordance with section 91(1) of the Act Date local law made: 19/08/2013 OR No meeting procedures local law made in accordance with section 91(1) of the Act Reason for not making meeting procedures local law:</p>

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

Signature of Chief Executive Officer
Date: 7/8/2017

Signature of Mayor
Date: 7/8/2017

7. ANNUAL FINANCIAL REPORT AND PERFORMANCE STATEMENT



Artist
Jimmy Beattie/
Graffix Creative
Project
Telstra Exchange
Building, High Street
Northcote

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GUIDE TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2017

This guide provides an overview of each of the statements including the 2016/2017 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 2017 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 on the Comprehensive Income Statement to assess Council's financial performance. It is calculated by deducting the total expenses for the year from total revenues. While Council is a not-for-profit organisation, it should nonetheless generate a surplus to ensure future financial sustainability. A surplus means revenue was greater than expenses.

For the 2016/2017 year the Darebin City Council recorded a surplus of \$21.63 million.

Balance Sheet

The Balance Sheet is a one-page summary that provides a snapshot of the financial situation of Council as at 30 June 2017. 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 its debts as and when they fall due. The equity section of the Balance Sheet shows Council's reserves and the total of all the surpluses that have accumulated over the years. The total of the equity section represents the net financial worth of Council.



GUIDE TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2017

At 30 June 2017 the Balance Sheet shows Council to be in a healthy financial position, with \$74.88 million in cash and financial assets and a net worth of \$1.36 billion. Council's liquidity or current ratio is 2.6:1 (current assets: current liabilities). This means that for every \$1 of current liabilities, Council has \$2.60 of current assets to settle these liabilities. This demonstrates that the 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 2017 the Statement of Changes in Equity shows an increase in equity, or net worth, of \$91.17 million during the 2016/2017 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 Council to generate a cash surplus that can be used to fund the purchase or construction of long-term assets such as property and infrastructure. If this amount is negative, it means Council will be unable to fund future capital expenditure or pay its debts as and when they fall due.

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

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

The Cash Flow Statement shows that in 2016/2017 Council generated a \$40.41 million cash inflow from operating activities. A cash outflow of \$38.82 million was incurred on investing activities and financing activities incurred a nil cash outflow. Total cash balances increased by \$1.59 million during the year to \$47.04 million at 30 June 2017.

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 2016/2017 \$31.43 million was expended on capital works.



GUIDE TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2017

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 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' 2016/2017 Annual Reports.

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

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

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

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

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

Independent Audit Reports

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

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



GUIDE TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2017

FINANCIAL REPORT OVERVIEW

Our financial performance for 2016/2017 reflects the careful financial management and strategies that were developed in the context of our long-term financial planning.

In brief

- \$21.63 million surplus, which includes the early receipt of the first and second quarter 2017/2018 Victorian Grants Commission funding of \$2.30 million that was received in June.
- \$171.59 million revenue with 69.63 per cent coming from rates and charges.
- \$149.97 million expenditure with 51.91 per cent attributable to employee costs and 30.01 per cent for materials and services.
- \$1.36 billion net assets, comprising community facilities and infrastructure.
- \$74.88 million holdings of cash and other financial assets, \$10.28 million more than last year.

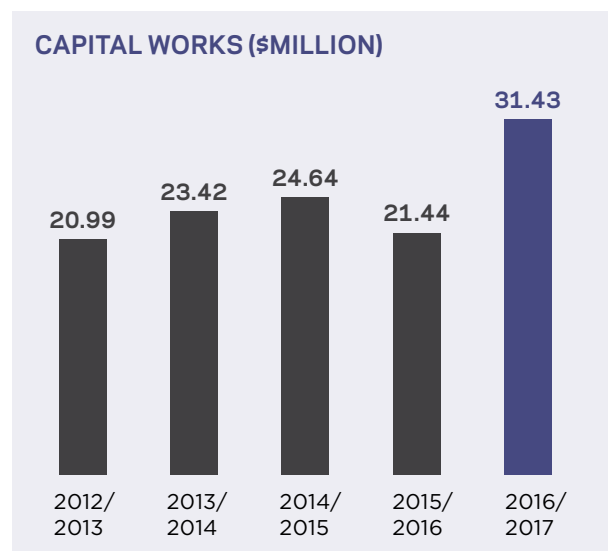
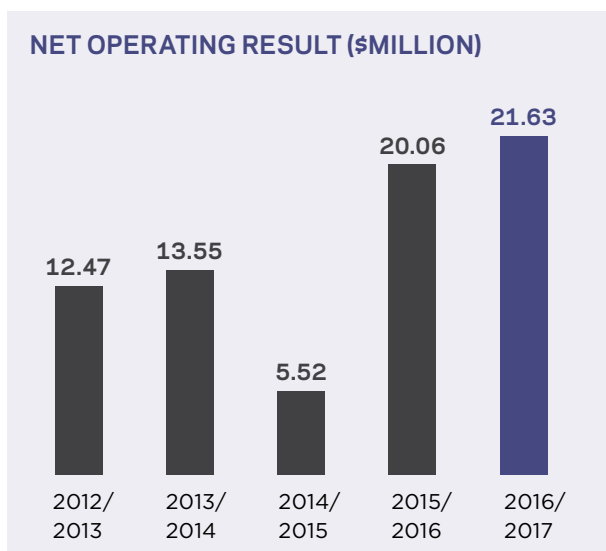
Operating result

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.

The Strategic Resource Plan, which expresses the strategic objectives, plans and strategies in financial terms, was adopted by Council in June 2017 and shows surpluses will continue to be achieved in all years over the period 2017/2018 to 2020/2021 while maintaining existing service delivery. These surpluses are critical as they are the primary source of funding for the renewal, replacement and upgrade of community infrastructure through Council's capital works program, which will average \$49.07 million per annum over the four years to 30 June 2021.

Capital works

The delivery of the capital works program is an essential part of Council's stewardship role and is critical in the effective management of infrastructure assets required for the delivery of Council services to the community.





GUIDE TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2017

The Statement of Capital Works details the \$31.43 million of capital works expenditure across Darebin for 2016/2017. This includes \$17.08 million on asset renewal, \$3.10 million on asset upgrade, \$0.29 million on asset expansion, and \$10.97 million on new assets.

Cash flow

Cash and cash equivalents increased by \$1.59 million to \$47.04 million. The main movements during the year were a cash inflow from operating activities of \$40.41 million, offset by a cash outflow from investing activities of \$38.82 million. Council continues to hold an appropriate level of cash to ensure liquidity. Council undertook no borrowings during the 2016/2017 year and had no outstanding borrowings at 30 June 2017.

Financial Stewardship

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

Our future

It is important that the results in this report for 2016/2017 are looked at in the context of the long-term financial strategic objectives that are reflected in the Council Plan 2017-2021 and articulated in the Strategic Resource Plan.

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

- We will maintain the scope and standard of ongoing services provided to the Darebin community and be flexible to address changing community needs with innovative services and facilities.

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

Council has forecast rate increases at 2.0 per cent for 2017/2018 and 2.2 per cent for 2018/2019, 2019/2020 and 2020/2021.

We will need to undertake the essential conversation with our community on how the Council Plan, related services and infrastructure development may best be delivered and funded in a rate-capping environment.

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 issued an unqualified audit opinion by the Victorian Auditor-General.

Our careful financial strategies and balanced long-term planning enabled Council to limit the rate rise in 2017/2018 to two per cent.



ANNUAL FINANCIAL REPORT

FOR THE YEAR ENDED
30 JUNE 2017



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COMPREHENSIVE INCOME STATEMENT FOR THE YEAR ENDED 30 JUNE 2017

	Note	2017 \$'000	2016 \$'000
Income			
Rates and charges	3	119,474	114,260
Statutory fees and fines	4	8,650	7,103
User fees	5	13,580	13,762
Grants - operating	6	18,228	13,178
Grants - capital	6	2,103	3,068
Contributions - monetary	7	5,077	5,764
Contributions - non-monetary	7	418	144
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	8	26	(33)
Fair value adjustments for investment property	22	275	61
Other income	9	3,762	3,529
Total Income		171,593	160,836
Expenses			
Employee costs	10	77,854	76,355
Materials and services	11	45,008	45,220
Bad and doubtful debts	12	1,373	1,002
Depreciation and amortisation	13	22,055	20,973
Borrowing costs	14	0	8
Unspent DCP contributions	27(b)	0	(6,485)
Other expenses	15	3,676	3,704
Total expenses		149,966	140,777
Surplus/(deficit) for the year		21,627	20,059
Other comprehensive income			
Items that will not be classified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	27	69,542	68,760
Total comprehensive result		91,169	88,819

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



BALANCE SHEET AS AT 30 JUNE 2017

	Note	2017 \$'000	2016 \$'000
Assets			
Current assets			
Cash and cash equivalents	16	47,035	45,441
Trade and other receivables	18	13,140	11,758
Other financial assets	17	27,846	19,164
Inventories	19	67	65
Other assets	20	3,596	1,809
Total current assets		91,684	78,237
Non-current assets			
Trade and other receivables	18	185	114
Property, infrastructure, plant and equipment	21	1,299,929	1,221,142
Investment property	22	3,142	2,867
Intangible assets	23	781	811
Other financial assets	17	236	236
Total non-current assets		1,304,273	1,225,170
Total assets		1,395,957	1,303,407
Liabilities			
Current liabilities			
Trade and other payables	24	11,662	10,602
Trust funds and deposits	25	5,034	4,670
Provisions	26	18,618	18,730
Total current liabilities		35,314	34,002
Non-current liabilities			
Provisions	26	1,774	1,705
Total non-current liabilities		1,774	1,705
Total liabilities		37,088	35,707
Net assets		1,358,869	1,267,700
Equity			
Accumulated surplus		534,108	506,524
Reserves	27	824,761	761,176
Total equity		1,358,869	1,267,700

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



STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2017

	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2017					
Balance at beginning of the financial year		1,267,700	506,524	742,157	19,019
Surplus/(deficit) for the year		21,627	21,627	0	0
Net asset revaluation increment/ (decrement)	27	69,542	0	69,542	0
Transfers to other reserves	27	0	(4,843)	0	4,843
Transfers from other reserves	27	0	10,800	0	(10,800)
Balance at end of financial year		1,358,869	534,108	811,699	13,062
2016					
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)	27	68,760	0	68,760	0
Transfers to other reserves	27	0	(12,091)	0	12,091
Transfers from other reserves	27	0	3,111	0	(3,111)
Balance at end of financial year		1,267,700	506,524	742,157	19,019

