



City of  
DAREBIN

the place  
to live



# DAREBIN CITY COUNCIL

Annual Report

2022-2023

This report contains a summary of the performance of Darebin City Council over the 2022–2023 financial year. If you would like a section of this report translated, please call our Multilingual Telephone Line (03) 8470 8470.

### English

This report contains a summary of the performance of Darebin City Council over the last financial year. If you would like a section of this report translated into your language, please call our Multilingual Telephone Line (03) 8470 8470.

### Arabic

يحتوي هذا التقرير على ملخص لأداء مجلس مدينة داربين خلال السنة المالية الماضية. وإذا كنت ترغب في ترجمة جزء من هذا التقرير إلى لغتك، يُرجى الاتصال بالخط الهاتفي متعدد اللغات على الرقم (03) 8470 8470.

### Chinese Simplified

本报告包含了戴瑞宾市议会上个财政年度的绩效摘要。如果您希望将本报告的部分内容翻译成您的语言，请致电我们的多语种电话专线 (03) 8470 8470。

### Greek

Αυτή η έκθεση περιέχει μια σύνοψη των επιδόσεων του Δήμου του Darebin κατά το τελευταίο οικονομικό έτος. Εάν επιθυμείτε να μεταφραστεί ένα τμήμα αυτής της έκθεσης στη γλώσσα σας, παρακαλούμε καλέστε την Πολύγλωσση Τηλεφωνική Γραμμή μας (03) 8470 8470.

### Hindi

इस रिपोर्ट में पिछले वित्तीय वर्ष के दौरान डारेबिन सिटी काउंसिल के प्रदर्शन का सारांश शामिल है। यदि आप इस रिपोर्ट के किसी भाग का अपनी भाषा में अनुवाद कराना चाहते हैं, तो कृपया हमारी बहुभाषी टेलीफोन लाइन (03) 8470 8470 पर कॉल करें।

### Italian

Questa relazione contiene un riepilogo della prestazione del Comune della City di Darebin nell'ultimo anno finanziario. Se desiderate che una parte di questa relazione venga tradotta nella vostra lingua, chiamate la nostra linea telefonica multilingue al numero (03) 8470 8470.

### Macedonian

Овој извештај содржи резиме на работата на Советот на општина Дारेбин во последната финансиска година. Доколку сакате дел од овој извештај да се преведе на вашиот јазик, ве молиме јавете се на нашата Повеќејазична телефонска линија на (03) 8470 8470.

### Nepali

यस प्रतिवेदनमा गत आर्थिक वर्षको डारेबिन नगर परिषद्को कार्यसम्पादनको सारांश समावेश गरिएको छ । यदि तपाईंलाई यो रिपोर्टको कुनै भागको तपाईंको भाषामा अनुवाद गराउन चाहनुहुन्छ भने, कृपया हाम्रो बहुभाषी टेलिफोन लाइन (03) 8470 8470 मा फोन गर्नुहोस्।

### Punjabi

ਇਸ ਰਿਪੋਰਟ ਵਿੱਚ ਪਿਛਲੇ ਵਿੱਤੀ ਸਾਲ ਵਿੱਚ ਡੈਰਾਬਿਨ ਸਿਟੀ ਕੌਂਸਲ ਦੀ ਕਾਰਗੁਜ਼ਾਰੀ ਦਾ ਸੰਖੇਪ ਸਾਮਲ ਹੈ। ਜੇ ਤੁਸੀਂ ਇਸ ਰਿਪੋਰਟ ਦੇ ਕਿਸੇ ਹਿੱਸੇ ਨੂੰ ਆਪਣੀ ਭਾਸ਼ਾ ਵਿੱਚ ਅਨੁਵਾਦ ਕਰਵਾਉਣਾ ਚਾਹੁੰਦੇ ਹੋ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਸਾਡੀ ਬਹੁਭਾਸ਼ੀ ਟੈਲੀਫੋਨ ਲਾਈਨ (03) 8470 8470 'ਤੇ ਫੋਨ ਕਰੋ।

### Somali

Warbixintani waxay ka kooban tahay soo koobida waxqabadka Golaha Degaanka Darebin intii lagu jiray sannad xisaabeedkii hore. Haddii aad jeclaan lahayd qaby ka mid ah warbixintan in lagu turjumo luuqadaada, fadlan ka wac Khadka Taleefanka Luuqadaha badan (03) 8470 8470.

### Spanish

Este informe contiene un resumen del desempeño del Concejo Municipal de Darebin durante el año financiero pasado. Si desea ver una parte de este informe traducido en su idioma, llame a la Línea Telefónica Multilingüe (03) 8470 8470.