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



STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2017

Note	2017 Inflows/ (Outflows) \$'000	2016 Inflows/ (Outflows) \$'000
Cash flows from operating activities		
	118,384	114,185
Rates and charges		
	8,014	6,532
Statutory fees and fines		
	16,131	14,149
User fees (inclusive of GST)		
	17,996	13,442
Grants - operating		
	2,103	3,068
Grants - capital		
	5,077	5,764
Contributions - monetary		
	1,284	1,868
Interest received		
	311	511
Trust funds and deposits taken		
	1,684	1,539
Other receipts		
	5,789	5,611
Net GST refund/payment		
	(77,678)	(74,230)
Employee costs		
	(58,734)	(56,348)
Materials and services (inclusive of GST)		
	0	0
Trust funds and deposits paid		
	53	11
Net FSPL receipt		
Net cash provided by/(used in) from operating activities	28	40,414
		36,102
Cash flows from investing activities		
	(30,617)	(22,612)
Payments for property, infrastructure, plant and equipment		
	559	346
Proceeds from sale of property, infrastructure, plant and equipment		
	(8,682)	(15,061)
Payments for investments		
	(80)	41
Payment of loans and advances		
Net cash provided by/(used in) investing activities		(38,820)
		(37,286)
Cash flows from financing activities		
	0	(9)
Finance costs		
	0	(172)
Repayment of borrowings		
Net cash provided by/(used in) financing activities		0
		(181)
	1,594	(1,365)
Net increase (decrease) in cash and cash equivalents		
	45,441	46,806
Cash and cash equivalents at the beginning of the financial year		
Cash and cash equivalents at the end of the financial year	16	47,035
		45,441
	29	
Financing arrangements		
	16	
Restrictions on cash assets		

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



STATEMENT OF CAPITAL WORKS FOR THE YEAR ENDED 30 JUNE 2017

Note	2017 \$'000	2016 \$'000
Property		
Land	7,683	0
Total land	7,683	0
Buildings	3,625	4,319
Total buildings	3,625	4,319
Total property	11,308	4,319
Plant and equipment		
Plant, machinery and equipment	2,063	2,203
Fixtures, fittings and furniture	137	237
Computers and telecommunications	1,389	1,282
Library books	734	702
Total plant and equipment	4,323	4,424
Infrastructure		
Roads	7,127	4,766
Bridges	134	326
Footpath and cycleways	3,420	1,927
Drainage	586	737
Land improvements	315	919
Parks, open space and streetscapes	4,184	3,944
Off street car parks	37	80
Total infrastructure	15,803	12,699
Total capital works expenditure	31,434	21,442
Represented by:		
New asset expenditure	10,969	1,696
Asset renewal expenditure	17,078	13,638
Asset expansion expenditure	286	1,452
Asset upgrade expenditure	3,101	4,656
Total capital works expenditure	31,434	21,442

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



NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2017

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.

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 (AASs) 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 (d))
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 1 (k))
- the determination of employee provisions (refer to Note 1 (r))

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) Revenue recognition

Income is recognised when the 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 the Council and the amount of the contribution can be measured reliably.

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.

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.

User fees

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

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.



NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2017

Note 1 Significant accounting policies (continued)

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.

Contributions

Monetary and non-monetary contributions are recognised as revenue when Council obtains control over the contributed asset.

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.

Interest

Interest is recognised as it is earned.

Dividends

Dividend revenue is recognised when Council's right to receive payment is established.

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.

(d) 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 reassessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

(e) 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.

(f) Trade and other receivables

Short-term receivables are carried at invoice amount as amortised cost using the effective interest rate method would not impact the carrying value. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long-term receivables are carried at amortised cost using the effective interest rate method.



NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2017

Note 1 Significant accounting policies (continued)

(g) 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.

(h) Inventories

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential.

All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

(i) 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 of disposal, 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.

(j) Recognition and measurement of property, plant and equipment, infrastructure, intangibles

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits 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.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. At balance date, the 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 two to three years. The valuation is performed either by experienced Council officers or independent experts.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Land under roads

Council recognises land under roads it controls at fair value.



NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2017

Note 1 Significant accounting policies (continued)

(k) 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 the 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.

Asset recognition thresholds and depreciation periods	Depreciation Period	Threshold Limit \$
Property		
land	-	5,000
land improvements	50 years	5,000
Buildings		
heritage buildings	50 - 80 years	5,000
buildings	50 - 80 years	5,000
building improvements	50 - 80 years	5,000
leasehold improvements	Life of lease	5,000
Plant and equipment		
vehicles	3 to 10 years	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, videos and DVDs	3 - 8 years	All
Infrastructure		
road pavements and seals	20 - 30 years	All
road substructure	80 - 120 years	All
road formation and earthworks	-	-
road kerb, channel and minor culverts	40 - 60 years	All
bridges deck	50 - 100 years	All
bridges substructure	50 - 100 years	All
footpaths and cycleways	30 - 50 years	All
drainage including pipes, pits and gross pollutant traps	100 - 120 years	5,000
recreational, leisure and community facilities	10 - 50 years	5,000
waste management	50 years	5,000
parks, open space and streetscapes	10 - 50 years	5,000
off-street car parks	10 - 50 years	5,000
Intangible assets		
software and system development costs	3 - 5 years	1,000



NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2017

Note 1 Significant accounting policies (continued)

(l) 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.

(m) Investment property

Investment property is held to generate long-term rental yields. Investment property is measured initially at cost, including transaction costs. Costs incurred subsequent to initial acquisition are capitalised when it is probable that future economic benefit in excess of the originally assessed performance of the asset will flow to the 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.

(n) Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared 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.

(o) 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.

(p) 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).

(q) 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 the 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. The Council determines the classification of its interest bearing liabilities at initial recognition.

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.

(r) Employee costs and benefits

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date:

Wages and salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulated sick leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.



NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2017

Note 1 Significant accounting policies (continued)

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits.

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.

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.

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.

(s) Leases

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.

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.

(t) 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.

(u) 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.



NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2017

Note 1 Significant accounting policies (continued)

(v) Pending accounting standards

The following new AASs have been issued that are not mandatory for the 30 June 2017 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.

Revenue from contracts with customers (AASB 15) (applies 2019/20)

The standard shifts the focus from the transaction-level to a contract-based approach. Recognition is determined based on what the customer expects to be entitled to (rights and obligations), while measurement encompasses estimation by the entity of the amount expected to be entitled for performing under the contract. The full impact of this standard is not known however it is most likely to impact where contracts extend over time, where there are rights and obligations that may vary the timing or amount of the consideration, or where there are multiple performance elements. This has the potential to impact on the recognition of certain grant income.

Leases (AASB 16) (applies 2019/20)

The classification of leases as either finance leases or operating leases is eliminated for lessees. Leases will be recognised in the Balance Sheet by capitalising the present value of the minimum lease payments and showing a 'right-of-use' asset, while future lease payments will be recognised as a financial liability. The nature of the expense recognised in the profit or loss will change. Rather than being shown as rent, or as leasing costs, it will be recognised as depreciation on the 'right-of-use' asset, and an interest charge on the lease liability. The interest charge will be calculated using the effective interest method, which will result in a gradual reduction of interest expense over the lease term.

Council has a small number of operating leases that may be impacted as a result of this change. At this stage, Council is unable to quantify the amount of assets and liabilities to be recognised.

(w) 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.



NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2017

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 require 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 27 June 2016. 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 2017 \$'000	Actual 2017 \$'000	Variance 2017 \$'000	Variance 2017 %	Ref
Income					
Rates and charges	119,200	119,474	274	0%	
Statutory fees and fines	7,308	8,650	1,342	18%	I1
User fees	14,044	13,580	(464)	-3%	
Grants - operating	15,292	18,228	2,936	19%	I2
Grants - capital	2,123	2,103	(20)	-1%	
Contributions - monetary	3,500	5,077	1,577	45%	I3
Contributions - non-monetary	0	418	418	+100%	I4
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(20)	26	46	-230%	I5
Fair value adjustments for investment property	0	275	275	+100%	I6
Other income	2,879	3,762	883	31%	I7
Total income	164,326	171,593	7,267		
Expenses					
Employee costs	82,482	77,854	4,628	6%	E1
Materials and services	45,958	45,008	950	2%	
Bad and doubtful debts	951	1,373	(422)	-44%	E2
Depreciation and amortisation	20,832	22,055	(1,223)	-6%	
Borrowing costs	0	0	0	0%	
Other expenses	3,679	3,676	3	0%	
Total expenses	153,902	149,966	3,936		
Surplus/(deficit) for the year	10,424	21,627	11,203		
Other comprehensive income					
Items that will not be classified to surplus or deficit in future periods					
Net asset revaluation increment/(decrement)	5,106	69,542	64,436	+100%	O1
Total comprehensive result	15,530	91,169	75,639		



NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2017

Note 2 Budget comparison (continued)

(i) Explanation of material variations

Var Ref	Item	Explanation
I1	Statutory fees and fines	Statutory fees and fines were exceeded due to an increase in statutory planning fees (\$0.8 million), fines for traffic enforcement (\$0.4 million), and health registrations (\$0.1 million).
I2	Grants - operating	Operating grants were exceeded due to the early receipt of the first and second quarter 2017/2018 Victorian Grants Commission funding (\$2.3 million) received in June, Family and Children grants (\$0.3 million) and receipts from Commonwealth Home Support Program (\$0.2 million).
I3	Contributions - monetary	Contributions - monetary were exceeded due to higher than anticipated open space contributions received from developments undertaken within the municipality (\$1.3 million).
I4	Contributions - non-monetary assets	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.
I5	Net gain/(loss) on disposal of property, infrastructure, plant and equipment	Anticipated net loss on disposal of property, infrastructure, plant and equipment was not achieved as it was more than offset by higher than anticipated sale proceeds received for some large fleet items replaced during the year.
I6	Fair value adjustments for investment property	Fair value adjustment for investment property was exceeded due to an increase in the fair value of the Sullivan Reserve stadium and land. Fair value movements in investment property are not budgeted for during the year.
I7	Other income	Budgeted other income was exceeded due to higher interest on investments (\$0.5 million) and larger than anticipated recoup for workcover (\$0.5 million) and paid parental leave (\$0.2 million).
E1	Employee costs	Employee costs was not achieved due to a reduction in WorkCover levy achieved through better injury management (\$0.6 million), lower aged and disability service delivery (\$1.0 million) and vacant positions across the organisation not being filled during the year.
E2	Bad and doubtful debts	Bad and doubtful debts was exceeded mainly due to a higher provision for doubtful debts required for traffic fines, animal registrations and miscellaneous local law fines (\$0.4 million).
O1	Net asset revaluation increment/(decrement)	This item was exceeded due to an average municipal-wide land value increase of 11 per cent since 1 July 2016.



NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2017

Note 2 Budget comparison (continued)

(b) Capital Works

	Budget 2017 \$'000	Actual 2017 \$'000	Variance 2017 \$'000	Variance 2017 %	Ref
Property					
Land	0	7,683	7,683	+100%	CW1
Land improvements	95	108	13	14%	CW2
Total Land	95	7,791	7,696		
Buildings	5,879	3,473	(2,406)	-41%	CW3
Building improvements	517	269	(248)	-48%	CW4
Leasehold improvements	2,050	0	(2,050)	-100%	CW5
Total Buildings	8,446	3,742	(4,704)		
Total Property	8,541	11,533	2,992		
Plant and Equipment					
Plant, machinery and equipment	2,958	2,063	(895)	-30%	CW6
Fixtures, fittings and furniture	155	137	(18)	-12%	CW7
Computers and telecommunications	1,692	1,389	(303)	-18%	CW8
Library books	751	734	(17)	-2%	
Total Plant and Equipment	5,556	4,323	(1,233)		
Infrastructure					
Roads	6,520	4,234	(2,286)	-35%	CW9
Transport and road safety	2,060	1,809	(251)	-12%	CW9
Bridges	220	134	(86)	-39%	CW10
Footpaths and cycleways	3,226	2,411	(815)	-25%	CW11
Drainage	1,978	586	(1,392)	-70%	CW12
Recreational, leisure and community facilities	464	302	(162)	-35%	CW13
Parks, open space and streetscapes	7,275	6,065	(1,210)	-17%	CW14
Off-street car parks	0	37	37	+100%	CW15
Total Infrastructure	21,743	15,578	(6,165)		
Total Capital Works Expenditure	35,840	31,434	(4,406)		
Represented by:					
New asset expenditure	8,218	10,969	2,751		
Asset renewal expenditure	21,494	17,078	(4,416)		
Asset expansion expenditure	585	286	(299)		
Asset upgrade expenditure	5,543	3,101	(2,442)		
Total Capital Works Expenditure	35,840	31,434	(4,406)		



NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2017

Note 2 Budget comparison (continued)

(i) Explanation of material variations

Var Ref	Item	Explanation
CW1	Land	The budget for land was exceeded due to the purchase of the former Ruthven Primary School site and adjoining land at Lakeside Secondary College (\$7.2 million) and the former Melbourne Water land at Rona Street (\$0.5 million).
CW2	Land improvements	The budget for land improvements was exceeded largely due to improvement works at Merri Park and JC Donath Reserve (\$0.1 million).
CW3	Buildings	The budget for buildings was not achieved largely due to delays completing works on the Multi-Sport Stadium (\$0.3 million), relocatable kindergarten (\$0.2 million), new portable buildings at PRACE (\$0.5 million) and the redevelopment of NARC (\$0.7 million).
CW4	Building improvements	The budget for building improvements was not achieved largely due to delays in providing disability access upgrades at Council facilities (\$0.1 million) and installation of the infield cycling barrier at DISC (\$0.2 million).
CW5	Leasehold improvements	The budget for leasehold improvements was not achieved due to the accounting treatment of the Council contribution made to the City of Whittlesea (\$1.9 million). The contribution made will be amortised over the life of the building lease.
CW6	Plant, machinery and equipment	The budget for plant, machinery and equipment was not achieved due to delays in the delivery of a number of heavy vehicles purchased late in the reporting period (\$0.4 million) and a number of purchases not recognised as assets in accordance with Council's policy (see Note 1(j)) (\$0.2 million).
CW7	Fixtures, fittings and furniture	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).
CW8	Computers and telecommunications	The budget for computers and telecommunications was not achieved due to delays in the implementation of planned website enhancements (\$0.2 million), Council's intranet (\$0.1 million) and IT equipment renewal (\$0.1 million).
CW9	Roads, transport and road safety	The budget for roads, transport and road safety was not achieved due to delays in the delivery of a number of traffic management and road safety projects (\$0.6 million), rehabilitation of Simpson Street and Chifley Drive (\$0.7 million), savings in the road resurfacing program (\$0.3 million) and Merri Parade safe crossing project which was cancelled due to loss of external funding (\$0.2 million).
CW10	Bridges	The budget for bridges was not achieved due to delays in completing the Merri Creek pedestrian bridge (\$0.1 million).
CW11	Footpaths and cycleways	The budget for footpaths and cycleways was not achieved due to delays to works associated with the St Georges Road bike path (\$0.6 million) and shared path renewal program (\$0.4 million).
CW12	Drainage	The budget for drainage was not achieved due to delays in completing the DISC stormwater harvest and flood mitigation works (\$1.1 million). Works have been delayed as a result of contamination encountered at the site.
CW13	Recreational, leisure and community facilities	The budget for recreation, leisure and community facilities was not achieved largely due to delays in Bundoora Park farm works (\$0.1 million).
CW14	Parks, open space and streetscapes	The budget for parks, open space and streetscapes was not achieved largely due to delays completing works including play space upgrades (\$0.3 million), shopping strip infrastructure (\$0.3 million), Preston Girls' High School (\$0.2 million) and the big park and Batman Park Master Plans (\$0.3 million).
CW15	Off-street car parks	The budget for off-street car parks was exceeded due to re-sheeting work at JS Grey Community Centre car park.



NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2017

	2017 \$'000	2016 \$'000
Note 3 Rates and charges		
Council uses Capital Improved Value as the basis of valuation of all properties within the municipal district. Capital Improved Value means the sum 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 2016/2017 was \$45,637,043,061 (2015/16: \$39,252,793,101).		
General rates	115,217	110,207
Cultural and recreational properties	30	26
Green waste services	2,297	2,173
Special rates and charges	329	324
Supplementary rates and rate adjustments	1,113	1,118
Interest on rates and charges	488	412
Total rates and charges	119,474	114,260

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.

Note 4 Statutory fees and fines		
Animal registration	626	630
Building services	931	1,023
Environmental health	662	640
Statutory planning	1,815	1,031
Traffic enforcement	3,298	2,938
Infringement court recoveries	1,007	824
Election fines	310	0
Other planning and developer fees	1	17
Total statutory fees and fines	8,650	7,103

Note 5 User fees		
Aged and health services	1,223	1,350
Arts and culture	2,314	2,571
Family, children and community programs	198	216
Golf course attendance	911	990
Leisure centres and recreation	3,858	3,921
Library	210	201
Recycling	795	711
Registrations and other permits	2,671	3,052
Right of ways	656	662
Other fees and charges	744	88
Total user fees	13,580	13,762



NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2017

	2017 \$'000	2016 \$'000
Note 6 Grants		
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	12,296	4,014
State funded grants	8,035	12,231
Total grants	20,331	16,245
Operating Grants		
Recurrent - Commonwealth Government		
Diesel fuel rebate scheme	85	79
HACC support services	754	0
Holiday program	0	5
Home help	4,242	0
Meals on wheels	225	0
Senior citizens	8	0
Victorian Grants Commission - general purpose	5,553	1,856
Victorian Grants Commission - local roads	1,281	453
Recurrent - State Government/Other		
Dementia care	368	342
Disability resource	179	149
Family support	428	409
HACC Aboriginal liaison	0	34
HACC support services	198	1,001
Health and safety	114	112
Home help	1,282	5,150
Immunisation	144	138
Libraries	935	916
Maternal and child health	1,273	1,126
Meals on wheels	43	247
Metro access	132	127
Playgroup Initiatives	131	193
Property maintenance	160	142
School crossings	313	286
Senior citizens	76	81
Youth services	40	39
Other programs	15	23
Total recurrent operating grants	17,979	12,908
Non-recurrent Commonwealth Government		
Other programs	5	20
Non-recurrent State Government/Other		
Other programs	244	250
Total non-recurrent operating grants	249	270
Total operating grants	18,228	13,178



NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2017

	2017 \$'000	2016 \$'000
Note 6 Grants (continued)		
Capital Grants		
Recurrent - Commonwealth Government		
Roads to recovery	145	1,247
Recurrent State Government/Other		
Minor Works	18	0
Total recurrent capital grants	163	1,247
Non-recurrent Commonwealth Government		
Energy efficient street lights	0	355
Non-recurrent State Government/Other		
Active transport	50	0
Aged and disability	35	80
Minor works	57	180
DISC stormwater harvest and flood mitigation	0	650
Outdoor sports facility	204	0
Inner-city netball	1,547	0
Safe travel projects	47	38
Sportsfield lighting	0	80
Sport and recreation grants	0	251
Water Sensitive Urban Design	0	187
Total non-recurrent capital grants	1,940	1,821
Total capital grants	2,103	3,068
Total grants	20,331	16,246
Unspent grants received on condition that they be spent in a specific manner		
Balance at start of year	2,022	3,312
Received during the financial year and remained unspent at balance date	3,901	2,022
Received in prior years and spent during the financial year	(1,508)	(3,312)
Balance at end of year	4,415	2,022

Note 7 Contributions		
(a) Monetary		
Drainage and open space	4,843	5,606
Other capital and minor works	234	158
Monetary	5,077	5,764
Non-monetary	418	144
Total contributions	5,495	5,908

Contributions of non-monetary assets were received in relation to the following asset classes.