### Urdu

اس رپورٹ میں پچھلے مالی سال میں ڈیڑھ سٹی کاؤنسل کی کارکردگی کا خلاصہ دیا گیا ہے۔ اگر آپ اس رپورٹ کے کسی حصے کا اپنی زبان میں ترجمہ حاصل کرنا چاہتے ہیں تو براہ مہربانی (03) 8470 8470 پر ہماری مختلف زبانوں کی ٹیلیفون لائن کو فون کریں۔

### Vietnamese

Nội dung bản báo cáo này có phần tóm tắt thành tích Hội đồng Thành phố Darebin đã đạt được trong năm tài chính vừa qua. Nếu muốn một phần bản báo cáo này dịch sang ngôn ngữ của mình, xin quý vị gọi cho Đường dây Điện thoại Đa ngữ của chúng tôi (03) 8470 8470.

## CONTENTS

Acknowledgements	7
<b>1. INTRODUCTION</b>	<b>8</b>
Purpose of the Annual Report	9
Darebin 2041 Community Vision	10
Council Plan 2021-2025	11
<b>2. THE YEAR IN REVIEW</b>	<b>12</b>
2022/2023 Highlights	13
Message from the Mayor	15
Message from the Chief Executive Officer	18
Capital works 2022/2023	20
<b>3. OUR CITY</b>	<b>24</b>
About the Darebin municipality	25
Quick facts about Darebin	26
Our Council	30
Darebin map of wards	31
Our councillors	32
<b>4. OUR PEOPLE</b>	<b>36</b>
Organisation Structure	37
Our Executive Leadership Team	38
<b>Staffing profile</b>	<b>40</b>
Inclusive employment	43
Industrial relations	44
Darebin Workforce Plan	44
Gender Equality Action Plan	44
Code of Conduct	44
Health, safety and wellbeing	45
Child safety	45
Incident and injury reporting	46
Workcover premium	46
Volunteering in Darebin	47

<b>5. OUR COUNCIL PLAN PERFORMANCE (Report of Operations)</b>	<b>48</b>
<b>Overview</b>	<b>49</b>
Integration with Council Plan and Council Budget	49
Darebin Council Plan 2021-2025	51
<b>Big Action highlights</b>	<b>52</b>
1. Build infrastructure for the future	52
2. Plan infrastructure for decades to come	52
3. Continue to lead with our response to the climate emergency	52
4. Deepen our commitment to truth and justice for First Nations communities	52
5. Support vulnerable members of the community	53
6. Champion local business and creative industries	53
7. Build a more inclusive community for all	53
8. Improve the quality of development	54
9. Protect our natural environment and biodiversity	55
10. Expand our delivery of quality universal services	55
<b>Strategic Direction 1 - Vibrant, Respectful and Connected</b>	<b>56</b>
Budget allocated to Strategic Direction 1	56
Services for Strategic Direction 1	56
Overview of actions for Strategic Direction 1	57
Highlights and achievements for Strategic Direction 1	58
Challenges for Strategic Direction 1	60
Performance indicators and results for Strategic Direction 1	61
Looking forward	65
<b>Strategic Direction 2 - Prosperous, Liveable and Flourishing</b>	<b>66</b>
Budget allocated to Strategic Direction 2	66
Services for Strategic Direction 2	67
Overview of actions for Strategic Direction 2	68
Highlights and achievements for Strategic Direction 2	69
Challenges for Strategic Direction 2	71
Performance indicators and results for Strategic Direction 2	71
Looking forward	81
<b>Strategic Direction 3 - Climate, Green and Sustainable</b>	<b>82</b>
Budget allocated to Strategic Direction 3	82
Services for Strategic Direction 3	82
Overview of actions for Strategic Direction 3	83
Highlights and achievements for Strategic Direction 3	84
Challenges for Strategic Direction 3	85
Performance indicators and results for Strategic Direction 3	86
Looking forward	89
<b>Strategic Direction 4 - Responsible, Transparent and Responsive</b>	<b>90</b>
Budget allocated to Strategic Direction 4	90
Services for Strategic Direction 4	90
Overview of actions for Strategic Direction 4	92
Highlights and achievements for Strategic Direction 4	92
Challenges for Strategic Direction 4	94
Performance indicators and results for Strategic Direction 4	95
Looking forward	98

<b>6. OUR SERVICE PERFORMANCE</b>	<b>100</b>
Our services	101
Service use highlights	104
Description of operations	106
Equitable and responsive services	107
Accessible services	108
Value for money services	111
Awards	112
<b>Improving our service delivery</b>	<b>114</b>
Darebin community survey results 2023 on Council performance	114
Business improvements	114
Local Government Performance Reporting Framework	116
<b>Handling of complaints about service delivery</b>	<b>125</b>
Complaint Handling Policy	125
Complaints practice	125
Complaints data	125
<b>7. OUR STRATEGIC PLANNING</b>	<b>126</b>
Integrated Planning and Reporting Framework	128
<b>Darebin 2041 Community Vision at the heart of strategic planning</b>	<b>129</b>
Council Plan 2021–2025 (incorporating the Municipal Health and Wellbeing Plan)	129
Strategies or plans developed/established in 2021–2022	129
<b>Resourcing to implement strategy</b>	<b>130</b>
Financial Plan 2023–2033	130
Asset Plan 2022–2032	130
Four-year Budget	130
Revenue and Rating Plan 2023–2027	131
Workforce Plan 2021–2025	131
Gender Equality Action Plan	131
<b>8. OUR PUBLIC TRANSPARENCY</b>	<b>132</b>
<b>Council decision making</b>	<b>133</b>
Confidential matters reported, any subsequently released	133
Audit and risk	133
Strengthening transparency	134
Documents available for inspection	134
Freedom of information	134
Translations	135
Annual Report	135
<b>9. OUR GOVERNANCE</b>	<b>136</b>
<b>Overview of governance in 2022/2023</b>	<b>137</b>
Council meetings	137
Briefing sessions	138
Council committees	139
Planning Committee membership and attendance 2022/2023	139
Hearing of Submissions Committee	140
Advisory committees, councillor briefings and other informal meetings of councillors	140
Audit and Risk Committee	141
Internal audit	141
External audit	141

<b>9. OUR GOVERNANCE (continued)</b>	<b>142</b>
Darebin community advisory committees 2022/2023	142
Councillor allowances	142
Councillor expenses	144
Code of Conduct for Councillors	145
Good governance actions – councillors	145
Municipal Monitor	146
Conflict of interest declaration	147
<b>Achieving the best outcomes for the community</b>	<b>148</b>
<b>Economic, social and environmental sustainability of Darebin</b>	<b>148</b>
Community and Partnership Grants Program	148
Climate risk governance	151
Policies adopted in 2022/2023	151
<b>Collaboration with other councils, governments and statutory bodies</b>	<b>152</b>
Key partners – memorandums of understanding	152
Collaborations	152
<b>Legislative compliance</b>	<b>154</b>
Food Act Ministerial Directions	154
Public Interest Disclosures	154
Information privacy	155
Governance and management checklist	156
Governance and management checklist certificate	160
Report against the Road Management Act 2004	160
Report against the Domestic Animal Management Act 1994	161
<b>10. OUR COMMUNITY ENGAGEMENT</b>	<b>162</b>
Strategic overview for 2022/2023	163
<b>11. OUR FINANCIAL MANAGEMENT</b>	<b>164</b>
<b>Financial summary</b>	<b>165</b>
Economic and other factors	167
<b>Annual Financial Report</b>	<b>168</b>
Guide to the Financial Statements	170
Table of Contents	174
Certification of the Financial Statements	176
Independent Auditor's Report	177
Financial Statements	179
<b>Performance Statement</b>	<b>232</b>
Certification of Performance Statement	242
Independent Auditor's Report	243
Task Force on Climate-related Financial Disclosures	245
Infrastructure and development contributions	249
Contracts	250
<b>GLOSSARY OF FINANCIAL TERMS</b>	<b>252</b>
<b>CONTACT US</b>	<b>256</b>
Council Customer Service Centres	256

## ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES

Darebin City Council acknowledges the Wurundjeri Woi wurrung people as the Traditional Owners and custodians of the land and waters we now call Darebin and affirms that Wurundjeri Woi wurrung people have lived on this land for millennia, practising their customs and ceremonies of celebration, initiation and renewal.

Council acknowledges that Elders, past, present and emerging are central to the cohesion, intergenerational wellbeing and ongoing self-determination of Aboriginal communities. They have played and continue to play a pivotal role in maintaining and transmitting culture, history and language.

Council respects and recognises Aboriginal and Torres Strait Islander communities' values, living

culture and practices, including their continuing spiritual connection to the land and waters and their right to self-determination. Council also recognises the diversity within Aboriginal and Torres Strait Islander communities.

Aboriginal and Torres Strait Islander people and communities have had and continue to play a unique role in the life of the Darebin municipality. Council recognises and values this ongoing contribution and its significant value for our city and Australian society more broadly.