Land	50	0
Land under roads	39	13
Roads	94	30
Drainage	235	101
Total non-monetary contributions	418	144



NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2017

	2017 \$'000	2016 \$'000
Note 8 Net gain/(loss) on disposal of property, infrastructure, plant and equipment		
Proceeds of sale	570	334
Write down value of assets disposed	(544)	(367)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	26	(33)

Note 9 Other income		
Interest on investments, loans and advances	1,715	1,529
Property rental and leases	363	461
Workers compensation insurance recovery	523	327
Insurance recovery	132	100
Parental leave scheme recovery	194	138
Recovery of costs	835	974
Total other income	3,762	3,529

Note 10(a) Employee costs		
Wages, salaries and related oncosts	62,907	61,372
Casual staff	5,875	5,651
Superannuation	7,904	7,619
Personal gratuity leave	112	62
WorkCover	668	1,228
Fringe benefits tax	388	423
Total employee costs	77,854	76,355

Note 10(b) Superannuation

Council made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	1,020	1,038
Employer contributions - other funds	0	0
	1,020	1,038
Employer contributions payable at reporting date.	0	8

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	4,916	4,896
Employer contributions - other funds	1,968	1,686
	6,884	6,582
Employer contributions payable at reporting date.	540	533

Refer to Note 32 for further information relating to Council's superannuation obligations.



NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2017

	2017 \$'000	2016 \$'000
Note 11 Materials and services		
Advertising, marketing and promotions	536	532
Apprentices and trainees	467	492
Banking fees and charges	374	389
Consultants	1,494	1,476
Contract payments for goods and services	23,567	21,583
Facility rental and hire	186	172
Fleet parts, consumables and registration	707	752
Fuel and oil	930	916
Insurances and excess	1,475	1,419
License fees	122	163
Materials and consumables	2,448	2,653
Memberships and subscriptions	294	283
Minor equipment purchases	327	397
Office administration	3,283	3,120
Repairs and maintenance	5,242	7,335
Other supplies and services	82	78
Utilities	3,474	3,460
Total materials and services	45,008	45,220
Note 12 Bad and doubtful debts		
Parking fine debtors	246	133
Parking related debtors - Perin Court	688	375
Other debtors	439	494
Total bad and doubtful debts	1,373	1,002
Note 13 Depreciation and amortisation		
Property	5,760	5,524
Plant and equipment	4,442	4,267
Infrastructure	11,429	10,833
Total depreciation	21,631	20,624
Intangibles	424	349
Total depreciation and amortisation	22,055	20,973
Refer to Notes 21 and 23 for a more detailed breakdown of depreciation and amortisation charges		
Note 14 Borrowing costs		
Interest - Borrowings	0	8
Less capitalised borrowing costs on qualifying assets	0	0
Total borrowing costs	0	8



NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2017

	2017 \$'000	2016 \$'000
Note 15 Other expenses		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	71	76
Auditors' remuneration - internal audit	137	160
Community grants and other contributions	1,535	1,532
Councillors' emoluments	345	342
Fire services levies	113	118
Lease payments	142	130
Legal expenses	861	810
Perin court costs	119	117
Special rate payments	316	309
Write off of property, infrastructure and plant and equipment	37	110
Total other expenses	3,676	3,704

Note 16 Cash and cash equivalents		
Cash on hand	19	21
Cash at bank	710	3,995
Money market call accounts	24,472	12,910
Term deposits	21,834	28,515
	47,035	45,441

Restrictions

Council's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:

- Developer contribution scheme	6,104	6,310
- Drainage development reserve	23	23
- Public resort and recreation reserve	6,708	12,459
- Fire Services Property Levy payable	77	24
- Contractor and security deposits (see Note 25)	4,957	4,645
Total restricted funds	17,869	23,461
Total unrestricted cash and cash equivalents	29,166	21,980

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	11,335	6,464
- Car park development reserve	228	228
- Unspent conditional grants	4,415	2,022
Total funds subject to intended allocations	15,978	8,713

Refer also to Note 17 for details of other financial assets held by Council.



NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2017

	2017 \$'000	2016 \$'000
Note 17 Other financial assets		
Current		
Term deposits	27,846	19,164
Non-current		
Unlisted shares in corporations at cost	236	236
Total other financial assets	28,082	19,400

The shares in unlisted corporations reflect Council's holdings in Maps Group Limited, Regional Kitchen Pty Ltd, and RFK Pty Ltd.

Note 18 Trade and other receivables		
Current		
Statutory receivables		
Rates debtors	7,150	6,138
Special rate assessment	1,210	785
Infringement debtors	5,061	4,425
Less: Provision for doubtful debts - infringements	(3,907)	(3,257)
Non statutory receivables		
Other debtors	3,067	3,758
Less: Provision for doubtful debts - other	(1,240)	(1,108)
GST receivable	1,790	1,017
Loans and advances	9	0
Total current trade and other receivables	13,140	11,758
Non-current		
Non statutory receivables		
Loans and advances	185	114
Total non-current trade and other receivables	185	114
Total trade and other receivables	13,325	11,872

(a) Ageing of Receivables

At balance date other debtors representing financial assets were past due but not impaired. The ageing of the Council's trade and other receivables (excluding statutory receivables) was:

Current (not yet due)	796	864
Past due by up to 30 days	288	467
Past due between 31 and 60 days	189	144
Past due between 61 and 90 days	209	209
Past due above 90 days	1,585	2,074
Total trade and other receivables	3,067	3,758



NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2017

	2017 \$'000	2016 \$'000
Note 18 Trade and other receivables (continued)		
(b) Movement in Provision for Doubtful Debts		
Balance at the beginning of the year	4,365	4,025
New provisions recognised during the year	1,306	778
Amounts already provided for and written off as uncollectible	(524)	(438)
Amounts provided for but recovered during the year	0	0
Balance at end of year	5,147	4,365
(c) Ageing of individually impaired Trade and Other Receivables		
<p>At balance date, other debtors representing financial assets with a nominal value of \$1,262,000 (2016: \$1,355,000) were impaired. The amount of the provision raised against these debtors was \$1,240,000 (2016: \$1,108,000). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements. The ageing of receivables that have been individually determined as impaired at reporting date was:</p>		
Over 3 months	1,262	1,355
Total trade and other receivables	1,262	1,355
Note 19 Inventories		
Inventories held for distribution	26	32
Inventories held for sale	41	33
Total inventories	67	65
Note 20 Other assets		
Accrued income	1,337	1,356
Prepayments	2,259	453
Total other assets	3,596	1,809



NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2017

Note 21 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	At Fair Value 30 June 2016	Acquisitions	Contributions	Revaluation	Depreciation	Disposal	Transfer	At Fair Value 30 June 2017
Land	612,730	7,682	89	69,542	0	0	0	690,043
Buildings	193,553	2,878	0	0	(5,760)	(37)	133	190,767
Plant and equipment	19,812	3,927	0	0	(4,442)	(544)	174	18,927
Infrastructure	394,187	13,522	329	0	(11,429)	0	248	396,857
Work in progress	860	3,030	0	0	0	0	(555)	3,335
	1,221,142	31,039	418	69,542	(21,631)	(581)	0	1,299,929

Summary of Work in Progress

	Opening WIP	Additions	Transfers	Write-offs	Closing WIP
Buildings	390	748	(133)	0	1,005
Plant and equipment	174	0	(174)	0	0
Infrastructure	296	2,282	(248)	0	2,330
Total	860	3,030	(555)	0	3,335



NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2017

Note 21 Property, infrastructure plant and equipment (continued)										
Land and Buildings	Note	Land - specialised	Land - non specialised	Total Land	Buildings - heritage	Buildings - specialised	Buildings - non specialised	Work in progress	Total Buildings	Total Property
At fair value 1 July 2016		581,799	30,931	612,730	42,134	299,679	11,038	390	353,241	965,971
Accumulated depreciation at 1 July 2016		0	0	0	(27,066)	(126,329)	(5,903)	0	(159,298)	(159,298)
		581,799	30,931	612,730	15,068	173,350	5,135	390	193,943	806,673
Movements in fair value										
Acquisition of assets at fair value		7,682	0	7,682	466	2,412	0	748	3,626	11,308
Contributed assets		39	50	89	0	0	0	0	0	89
Revaluation increments/decrements		65,981	3,561	69,542	0	0	0	0	0	69,542
Fair value of assets disposed		0	0	0	0	(788)	0	0	(788)	(788)
Impairment losses recognised in operating result		0	0	0	0	0	0	0	0	0
Transfers		0	0	0	0	133	0	(133)	0	0
		73,702	3,611	77,313	466	1,757	0	615	2,838	80,151
Movements in accumulated depreciation										
Depreciation and amortisation		0	0	0	(268)	(5,309)	(183)	0	(5,760)	(5,760)
Accumulated depreciation of disposals		0	0	0	0	751	0	0	751	751
Impairment losses recognised in operating result		0	0	0	0	0	0	0	0	0
Transfers		0	0	0	0	0	0	0	0	0
		0	0	0	(268)	(4,558)	(183)	0	(5,009)	(5,009)
At fair value 30 June 2017		655,501	34,542	690,043	42,600	301,436	11,038	1,005	356,079	1,046,122
Accumulated depreciation at 30 June 2017		0	0	0	(27,334)	(130,887)	(6,086)	0	(164,307)	(164,307)
		655,501	34,542	690,043	15,266	170,549	4,952	1,005	191,772	881,815



NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2017

Note 21 Property, infrastructure plant and equipment (continued)									
Plant and Equipment	Note	Plant machinery and equipment	Computers and telecomms	Fixtures fittings and furniture	Library books	Artwork & historical collections	Other	Work in progress	Total plant and equipment
At fair value 1 July 2016		16,977	20,427	7,499	7,884	1,740	5,543	174	60,244
Accumulated depreciation at 1 July 2016		(7,803)	(16,248)	(6,686)	(5,356)	0	(4,165)	0	(40,258)
		9,174	4,179	813	2,528	1,740	1,378	174	19,986
Movements in fair value									
Acquisition of assets at fair value		1,741	994	137	734	20	301	0	3,927
Contributed assets		0	0	0	0	0	0	0	0
Revaluation increments/decrements		0	0	0	0	0	0	0	0
Fair value of assets disposed		(1,649)	(124)	0	0	0	0	0	(1,773)
Impairment losses recognised in operating result		0	0	0	0	0	0	0	0
Transfers		0	174	0	0	0	0	(174)	0
		92	1,044	137	734	20	301	(174)	2,154
Movements in accumulated depreciation									
Depreciation and amortisation		(2,078)	(1,305)	(124)	(712)	0	(223)	0	(4,442)
Accumulated depreciation of disposals		1,110	119	0	0	0	0	0	1,229
Impairment losses recognised in operating result		0	0	0	0	0	0	0	0
Transfers		0	0	0	0	0	0	0	0
		(968)	(1,186)	(124)	(712)	0	(223)	0	(3,213)
At fair value 30 June 2017		17,069	21,471	7,636	8,618	1,760	5,844	0	62,398
Accumulated depreciation at 30 June 2017		(8,771)	(17,434)	(6,810)	(6,068)	0	(4,388)	0	(43,471)
		8,298	4,037	826	2,550	1,760	1,456	0	18,927



NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2017

Note 21 Property, infrastructure plant and equipment (continued)										
Infrastructure	Note	Roads	Footpaths and cycleways	Bridges	Drainage	Land impr'ments	Parks, open spaces and streetscapes	Off street car parks	Work in progress	Total Infrastructure
At fair value 1 July 2016		283,458	103,220	7,980	174,221	47,933	33,031	8,351	296	658,490
Accumulated depreciation at 1 July 2016		(103,956)	(51,607)	(3,151)	(72,352)	(14,879)	(13,753)	(4,309)	0	(264,007)
		179,502	51,613	4,829	101,869	33,054	19,278	4,042	296	394,483
Movements in fair value										
Acquisition of assets at fair value		6,918	3,262	0	378	316	2,611	37	2,282	15,804
Contributed assets		94	0	0	235	0	0	0	0	329
Revaluation increments/ decrements		0	0	0	0	0	0	0	0	0
Fair value of assets disposed		0	0	0	0	0	(44)	0	0	(44)
Impairment losses recognised in operating result		0	0	0	0	0	0	0	0	0
Transfers		57	63	0	28	0	100	0	(248)	0
		7,069	3,325	0	641	316	2,667	37	2,034	16,089
Movements in accumulated depreciation										
Depreciation and amortisation		(4,731)	(2,026)	(96)	(1,455)	(940)	(2,044)	(137)	0	(11,429)
Accumulated depreciation of disposals		0	0	0	0	0	44	0	0	44
Impairment losses recognised in operating result		0	0	0	0	0	0	0	0	0
Transfers		0	0	0	0	0	0	0	0	0
		(4,731)	(2,026)	(96)	(1,455)	(940)	(2,000)	(137)	0	(11,385)
At fair value 30 June 2017		290,527	106,545	7,980	174,862	48,249	35,698	8,388	2,330	674,579
Accumulated depreciation at 30 June 2017		(108,687)	(53,633)	(3,247)	(73,807)	(15,819)	(15,753)	(4,446)	0	(275,392)
		181,840	52,912	4,733	101,055	32,430	19,945	3,942	2,330	399,187



NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2017

Note 21 Property, infrastructure plant and equipment (continued)

Valuation of land and buildings

Valuation of land and buildings were undertaken by a qualified valuer Mr D Archer, AAPI, the City Valuer. The last valuation was undertaken as at 30 June 2016. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the Comprehensive Income Statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the Comprehensive Income Statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

The date of the current valuation is detailed in the following table. An indexed based revaluation of land was conducted in the current year, this valuation was based on average municipal land movements by post code, a full revaluation of these assets will be conducted in 2017/2018.

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 2017 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000	Date of Valuation
2017					
Assets measured at fair value					
Land	0	34,542	655,501	690,043	Jun-17
Buildings	0	4,952	185,815	190,767	Jun-16
	0	39,494	841,316	880,810	

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 off-street car park replacement cost is calculated with reference to a representative range of unit costs received from contractors and other relevant sources. Accumulated depreciation has been assessed with reference to the AUSTRROADS National Pavement Condition Indicators and road condition surveys.

Bridge replacement cost is based on the major components of the structure and sourced from representative bridge construction projects. Accumulated depreciation has been assessed based on knowledge of Council's bridge network and industry standards.

Drainage replacement cost is calculated with reference to a representative range of unit costs received from contractors and other relevant sources. Accumulated depreciation has been assessed based on knowledge of Council's drainage network and industry standards.

Land improvements are valued using the depreciated replacement cost method. This cost represents the replacement cost of the building/component after applying depreciation rates on a useful life basis. Replacement costs relate to costs to produce the property to an "as new" standard. Economic obsolescence has also been factored into the depreciated replacement cost calculation.

Land improvements includes playing surfaces, retarding basins and other land improvements. The valuations for land improvements were determined by Mr D Archer, AAPI, the City Valuer. The valuations were performed as at 30 June 2015 on the basis of fair value being the current replacement cost less accumulated depreciation at the date of the valuation.



NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2017

Note 21 Property, infrastructure plant and equipment (continued)

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 2017.

For all assets measured at fair value, the current use is considered the highest and best use.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2017 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000	Date of Valuation
2017					
Assets measured at fair value					
Roads	0	0	181,840	181,840	Jun-15
Footpaths and cycleways	0	0	52,912	52,912	Jun-15
Bridges	0	0	4,733	4,733	Jun-15
Drainage	0	0	101,055	101,055	Jun-15
Land improvements	0	0	32,430	32,430	Jun-15
Parks, open spaces and streetscapes	0	0	19,945	19,945	Jun-15
Off-street carpark	0	0	3,942	3,942	Jun-15
	0	0	396,857	396,857	

No transfers between levels occurred during the year.

	2017 \$'000	2016 \$'000
Reconciliation of specialised land		
Land under roads	1,029	990
Community facilities	54,677	48,792
Council administration and depots	27,888	24,894
Off-street carpark	12,668	11,243
Parks and reserves	559,239	495,880
Total specialised land	655,501	581,799

Description of significant unobservable inputs into level 3 valuations

Specialised land 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 per cent and 80 per cent. 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 \$3,014 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.



NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2017

Note 21 Property, infrastructure plant and equipment (continued)

Infrastructure assets

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 30 years to 120 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets. Current replacement cost for infrastructure is calculated as follows:

Roads and off-street car parks range between \$28 to \$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.

Note 22 Investment property

	2017 \$'000	2016 \$'000
Balance at beginning of financial year	2,867	2,806
Fair value adjustments	275	61
Balance at end of financial year	3,142	2,867

Valuation of investment property

The valuation of investment property has been 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.

Note 23 Intangible assets

Software and system development costs	654	684
Water access rights	127	127
Total intangible assets	781	811

	Software \$'000	Water rights \$'000	Total \$'000
Gross carrying amount			
Balance at 1 July 2016	4,440	127	4,567
Other additions	394	0	394
Balance at 30 June 2017	4,834	127	4,961
Accumulated amortisation and impairment			
Balance at 1 July 2016	(3,756)	0	(3,756)
Amortisation expense	(424)	0	(424)
Balance at 30 June 2017	(4,180)	0	(4,180)
Net book value at 30 June 2016	684	127	811
Net book value at 30 June 2017	654	127	781



NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2017

Note 24 Trade and other payables

	2017 \$'000	2016 \$'000
Trade payables	10,304	9,431
Employee costs	1,305	1,090
Unearned revenue	53	81
Total trade and other payables	11,662	10,602

Note 25 Trust funds and deposits

Contractor and security deposits	4,723	4,407
Fire Services Property Levy payable	77	24
Retention amounts	234	239
Total trust funds and deposits	5,034	4,670

Purpose and nature of items

Contractor and security deposits - deposits are taken by Council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits, and the use of civic facilities and other Council assets.

Fire Services Property Levy - Council is the collection agent for Fire Services Property Levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the State Government in line with that process.

Retention amounts - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

Note 26 Provisions

	Employee \$'000	Other \$'000	Total \$'000
2017			
Balance at beginning of the financial year	20,390	45	20,435
Additional provisions	7,120	0	7,120
Amounts used	(6,398)	0	(6,398)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(765)	0	(765)
Balance at the end of the financial year	20,347	45	20,392
2016			
Balance at beginning of the financial year	18,746	45	18,791
Additional provisions	6,829	0	6,829
Amounts used	(5,112)	0	(5,112)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(73)	0	(73)
Balance at the end of the financial year	20,390	45	20,435



NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2017

Note 26 Provisions (continued)

	2017 \$'000	2016 \$'000
(a) Employee provisions		
Current employee provisions expected to be wholly settled within 12 months		
Annual leave	3,803	3,626
Long service leave	1,341	1,280
Personal gratuity	255	255
Redundancy	182	0
	5,581	5,161
Current employee provisions expected to be wholly settled after 12 months		
Annual leave	2,371	2,474
Long service leave	8,660	9,119
Personal gratuity	1,961	1,931
Redundancy	0	0
	12,992	13,524
Total current employee provisions	18,573	18,685
Non-current		
Long service leave	1,774	1,705
Total non-current employee provisions	1,774	1,705
Aggregate carrying amount of employee provisions:		
Current	18,618	18,730
Non-current	1,774	1,705
Total aggregate carrying amount of employee provisions	20,392	20,435
The following assumptions were adopted in measuring present values of employee benefits:		
	%	%
Weighted average rates of increase in employee costs	2.8	4.1
Weighted average discount rates	2.6	1.7
	Years	Years
Weighted average settlement period		
Long service leave	2.7	3.5
Annual leave	3.0	2.8
(b) Other provisions		
Current	45	45
Total current provisions	18,618	18,730



NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2017

Note 27 Reserves

	Balance at beginning of reporting period \$'000	Increment (decrement) on revaluation \$'000	Share of increment (decrement) on revaluation by an associate \$'000	Balance at end of reporting period \$'000
(a) Asset revaluation				
2017				
Property				
Land	495,092	69,542	0	564,634
Buildings	76,369	0	0	76,369
	571,461	69,542	0	641,003
Plant and equipment				
Other	6,143	0	0	6,143
Infrastructure				
Roads	94,360	0	0	94,360
Drainage	66,756	0	0	66,756
Bridges	3,437	0	0	3,437
	164,553	0	0	164,553
Total asset revaluation reserves	742,157	69,542	0	811,699
2016				
Property				
Land	432,624	62,468	0	495,092
Buildings	70,077	6,292	0	76,369
	502,701	68,760	0	571,461
Plant and equipment				
Other	6,143	0	0	6,143
Infrastructure				
Roads	94,360	0	0	94,360
Drainage	66,756	0	0	66,756
Bridges	3,437	0	0	3,437
	164,553	0	0	164,553
Total asset revaluation reserves	673,397	68,760	0	742,157

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.



NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2017

Note 27 Reserves (continued)

	Balance at beginning of reporting period \$'000	Increment (decrement) on revaluation \$'000	Share of increment (decrement) on revaluation by an associate \$'000	Balance at end of reporting period \$'000
(b) Other reserves				
2017				
Drainage development	23	0	0	23
Car park development	228	0	0	228
Public open space and recreation	12,458	4,843	10,594	6,707
Developer contribution scheme	6,310	0	206	6,104
Total other reserves	19,019	4,843	10,800	13,062
2016				
Drainage development	23	0	0	23
Car park development	228	0	0	228
Public open space and recreation	9,788	5,606	2,936	12,458
Developer contribution scheme	0	6,485	175	6,310
Total other reserves	10,039	12,091	3,111	19,019

Nature and purpose of reserves

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 Comprehensive Income Statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent.

Car park development

The car park development reserve is used to provide funding for future development and ongoing maintenance of car parks within the municipality. Funding is derived from unspent contributions from commercial developers for cash in lieu of constructed car parks. This funding is initially recognised in the Comprehensive Income Statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent.

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 Comprehensive Income Statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent.

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 Comprehensive Income Statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent.

Council 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 expense of \$6.49 million was reversed, the funds have been made available for the construction of the multi-purpose sports stadium.



NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2017

	2017 \$'000	2016 \$'000
Note 28 Reconciliation of cash flows from operating activities to surplus /(deficit)		
Surplus/(Deficit) for the year	21,627	20,059
Depreciation and amortisation	22,055	20,973
Net (gain)/loss on disposal of property, infrastructure, plant and equipment	(26)	33
Bad and doubtful debts	1,373	1,002
Fair value adjustments for investment property	(275)	(61)
Contributions - non-monetary assets	(418)	(144)
Write-off of property, plant and equipment	37	110
Finance costs	0	8
	22,746	21,921
Change in operating assets and liabilities		
Decrease (increase) in trade and other receivables	(2,576)	(1,559)
Decrease (increase) in inventories	(2)	29
Decrease (increase) in accrued income	30	(445)
Decrease (increase) in prepayments	(1,806)	93
Increase (decrease) in trade and other payables	126	(6,151)
Increase (decrease) in trust funds and deposits	311	511
Increase (decrease) in provisions	(42)	1,644
	(3,959)	(5,878)
Net cash provided by/(used in) operating activities	40,414	36,102
Note 29 Financing arrangements		
Credit card facility	43	43
Used facilities	25	29
Unused facilities	18	14

The Council had no access to a bank overdraft facility at balance date.



NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2017

Note 30 Commitments

Council has entered into the following commitments

	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
2017					
Operating					
Information systems and technology	1,647	0	0	0	1,647
Collection and processing of recyclable waste (i)	1,551	0	0	0	1,551
Collection and processing of hard waste (i)	308	0	0	0	308
Cleaning contracts for Council buildings	588	0	0	0	588
Golf course management and maintenance	464	63	63	0	590
Insurance	1,177	0	0	0	1,177
Valuations	67	78	82	0	227
Tree management	735	0	0	0	735
Internal audit	205	0	0	0	205
Total	6,742	141	145	0	7,028
Capital					
Construction works	2,196	0	0	0	2,196
Total	2,196	0	0	0	2,196
2016					
Operating					
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
Valuations	0	0	0	0	0
Electoral services	554	0	0	0	554
Tree management	619	604	0	0	1,223
Internal audit	161	210	0	0	371
Total	9,195	3,587	341	0	13,124
Capital					
Construction works	2,400	0	0	0	2,400
Total	2,400	0	0	0	2,400

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 2017

Note 31 Operating leases

	2017 \$'000	2017 \$'000
(a) Operating lease commitments		
At the reporting date, the Council had the following obligations under non-cancellable operating leases for the lease of equipment and land and buildings for use within Council's activities (these obligations are not recognised as liabilities):		
Not later than one year	139	190
Later than one year and not later than five years	261	436
Later than 5 years	33	50
	432	676

(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	340	398
Later than one year and not later than five years	575	376
Later than 5 years	842	868
	1,756	1,642

Note 32 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 2017, this was 9.5 per cent 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 2016, 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 per cent. To determine the VBI, the Fund Actuary used the following long-term assumptions:

- Net investment returns 7.0% pa
- Salary information 4.25% pa
- Price inflation (CPI) 2.5% pa



NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2017

Note 32 Superannuation (continued)

Vision Super has advised that the VBI for the LASF Defined Benefit sub-plan is 103.1 per cent as at 30 June 2017.

The VBI is to be used as the primary funding indicator. Because the VBI was above 100 per cent, the 2016 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 2016 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 2017, this rate was 9.5 per cent of members' salaries (9.5 per cent in 2015/2016). 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 per cent.

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.

2016 Interim actuarial investigation surplus amounts

The Fund's interim actuarial investigation as at 30 June 2016 identified the following in the defined benefit category of which Council is a contributing employer:

- A VBI surplus of \$40.3 million; and
- A total service liability surplus of \$156 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 2016.

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 2017 VBI during August 2017.

2017 Full triennial actuarial investigation

A full actuarial investigation is being conducted for the Fund's position as at 30 June 2017. It is anticipated that this actuarial investigation will be completed in December 2017.

Future superannuation contributions

In addition to the disclosed contributions, Council has paid unfunded liability payments to Vision Super totalling \$0 (2015/2016 \$0). There were \$540,000 of contributions outstanding and no loans issued from or to the above schemes as at 30 June 2017. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2018 are \$920,000.



NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2017

Note 33 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 32. 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 2017

Note 34 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:

- Council has a policy for establishing credit limits for the entities it deals with;
- Council may require collateral where appropriate; and
- Council only invests 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 33.

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 2017

Note 34 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 33, 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.

All financial liabilities are expected to be settled within normal terms of trade.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) 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 of 2.52%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.



NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2017

Note 35 Related party transactions

(i) Related parties

Council is the parent entity.

(ii) Key management personnel

Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:

Councillors

Stephanie Amir (7/11/2016 - Current)	Vince Fontana (Mayor 1/7/2016 - 4/11/2016)
Gaetano Greco (1/7/2016 - Current)	Tim Laurence (1/7/2016 - Current)
Kim Le Cerf (Mayor 14/11/2016 - Current)	Bo Li (1/7/2016 - 4/11/2016)
Lina Messina (7/11/2016 - Current)	Trent McCarthy (1/7/2016 - Current)
Susan Newton (7/11/2016 - Current)	Susan Rennie (7/11/2016 - Current)
Steven Tsitas (1/7/2016 - 4/11/2016)	Angela Villella (1/7/2016 - 4/11/2016)
Oliver Walsh (1/7/2016 - 4/11/2016)	Julie Williams (1/7/2016 - Current)

Chief Executive Officer

Rasiah Dev (1/7/2016 - 7/12/2016)	Philip Shanahan (2/1/2017 - Current)
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Other key management personnel

Director Corporate Services Gavin Cator (1/7/2016 - 28/7/2016)	Director City Futures and Assets Stephen Hamilton (1/7/2016 - Current)
Director Community Development Katrina Knox (1/7/2016 - Current)	Director Corporate Services Andrew McLeod (7/11/2016 - Current)
Director Civic Governance and Compliance Jacinta Stevens (1/7/2016 - Current)	Director Operations and Environment Oliver Vido (16/1/2017 - Current)

	2017 Number
Total number of councillors	14
Chief Executive Officer and other key management personnel	8
Total key management personnel	22

(iii) Remuneration of key management personnel

	2017 \$'000
Total remuneration of key management personnel was as follows:	
Short-term benefits	1,738
Post employment benefits	117
Long-term benefits	170
Termination benefits	182
Total	2,207



NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2017

Note 35 Related party transactions (continued)

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

	2017 Number
\$10,000 - \$19,999	4
\$20,000 - \$29,999	4
\$30,000 - \$39,999	5
\$60,000 - \$69,999	2
\$100,000 - \$109,999	1
\$140,000 - \$149,999	1
\$150,000 - \$159,999	1
\$230,000 - \$239,999	1
\$260,000 - \$269,999	1
\$280,000 - \$289,999	1
\$590,000 - \$599,999	1
	22

(iv) Transactions with related parties

During the period Council had no reportable transactions with related parties.

(v) Outstanding balances with related parties

There are no balances outstanding at the end of the reporting period in relation to transactions with related parties.

(vi) Loans to/from related parties

Council does not make loans to or receive loans from related parties. No guarantees have been provided.

(vii) Commitments to/from related parties

Council has no outstanding commitments to/from other related parties.

Note 36 Senior Officers' remuneration

A Senior Officer is an officer of Council, other than key management personnel, who:

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$142,000.

The number of Senior Officers are shown below in their relevant income bands:

	2017 Number	2016 Number
* < \$142,000	0	1
\$142,000 - \$149,999	5	3
\$150,000 - \$159,999	3	3
\$160,000 - \$169,999	2	4
\$170,000 - \$179,999	6	6
\$180,000 - \$189,999	1	2
\$190,000 - \$199,999	2	0
\$200,000 - \$209,999	1	0
	20	19

Note: * Senior Officer departed during the year

	\$'000	\$'000
Total remuneration for the year for Senior Officers included above amounted to:	3,341	3,122

Note 37 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.



CERTIFICATION OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2017

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
4 September 2017

In our opinion, the accompanying financial statements present fairly the financial transactions of the Darebin City Council for the year ended 30 June 2017 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.

Kim Le Cerf
Councillor

Gaetano Greco
Councillor

Oliver Vido
Acting Chief Executive Officer

Melbourne
4 September 2017



INDEPENDENT AUDITOR'S REPORT FOR THE YEAR ENDED 30 JUNE 2017



Independent Auditor's Report

To the Councillors of Darebin City Council

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

- balance sheet as at 30 June 2017
- comprehensive income statement for the year then ended
- statement of changes in equity for the year then ended
- statement of cash flows for the year then ended
- statement of capital works for the year then ended
- notes to the financial statements, including a summary of significant accounting policies
- certification of the financial statements.

In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2017 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the *Local Government Act 1989* and applicable Australian Accounting Standards.