*Extract from Darebin City Council's Statement of Commitment to Traditional Owners and Aboriginal and Torres Strait Islander people 2019.*

## DAREBIN'S DIVERSITY STATEMENT

Situated on the traditional lands of the Wurundjeri Woi wurrung people, the City of Darebin is now home to a diverse community of people with different socio-economic status, gender, age, ability, race, culture, ethnicity, language, sexuality, sex characteristics, gender identity, beliefs, occupations, income, education, carer status and household type. The Darebin community cherishes this diversity and values it as an important civic asset.

Darebin City Council acknowledges the history and contributions of the various communities,

migrants and refugees who have made the municipality their home. Their endeavours have enriched the economic, social, cultural, artistic, community and civic character of the city and created a cosmopolitan locality where variety and difference are welcomed and encouraged.

Council also acknowledges that who we are today as a municipality rests on the history of loss and dispossession inflicted upon Aboriginal people, past and present, despite their strengths, resilience and continued contributions to our city.



# 1. INTRODUCTION





## PURPOSE OF THE ANNUAL REPORT

The Annual Report 2022/2023 reviews our strategic, operational and financial performance for the financial year 1 July 2022 to 30 June 2023. It is an important document that tells our community how we performed and whether we did what we promised. This report compares our highlights and achievements with our strategic objectives and the strategic directions set out in our Council Plan 2021–2025. It also aligns to the priorities set through the *Local Government Act 2020* and meets legislative and compliance reporting requirements.

### **The year in review (page 12)**

provides a general overview of our operations throughout 2022/2023. It includes a message from the Mayor and a message from the Chief Executive Officer and information about our services and achievements.

### **Our city (page 24)**

has information about the City of Darebin, profiles our councillors and explains how local government works.

### **Our people (page 38)**

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

### **Our Council Plan performance (page 48)**

sets out how we have performed in relation to the Council Plan 2021-2025.

### **Our service performance (page 90)**

sets out how we have applied the service performance principles in the *Local Government Act 2020*.

### **Our strategic planning (page 116)**

sets out how we have applied the strategic planning principles in the *Local Government Act 2020*.

### **Our public transparency (page 122)**

sets out how we have applied the public transparency principles in the *Local Government Act 2020*.

### **Our governance (page 128)**

sets out how we have applied the governance principles in the *Local Government Act 2020*, including information about our governing processes, Council meetings, Council committees, privacy and information required by the Victorian Government.

### **Our community engagement (page 158)**

sets out how we have applied the community engagement principles in the *Local Government Act 2020*.

### **Our financial management (page 150)**

sets out how we have applied the financial management principles in the *Local Government Act 2020*, including the audited performance and financial statements that we are required by law to provide.

The City of Darebin Annual Report 2022/2023 was prepared in accordance with all the statutory requirements of the *Local Government Act 2020* and its associated regulations.

## DAREBIN 2041 COMMUNITY VISION

- **Darebin is an equitable, vibrant and connected community.**
- **Darebin respects and supports First Nations People, values country, our diverse communities and places.**
- **Darebin commits to mitigating the climate emergency, creating prosperity for current and future generations.**

### Supporting this vision are the pillars of:

#### Vibrant, Respectful and Connected

Celebrating all diverse communities and uplifting different voices in places of power.

Connection to, and preservation of, local history acknowledging past harm and trauma.

Vibrant and dynamic spaces, amenities and events.

Recognising Aboriginal and Torres Strait Islander values, living culture and connection to country.

One Darebin, no suburb left behind.

#### Prosperous, Liveable and Flourishing

Encouraging and incentivising business investment and growth in the sustainability sector.

Creating equitable and diverse opportunities for employment and volunteering.

Being a 20-minute city with access to amenities and services close to our homes.

Sustaining community ownership of services and maintaining the health and wellbeing of all, across all life stages.

Making Darebin a Victorian centre for creative industry and the arts.

Ensuring development and the built environment are designed for liveability and sustainability.

#### Climate, Green and Sustainable

Taking urgent action on the climate emergency, leading and educating communities and businesses.

Making decisions that are community driven, transparent, socially and equitably just and equitable.

Providing and promoting safe and sustainable transport.

Regenerating, enhancing and protecting ecosystems and biodiversity.

Integrating ecological solutions in the built environment, promoting sustainable development and retrofitting practices, which protect natural assets and strive for zero carbon emissions.

## COUNCIL PLAN 2021-2025

### (Incorporating the Municipal Health and Wellbeing Plan)

The Darebin 2041 Community Vision, Council Plan 2021-25 and Financial Plan 2021-31 were developed through deliberative engagement with our community in the first year of the Council term. In response to increased economic pressures, the Council Plan 2021-25, Financial Plan 2021-31 and Revenue and Rating Plan 2021-25 were revised in June 2023.

The Council Plan 2021-25 (incorporating our Municipal Public Health and Wellbeing Plan) is the key strategic document through the term of the current Council. It guides how we will work to achieve the Darebin 2041 Community Vision – what areas will be our key focus, what actions we will take, how we will measure our progress, and how we will transparently report to our community.

**The Plan's strategic directions are aligned to the Community Vision as follows:**

- ▶ **Strategic Direction 1:**  
**Vibrant, Respectful and Connected**
- ▶ **Strategic Direction 2:**  
**Prosperous, Liveable and Flourishing**
- ▶ **Strategic Direction 3:**  
**Climate, Green and Sustainable**
- ▶ **Strategic Direction 4:**  
**Responsible, Transparent and Responsive**

More information about the Plan and the Council Plan Action Plan 2022/2023 and the Council Plan Action Plan 2023/2024 can be found on our website at:

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

# 2. THE YEAR IN REVIEW



## 2021-2022 HIGHLIGHTS

## STRATEGIC DIRECTION 1 (pages 51-59)

## Vibrant, Respectful and Connected

## Highlights

49 Equity Impact Assessments of Council policies, programs, facilities and services were undertaken to ensure planning and implementation included human rights considerations.

A Memorandum of Understanding between Aboriginal Housing Victoria and Council was signed in November 2022. Rates concessions for the 84 properties in Darebin were confirmed under the 2022/23 Revenue and Rating Plan.

The new Darebin Intercultural Centre was officially opened on Sunday 19 March 2023.

## Results

Female participation has increased from 24% in 2021-22 to 42% in 2022-23, or 157,764 female participants out of 376,417 total participants from Darebin sports clubs and at leisure venues.

(On track)

Council has commenced collecting evidence to assist with the Welcoming Cities accreditation across 60 standards.

(On track)

The number of Aboriginal owned businesses registered with Kinaway Aboriginal Chamber of Commerce has continued to increase and is now at 19.

(On track)

## Looking Forward

Develop several inclusion-based action plans to enhance Council's work, including an Aboriginal Action Plan, Cultural Diversity Action Plan and a Sexuality, Sex and Gender Diverse Action Plan.

Launch Truth Telling permanent history display at the Bundoora Homestead Art Centre in partnership with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation.

Work with the Darebin Aboriginal Advisory Committee, the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation, and local Aboriginal organisations to respond to the six key requests of DAAC's Our Black Lives Matter statement to Council.

## STRATEGIC DIRECTION 2 (pages 64-74)

## Prosperous, Liveable and Flourishing

## Highlights

Opened the Reservoir East Family Centre in February 2023 delivering increased access to kindergarten, maternal and child health and other early years services for families in the area.

Continued construction of Northcote Aquatic and Recreation Centre with 90% of the project now complete. The facility is on track to open to the community in late 2023.

The Reservoir Revitalisation program suite of projects was delivered in partnership with the State Government to improve the look and feel of Reservoir while improving connections within the local community and strengthening their sense of pride in the suburb.

## Results

The opening of the Reservoir East Family Centre in February 2023 delivered an additional 66 licensed community-managed kindergarten places.

(On track)

The participation rate in Council's shower access program this year (67%) has increased compared to last year (57%) due to increased promotion of the program by referral agencies and community organisations, as well as expansion of the program to Narrandjeri Stadium as a second location.

(On track)

The High Street tree planting project saw an additional 100 trees planted throughout retail activity centres. This was further enhanced by additional trees delivered via the infill tree planting program.

(On track)

## Looking Forward

Develop a Community Infrastructure Plan to inform Council's decision-making on the future of our assets, based on service needs across our city for the next 10 years.

Develop an Integrated Families, Youth and Children strategy to support a coordinated and strategic approach to improving outcomes for children, young people and their families.

Deliver key design and construction projects within the kindergarten expansion program to meet the demand for three-year-old kindergarten in the city.

### STRATEGIC DIRECTION 3 (pages 75-82)

## Climate, Green and Sustainable

### Highlights

Food Organics and Garden Organics (FOGO) collection service expanded to all kerbside collection recipients, which resulted in diverting 2,000 tonnes of FOGO from landfill.

The Northcote Aquatic and Recreation Centre was awarded a 6 Star - Green Star - design rating by the Green Building Council of Australia

Rewilding Darebin continues to enhance plant biodiversity with 50,000 indigenous tubestock planted during 2022/2023.

### Results

This financial year, 70,000 individual Indigenous plants have been planted, plus a further 30,000 planted via direct seeding, in line with the budget allocation.

**(On track)**

100% Renewable energy is provided to Council buildings through the Victorian Energy Collaboration (VECO) contract.