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

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

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

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

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



INDEPENDENT AUDITOR'S REPORT FOR THE YEAR ENDED 30 JUNE 2017

Auditor's responsibilities for the audit of the financial report

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

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

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

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

MELBOURNE
8 September 2017

Tim Loughnan
as delegate for the Auditor-General of Victoria



**PERFORMANCE
STATEMENT**

**FOR THE YEAR ENDED
30 JUNE 2017**



PERFORMANCE STATEMENT FOR THE YEAR ENDED 30 JUNE 2017

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 155,022 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 2017

Service/indicator/measure		Results			Material Variations
		2015	2016	2017	
Aquatic Facilities					
Utilisation					
AF6	Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	6.3	5.6	5.4	Council has two aquatic facilities – Reservoir Leisure Centre (RLC) and Northcote Aquatic and Recreation Centre. Attendance at the RLC this year was impacted by flooding damage in January that forced the closure of the centre for a week and impacted on the service for another month. In the Council Plan 2017-2021, Council has committed to a renewal of the Northcote Aquatic and Recreation Centre.
Animal Management					
Health and safety					
AM4	Animal management prosecutions [Number of successful animal management prosecutions]	11	3	8	A total of eight dog attack matters proceeded to prosecution and Council was successful in every instance. Of these eight, six were from the previous financial year. When making a prosecution, Council now invites the person making the complaint to come out to the pound and identify the particular animal using a 'line-up' structure. Since we have adopted this procedure, our prosecution success rate has improved dramatically.
Food Safety					
Health and safety					
FS4	Critical and major non-compliance notifications [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100	98.0%	100.0%	92.1%	From May 2017, this indicator changed to calendar year from financial year. This has been implemented to better align reporting with the Department of Health and Human Services. Council was on target to meet 100% compliance for this indicator had the reporting period remained at financial year, however the retrospective modification has distorted the results. Previous results remain on a financial year basis to enable comparison with other Councils. Subsequently, the 2015/2016 result contains 6 months of the period covered by the 2016/2017 measure.
Governance					
Satisfaction					
G5	Satisfaction with Council decisions [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	67.8	66.9	65.0	The result has decreased slightly from the previous year but is still an excellent result. Council applies an Equity, Inclusion and Wellbeing Audit to every significant decision that goes before Council. This ensures that accessibility and fairness are at the heart of the decision-making process.
Libraries					
Participation					
LB4	Active library members [Number of active library members / Municipal population] x100	16.2%	16.0%	15.0%	Active library members are those who have borrowed from the lending collection, including e-books. It excludes other library activities such as events and programs, the use of public internet and meeting rooms. In 2016/2017, Council launched a successful membership drive and will be doing this on an annual basis. Our recently developed app was downloaded more than 4,000 times on mobile devices in the last 12 months.



SERVICE PERFORMANCE INDICATORS FOR THE YEAR ENDED 30 JUNE 2017

Service/indicator/measure		Results			Material Variations
		2015	2016	2017	
Maternal & Child Health Participation					
MC4	Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	75.9%	N/A	78.5%	The Maternal and Child Health Service will review its client data base each quarter so that it will be more useful in reaching out to parents to promote and encourage visitation to our service.
MC5	Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	60.5%	N/A	91.5%	Darebin has one of the largest Aboriginal and Torres Strait Islander communities in metropolitan Melbourne and forms 1% of the city's total population. The Maternal and Child Health Service works in partnership with the Victorian Aboriginal Health Service and the Victorian Aboriginal Child Care Agency to offer all Aboriginal families a service that is culturally safe and responsive to their needs.
Roads Satisfaction					
R5	Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	69.3	70.8	70.4	Community satisfaction is almost exactly the same in 2016/2017 as in previous years. A greater focus has been provided on asphalt resheeting over road reconstructions to increase the total number of square metres of pavement that is renewed and to improve road surface and the ride quality for users. This strategy is aimed at improving overall user experience and increasing the average condition of the road network as a whole. Over the past three years Council has allocated \$7.4M to road resheeting and \$4.6M to road reconstructions.
Statutory Planning Decision-making					
SP4	Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	45.3%	60.3%	41.3%	In 2016/2017, the number of decisions sent to VCAT went up and Council's success in defending their decisions declined. The most significant influence on this indicator is the high frequency of decisions of the Planning Committee that do not align with the recommendations of Council officers. To help improve this situation, in 2017/2018 Council will commence a review of the Planning Scheme and the Planning Committee Charter.
Waste Collection Waste diversion					
WC5	Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	48.3%	47.4%	48.0%	This is a slight improvement on last year's overall diversion from landfill (47.42%). The largest change was an increase in the amount of recycled green waste by 1,266 tonnes – a 12% growth on the previous year. Food is a significant component of waste that is sent to landfill and work will be undertaken in the coming year to trial food waste being diverted to green waste recycling.



SERVICE PERFORMANCE INDICATORS FOR THE YEAR ENDED 30 JUNE 2017

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 authorised officer under that Act, of a deficiency that poses an immediate serious threat to public health.

"Food premises" has the same meaning as in the *Food Act 1984*.

"Local road" means a sealed or unsealed road for which 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 authorised officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken.

"MCH" means the Maternal and Child Health Service provided by a Council to support the health and development of children within the municipality from birth until school age.

"Population" means the resident population estimated by Council.

"Target population" has the same meaning as in the Agreement entered into for the purposes of the *Home and Community Care Act 1985* of the Commonwealth.

"WorkSafe reportable aquatic facility safety incident" means an incident relating to a Council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the *Occupational Health and Safety Act 2004*.



SUSTAINABLE CAPACITY INDICATORS FOR THE YEAR ENDED 30 JUNE 2017

Indicator/measure		Results			Material Variations
		2015	2016	2017	
Population					
C1	Expenses per head of municipal population [Total expenses / Municipal population]	\$1,024	\$930	\$967	Total expenditure increased by \$9.2M from previous year. Prior year was impacted by write-back of \$6.4M payable for unspent DCP funds which was no longer required.
C2	Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$3,827	\$4,032	\$3,934	Although Infrastructure value has increased from previous year, the population figure has increased by 4,141 from 2015/2016.
C3	Population density per length of road [Municipal population / Kilometres of local roads]	291	296	305	The population figure has increased by 4,141 from 2015/2016.
Own-source revenue					
C4	Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$879	\$922	\$940	No material variation from the previous year
Recurrent grants					
C5	Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$123	\$94	\$117	Recurrent grants impacted by advance payment of 50% of the 2017/2018 Victorian Grants Commission funding (\$2.3M)
Disadvantage					
C6	Relative socio-economic disadvantage [Index of Relative Socio-economic Disadvantage by decile]	5.0	5.0	5.0	No material variation from the previous year



SUSTAINABLE CAPACITY INDICATORS FOR THE YEAR ENDED 30 JUNE 2017

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 Internet website.

“Unrestricted cash” means all cash and cash equivalents other than restricted cash.



FINANCIAL PERFORMANCE INDICATORS FOR THE YEAR ENDED 30 JUNE 2017

Dimension/ indicator/ measure	Results			Forecasts				Material Variations	
	2015	2016	2017	2018	2019	2020	2021		
Efficiency									
Revenue level									
E1	Average residential rate per residential property assessment [Residential rate revenue / Number of residential property assessments]	\$1,381	\$1,448	\$1,487	\$1,522	\$1,629	\$1,743	\$1,866	No material variation from the previous year.
Expenditure level									
E2	Expenses per property assessment [Total expenses / Number of property assessments]	\$2,290	\$2,087	\$2,175	\$2,294	\$2,345	\$2,370	\$2,399	Total expenditure increased by \$9.2M from previous year. Prior year was impacted by write-back of \$6.4M payable for unspent DCP funds which was no longer required.
Workforce turnover									
E3	Resignations and terminations compared to average staff [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	9.8%	5.0%	9.6%	9.3%	9.3%	9.3%	9.3%	Terminations and resignations experienced during the year were as forecast.
Liquidity									
Working capital									
L1	Current assets compared to current liabilities [Current assets / Current liabilities] x100	159.5%	226.8%	259.6%	176.7%	163.2%	129.6%	115.9%	Current assets impacted by increased cash and cash equivalents arising mainly from delays in completing the planned capital works program and receipt of 50% of the 2017/2018 Victorian Grants Commission funding.
Unrestricted cash									
L2	Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	61.6%	91.5%	116.8%	53.6%	51.1%	17.1%	4.2%	Delays in completing the planned capital works program and receipt of the 2017/2018 Victorian Grants Commission funding has impacted on unrestricted cash balances.



FINANCIAL PERFORMANCE INDICATORS FOR THE YEAR ENDED 30 JUNE 2017

Dimension/ indicator/ measure	Results			Forecasts				Material Variations	
	2015	2016	2017	2018	2019	2020	2021		
Obligations									
Asset renewal									
O1	Asset renewal compared to depreciation [Asset renewal expenses / Asset depreciation] x100	60.3%	66.1%	79.0%	121.9%	109.5%	133.2%	143.2%	Although more spending has been incurred on asset renewal projects, the indicator was impacted by delays in completing the 2016/2017 capital works program with below budget renewal expenditure of \$3.0M on infrastructure, \$1.0M on plant and equipment and \$0.4M on property.
Loans & borrowings									
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%	0.00%	No material variation from the previous year.
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%	0.00%	No material variation from the previous year.
Indebtedness									
O4	Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	1.1%	1.2%	1.2%	1.2%	1.1%	1.1%	1.1%	No material variation from the previous year.
Operating Position									
Adjusted underlying result									
OPI	Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	(1.9%)	8.0%	8.6%	3.1%	3.3%	4.4%	5.1%	No material variation from the previous year.
Stability									
Rates concentration									
S1	Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	71.4%	73.9%	72.3%	76.0%	75.4%	74.8%	74.4%	No material variation from the previous year.



FINANCIAL PERFORMANCE INDICATORS FOR THE YEAR ENDED 30 JUNE 2017

Dimension/ indicator/ measure	Results			Forecasts				Material Variations
	2015	2016	2017	2018	2019	2020	2021	
Rates effort								
S2 Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.27%	0.25%	0.26%	0.27%	0.26%	0.26%	0.25%	No material variation from the previous year.

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 2017

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 PERFORMANCE STATEMENT FOR THE YEAR ENDED 30 JUNE 2017

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
4 September 2017

In our opinion, the accompanying Performance Statement of the Darebin City Council for the year ended 30 June 2017 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.

Kim Le Cerf
Councillor

Gaetano Greco
Councillor

Oliver Vido
Acting Chief Executive Officer

Melbourne
4 September 2017



INDEPENDENT AUDITOR'S REPORT FOR THE YEAR ENDED 30 JUNE 2017



Victorian Auditor-General's Office

Independent Auditor's Report

To the Councillors of Darebin City Council

Opinion

I have audited the accompanying performance statement of Darebin City Council (the council) which comprises the:

- description of municipality for the year ended 30 June 2017
- sustainable capacity indicators for the year ended 30 June 2017
- service performance indicators for the year ended 30 June 2017
- financial performance indicators for the year ended 30 June 2017
- other information and
- the certification of performance statement.