**(On track)**

### Looking Forward

Install a sustainability trail at Bundoora Park Farm featuring educational displays aimed at fostering awareness, knowledge, and better practices in the community with regard to land, water and waste management, climate change and agriculture.

Complete the construction of the Northcote Aquatic and Recreation Centre and achieve a 6 Star - Green Star - as built rating which will result in an industry leading facility.

Undertake community engagement to inform future kerbside waste services for residents.

### STRATEGIC DIRECTION 4 (pages 83-91)

## Responsible, Transparent and Responsive

### Highlights

Reviewed Council's 10-Year Financial Plan to ensure a level of revenue and expenditure that maintains a balance between service delivery, asset maintenance and renewal, and provides a strong, sustainable base for the future.

Council advocated to protect the Preston Market through a strong public campaign and submission to the Standing Advisory Committee.

Council adopted the Place and Road Naming Policy during the 2022/2023 financial year to better reflect Darebin's Aboriginal cultural heritage, migrant and cultural diversities and gender diversity in our community.

### Results

Council has continued to invest in precincts informed by documented design, including the High Street tree planting program and the Thornbury Telstra mural and civic improvement.

**(On track)**

There were four active planning scheme amendment projects in 2022-23 which change and update planning controls for private land: Thornbury Park Estate; Heidelberg Road Heritage controls; Higher Environmentally Sustainable Development (ESD) standards; and the Planning Policy Framework Review.

**(On track)**

### Looking Forward

Utilise a continuous improvement plan and aim to improve Council performance against current funded targets and enhance our customer experience to provide quality services to the community.

Undertake community consultation as part of developing a Leasing and Licensing Policy.

Continue to find new and dynamic ways to make community engagement more interactive and inclusive, to ensure that as many people as possible participate in our community engagement processes.

For more details about our performance in 2021-2022, go to **page 48**.

You can read the Council Plan 2021-2025 on our website, ► [darebin.vic.gov.au/CouncilPlan](https://darebin.vic.gov.au/CouncilPlan)

## MESSAGE FROM THE MAYOR

**The vibrant people of Darebin have shown in no uncertain way over the past few years how unified they are when dealing with adversity. They continue to fill me with immense pride every day in how we tackle ongoing issues with an unwavering sense of community and togetherness.**



Our community tells us that challenges such as the cost-of-living crisis and ongoing climate emergency are leading dinner table conversations across Darebin. The financial strain our residents are under has been in sharp focus as we've looked to shift our priority actions and adapt to best serve the needs of our community.

Our priorities at Council have always been shaped and guided by our Community Vision, which was designed with and for the community. We remain committed to providing transparent and honest processes and decision-making when it comes to how we responsibly serve the municipality.

As we progressed throughout this year, Council strongly took onboard the report from Municipal Monitor John Watson. I thank him for his support and guidance throughout his time at Darebin. We accept this as an important opportunity to address the challenges highlighted by the Monitor's report, and as a Council we are committed to delivering the Good Governance Action Plan.

I'd like to thank my fellow councillors for their hard work and commitment to serving our community throughout 2022/2023. It's been an honour to work alongside them and I look forward to continuing our work together in the new financial year.

This year we also welcomed our new Chief Executive Officer, Peter Smith, who has more than 25 years of experience across the government sector. Since joining in October 2022, Peter has been instrumental in delivering required changes to our revised Council Plan 2021-25, associated 2023-24 action plan and 10-Year Financial Plan. I thank him for his work and leadership as we continue to navigate through shifting challenges. I'd also like to say thank you to interim CEO Rachel Ollivier, who provided stability and leadership as we negotiated the first few months of this year.

Our Council and community thrive thanks to the wonderful people within it. Our interconnected city is 150,000 residents strong and something I love most about our pocket of the world is how Darebin embraces and celebrates people from all walks of life. This year was particularly special for many reasons, but I was overjoyed to welcome back Darebin's ability to host citizenship ceremonies again for the first time since 2017.

It has been a privilege and an honour to officiate at these ceremonies and to welcome new Australians into our growing community. Since these ceremonies resumed, we have welcomed more than 500 new citizens to Darebin, and I'm delighted that we can look forward to accepting many more in the future.

Throughout the year, we have continued to advocate strongly for the Darebin community in a host of areas. I was proud to lead Darebin's delegation of fellow councillors to attend the Australian Local Government Association Conference. This was an important opportunity to voice the ongoing concerns of the people of Darebin and to help us secure more funding for our community-based projects from the Federal Government.

An initiative I'm particularly proud of is Council's continued work with the State Government on the Revitalisation Reservoir Project. Since 2020 we've worked together as part of the Reservoir Suburban Revitalisation Board to commit about \$3.5 million in Victorian Government funding to 25 different projects in Reservoir's main activity centre. So far this year we have completed the 'Bike it Rezza' project, along with footpath improvement works along Spring Street and High Street. We're looking to continue to work with Reservoir Revitalisation Board to create more local jobs, skills and training opportunities.

Our advocacy efforts have also continued for the retention of the Preston Market. The cultural, social and historical significance of this local landmark is vital to so many across not only Preston but wider Melbourne. In April this year, this advocacy and the hard work of our community was recognised as the Premier announced the State Government's support of key findings of the Standing Advisory Committee's report, including stronger heritage controls to protect the market. Council remains strongly committed to protecting Preston Market and its traders into the future and will continue its advocacy work in this area.

I was honoured to represent Council along with previous Mayor Cr Lina Messina in signing a groundbreaking Memorandum of Understanding (MoU) with Aboriginal Housing Victoria (AHV). This significant moment commits us to working in partnership to improve access to housing, services and support for Aboriginal and Torres Strait Islander people. The MoU signed in November, also commits us to exploring rates concessions on all AHV-managed properties in Darebin, and to explore the availability of housing stock, working in partnership with AHV to increase the wellbeing, community participation and inclusion in Council's services for people living in AHV-managed homes.



Darebin's diverse community gained a beautiful new space this year, as the purpose-built Darebin Intercultural Centre opened in the heart of Preston. This has been designed in partnership with Wurundjeri Woi wurrung Traditional Owners and members of Darebin's diverse community. It is situated on the corner of High and Gower streets, in former Council office space now transformed for community use. It represents a significant step forward in fostering inclusion and understanding among people from diverse cultural, linguistic and religious backgrounds, and is a shining example of celebrating diversity to create a more inclusive, compassionate and harmonious world.

Along with the exciting launch of the Intercultural Centre, Council continued construction of the Northcote Aquatic and Recreation Centre, with 90% of the project complete at the end of the 2022/2023 financial year. The facility is on track to open to the community in late 2023. The Intercultural Centre has been awarded a 6 Star - Green Star - design rating by the Green Building Council of Australia, which represents 'world leadership' in environmentally sustainable building practices. This is another huge step towards Darebin's commitment to sustainable infrastructure that will serve our city for decades to come.

Finally, we continued to show strong support for our arts sector by hosting our FUSE Spring and Autumn Festivals. In what has become one of the pillars of our creative community, the bi-annual events ran across a total of 32 days, 59 events and around 500 local artists, artistic groups and community organisations across the whole of Darebin.

As a Darebin resident for a large part of my life, I have never felt more connected to the community than in my role as Mayor. Thank you all for making this such a beautiful area to live, work and play. I will continue to work tirelessly for our community and its ever-changing needs.

**Cr Julie Williams**  
**Mayor**

## MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

**In my first year here at Darebin City Council, it's been clear that the dedication and devotion of our staff to our community is paramount.**



This has been evident in all the challenges we've faced throughout the 2022/2023 financial year, and I'm delighted to be a part of a team that has tackled every obstacle with a resolute mindset and an enduring focus on serving our community.

My sincerest thanks go to all our Council staff throughout a year when we've had to re-prioritise our plans and goals for the future, while ensuring that we continue to deliver the essential and valued services that many in our community rely on. Our 1,270 staff have put in a tremendous effort to ensure we continue to thrive for everyone throughout Darebin. Alongside our staff are our wonderful community of volunteers who help deliver important work through Gardens for Wildlife, Darebin Toy Library, East Preston Community Centre, Bundoora Park Farm, our English Pronunciation Program, FUSE Darebin Events Program and our Community Grants.

I'd particularly like to thank interim CEO Rachel Ollivier, who was instrumental in ensuring the daily operations at Council continued to run efficiently before I joined the organisation. I'm grateful for her efforts and the work undertaken to make sure we remained on track to achieve our goals throughout the year and for ensuring a smooth transition to myself as the incoming CEO.

There's so much to celebrate in terms of our achievements this financial year, starting with the incredibly strong engagement we've had with our community.

We've had a wide range of topics where we've sought and received an immense response from our Darebin residents, including multiple rounds of engagement on policies, such as our Climate Emergency Strategy, Parking Permit Policy, reducing harm from electronic gaming machines and the 2023/24 Budget, where we asked the community to advise us on the services and projects that were most important to them.

The engagement on the 2023/2024 Budget included more than 2,400 responses to our survey, 24 budget submissions, four community drop-in sessions and six sessions with culturally and linguistically diverse community groups. Our community was pivotal in helping us review the 2023/2024 Draft Budget by sending through feedback to shape how we continue to best serve them.