In my opinion, the performance statement of Darebin City Council in respect of the year ended 30 June 2017 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 6 of the *Local Government Act 1989*.

Basis for Opinion

I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Standards on Assurance Engagements. My responsibilities under the Act are further described in the *Auditor's responsibilities for the audit of the performance statement* section of my report.

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

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

Councillors' responsibilities for the performance statement

The Councillors is responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the *Local Government Act 1989* and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.



INDEPENDENT AUDITOR'S REPORT FOR THE YEAR ENDED 30 JUNE 2017

Auditor's responsibilities for the audit of the performance statement

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

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

- identify and assess the risks of material misstatement of performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the statement of performance, including the disclosures, and whether the statement of performance represents the underlying events and results in a manner that achieves fair presentation.

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

MELBOURNE
8 September 2017

Tim Laughnan
as delegate for the Auditor-General of Victoria



GLOSSARY OF FINANCIAL TERMS

TERM	DEFINITION
Accrual accounting	System of accounting where items are brought to account and included in the financial statements as they are earned or incurred, rather than as they are received or paid.
Accumulated surplus	The value of all net assets accumulated over time.
AIFRS	Australian equivalents to International Financial Reporting Standards.
Assets	Future economic benefits controlled by Council as a result of past transactions or other past events.
Bad and doubtful debts expenditure	Bad debts written off and the movement in the bad debt provision for infringement debtors and sundry debtors.
Balance sheet	A quantitative summary of Council's financial position at 30 June, including assets, liabilities and net equity.
Cash and cash equivalents assets	Cash and investments readily convertible to cash, including cash on hand, cash held in the bank, deposits at call and highly liquid investments.
Comprehensive Income Statement	A financial statement highlighting the accounting surplus or deficit of Council. It provides an indication of whether Council has sufficient revenue to meet expenses in the current year, including non-cash costs such as depreciation and amortisation expenditure. It also includes other comprehensive income items 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.
Contributions income	Contributions received by Council are received for the purpose of providing and improving public open space, provision/improvement of the drainage system and in relation to specific projects.
Current assets	Assets where Council expects to receive the future economic benefit within the next 12 months.
Current liabilities	Liabilities where Council expects to fulfil its obligation within the next 12 months and Council does not have an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.
Depreciation and amortisation expenditure	An expense that recognises the value of a fixed asset consumed over time.
Employee Costs	Relates to wages and salaries, casual staff payments, annual leave, long service leave, superannuation, fringe benefits tax, WorkCover and redundancy payments.
Equity	The residual interest in Council assets after its liabilities are deducted, which is made up of accumulated surplus and reserves. Total equity is also equal to net assets.
Expense	An outgoing payment made by Council.
Finance costs	Interest paid on borrowings.
Financial Assets	Cash held in term deposits.



TERM	DEFINITION
Fixed assets	See property, infrastructure, plant and equipment assets.
Grants - non-recurrent income	Grant income received for a 'one off' specific purpose, generally for a particular project.
Grants - recurrent income	Grant income received on a regular basis (i.e. quarterly, annually) and granted to Council by another entity for specific or general purposes.
Infringement Court	Refers to Penalty Enforcement by Registration of Infringement Notice - a system established under Schedule 7 of the <i>Magistrates Court Act 1989</i> (Vic) to deal with unpaid fines.
Intangible assets	Non-current assets held by Council that are not material assets (such as computer software and licences).
Interest and investment income	Includes interest earned on all cash and investment balances, interest earned on rates and unrealised gains on managed fund investments.
Interest bearing loans and borrowings	Council's borrowings.
Inventories	Includes fuel and consumables located at Council's depot and recreation centres.
Investment property assets	Land or buildings held to earn rentals or for capital appreciation or both, rather than for providing services or for administrative purposes.
Investments in associates accounted for using the equity method	Council's share of the carrying value of its investment in its joint venture partnerships.
Liabilities	Future sacrifices of economic benefits that Council is presently obliged to make to other entities as a result of past transactions or other past events.
Materials and services expenditure	Expenditure incurred in relation to contract payments and trade services, building maintenance, general maintenance, plant and equipment maintenance, utilities, consultants, office and administration, insurance, registration and the Metropolitan Fire Brigade levy, financial and legal costs and information technology costs.
Movement in equity for the period	The net movement in the net surplus (deficit) and asset revaluation increments (decrements). This is also equal to the change in net assets.
Net asset revaluation increment (decrement)	This represents the increase (decrease) between the old valuation and new valuation of property and infrastructure asset classes, which were re-valued during the year.
Net assets	The difference between total assets and total liabilities, which represents Council's net worth. Net assets are also equal to total equity.
Net gain (loss) on disposal of property, plant and equipment, infrastructure	The net of income received in relation to the sale of assets and the carrying amount of assets sold, replaced or disposed of during the year.



TERM	DEFINITION
Non-current assets	Assets where the future economic benefit is not expected to be received within the next 12 months or where the asset is restricted from being exchanged or used to settle a liability for at least 12 months after the reporting date.
Non-current assets classified as held for sale	Non-current assets that Council intends to sell within the next 12 months.
Non-current liabilities	Liabilities where the obligation is not expected to be fulfilled within the next 12 months or where Council has a right to defer settlement of the liability for at least 12 months after the reporting date.
Other expenses	Includes auditors' remuneration, Councillors' allowances, operating lease rentals, impairment losses, community grants and contributions, training and professional development expenditure, contract settlement expenditure and expenditure incurred in relation to special rate schemes.
Other revenue income	Income received from investment property rental, other rental income, net assets recognised in new entity, waste management, craft markets, local laws and animal management, National Competition Policy dividend, product sales, right-of-way sales, town halls, transport and other sources.
Prepaid income	Income received by Council in advance of services being performed. This includes prepaid gym memberships at Council's recreation centres.
Prepayments	Payments made by Council in advance of receiving the goods or services.
Property, infrastructure, plant and equipment assets	Often referred to as fixed assets. This is the largest component of Council's asset base or worth and represents the value of all land, buildings, roads, footpaths, drains, bridges, vehicles, plant and equipment and so on that are recorded on Council's asset register.
Provisions	Includes accrued long service leave, annual leave and rostered days off owing to employees at the reporting date.
Rate and charges income	Income received from ratepayers in relation to general rates, garbage rates and special rate schemes.
Reserves	Includes the asset revaluation reserve and the drainage contributions reserve. The asset revaluation reserve includes the net revaluation increments and decrements arising from revaluing fixed assets in accordance with AASB 1041 'Revaluation of Non-Current Assets'. The drainage contributions reserve includes non-refundable contributions sought from developers to upgrade drainage as a result of development in the municipality.
Revenue	Revenue is the amount of money that Council actually receives from its activities, mostly from rates and services provided to customers and ratepayers.
Right-of-way	Former laneway no longer required for access to surrounding properties.
Share of net profits (losses) of associates and joint ventures accounted for by the equity method	Council's share of the net profit/loss recognised in its joint venture partnerships.



TERM	DEFINITION
Statutory fees and fines income	Includes parking infringements and costs, infringement court recoveries, town planning fees, land information certificates and trader parking and street furniture permits.
Surplus (deficit)	Represents the difference between total revenues, expenses, net gain (loss) on disposal of property, plant and equipment, infrastructure and share of net profits (losses) of associates and joint ventures accounted for by the equity method.
Trade and other payables	Monies owed by Council to other entities/individuals.
Trade and other receivables	Monies owed to Council by ratepayers and other parties less provisions for doubtful debts.
Trust funds and deposits	Monies received by Council for a specific purpose, which are to be refunded upon a specific event occurring (e.g. Council assets are not damaged). If that specific event does not occur, Council is entitled to recognise these monies as income.
Underlying operating surplus/(deficit)	Represents the surplus/(deficit) after adjusting for capital contributions including donated assets, the timing differences of grant funding and once-off items, such as superannuation funding calls.
User fees	Income received by Council from a variety of fees and charges such as aged and health services fees, animal and local law fines and registrations, building permits and other charges, child care/children's program fees, debt collection recovery charges, election fines, parking meter fees, ticket machine fees, leisure centre and recreation fees, library fines and other charges and tow-away charges.



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) G4 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. The new GRI Standards will be applied to the 2017/2018 Annual Report.

STANDARD DISCLOSURES	SECTION/ COMMENT
Strategy and analysis	
G4-1 Statement from Council's most senior decision-maker	Mayor and CEO Messages
G4-2 Description of key impacts, risks and opportunities	Throughout the report
Organisational profile	
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
Organisational profile: commitments to external initiatives	
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



STANDARD DISCLOSURES	SECTION/ COMMENT
Identified material aspects and boundaries	
G4-17 Organisational entities	Our People, Organisation Structure, Operational and Financial Reports
G4-18 Process for defining report content	Reporting framework
G4-20 & 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 & Engagement Summary
Report profile	
G4-28 Reporting period for information provided	Front cover, throughout the report
G4-29 Date of most recent previous report	Annual Report 2015/2016
G4-30 Reporting cycle	Financial year 2016/2017
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 and Corporate Information



STANDARD DISCLOSURES	SECTION/ COMMENT
Governance	
G4-34 & 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, Governance and Corporate Information
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 Local Government Act 1989, Committee Charters
G4-41 Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Governance and Corporate Information
G4-45 & 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, Governance and Corporate Information
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 Officer
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



SPECIFIC STANDARD DISCLOSURES	SECTION/ COMMENT
Economic	
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
Environmental	
G4-EN6 Energy saved due to conservation and efficiency improvements.	Environmental Report
G4-EN15 & 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
Social	
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.

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

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 2016/2017 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 2016/2017. 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2016/2017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 2016/2017. Αν θέλετε να μεταφραστεί ένα απόσπασμα της παρούσας έκθεσης, παρακαλούμε καλέστε την Πολύγλωσση Τηλεφωνική μας Γραμμή στο (03) 8470 8470.

Hindi

इस रिपोर्ट में 2016/2017 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 2016/2017. 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 2016/2017 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 2016/2017. 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 2016/2017. 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.

CITY OF DAREBIN

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National Relay Service

If you are deaf, or have a hearing or speech impairment, contact us through the National Relay Service.
relayservice.gov.au



Speak your language

T 8470 8470

العربية Italiano
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Ελληνικά Soomalii
हिंदी Tiếng Việt