**This follows on from several projects we've been proud to progress throughout the year, which include:**

- ▶ providing 19,675 vaccinations to our community
- ▶ keeping members of our community connected and supported by providing 59,433 home support visits
- ▶ bringing the Darebin Resource Recovery Centre (DRRC) management and operations back in-house for first time in 16 years after being run by external contractors. Our first-year results include improved service delivery and environmental outcomes
- ▶ celebrating our fifth year of the Darebin Schools NAIDOC Yarning Conference with 430 Grade 5 students gathering at Darebin's Bundoora Park

- ▶ our ongoing contribution to improving water quality at Edwardes Lake. This project saw improvements to water quality by strategic restoration projects, including planting of riparian areas of the Edwardes Lake and the low-flow bypass wetland
- ▶ planting more than 50,000 indigenous tube stock across 90 species plants as part of our Rewilding Darebin Program, along with three hectares of previously weedy grass areas converted to revegetation beds, with further infill of previously rewilded areas being completed
- ▶ a stretch of 1.2km along the eastern side of the Cheddar Road medium strip has been vegetated with 10,000 plants, in collaboration with the Revitalisation Reservoir Project
- ▶ expanding our food organics and green organics (FOGO) waste bins to all kerbside recipients
- ▶ having a key customer commitment focus, putting the customer experience at the heart of all actions we take within the organisation

We also made some difficult decisions following on from the recent Municipal Monitor report, which highlighted Council's financial sustainability along with the need for investment in technology. Our financial challenges include addressing the cumulative impact of many years of rates capping where the capped increase in our income falls well short of the increase in our costs. Our construction, supplier costs, utilities and borrowing costs have all increased well above the rates cap.

To address these challenges, we undertook significant work during the year to reset our revised Council Plan 2021-25, associated 2023/24 Action Plan and our long term 10-Year Financial Plan to ensure that we remain in a financially sustainable position. Our focus throughout this work was to ensure that we will continue to be in a financial position to sustain the services and assets that best serve the needs of the community and to ensure that our community receives value for money while staying committed to our goals and strategic priorities that will realise our community's vision for the city. It's vital that we continue to carefully monitor the implementation of these plans and our budget going forward during this financially challenging environment. We've made a strong start to improving Council's financial sustainability, but our work here isn't done yet.

Thank you again to everyone in our organisation who has been a part of the journey this year. It's been a period full of adjustments and change but I'm proud to work alongside a group of people who have never lost sight of delivering the best possible outcomes for everyone in our wonderfully diverse community.

**Peter Smith**  
**Chief Executive Officer**

## CAPITAL WORKS 2022/2023

**Darebin's capital works program continues its strong focus on investment in new and renewed infrastructure. In 2022/2023 Council has spent approximately \$53.9 million against its capital works program, demonstrating a significant investment across our local government area.**

### Northcote Aquatic and Recreation Centre

The construction of the new Northcote Aquatic and Recreation Centre (NARC) was 90% complete as at the end of 2022/2023. NARC will offer a new outdoor 50-metre pool, an indoor pool, warm water pool, leisure pool, splash pad and learn-to-swim pool. Fitness and wellness facilities will include multi-purpose spaces for group fitness and yoga, a gym and consulting rooms for allied health professionals. The project is targeting a 6 Star – Green Star – design and as built certified rating through the Green Building Council of Australia.

The design rating has been confirmed and the focus now turns to securing the rating for the construction of the facility. This is a significant achievement and represents 'world leadership' in environmentally sustainable building practices. NARC is on track to be open to the community in late 2023. This project has embedded consideration of climate risk – the design has mitigated risk by running on renewable energy and it will also function as a 'cool place' when needed as part of our risk management response to heatwaves in future.

**Project cost in 2022/2023: \$34.46 million**

**Project budget: \$63.5 million**

**(ongoing)**

### Darebin Intercultural Centre

The Darebin Intercultural Centre has moved to a purpose-built space co-designed in partnership with the Wurundjeri Woi wurrung Traditional Owners and members of our diverse community. The new centre occupies a ground-level renovated section of Council's High Street building with chambers, meeting rooms and offices remaining on the first floor. The renewal of the Darebin Intercultural Centre is guided by a programming framework that was also co-designed with Traditional Owners and the community. It was multi-year project with a budget of \$2.5 million.

**Project cost in 2022/23: \$1.56 million**

**Project budget: \$2.5 million**

**(complete)**

### Dole Wetland

The Dole Stormwater Harvest Wetland project was commissioned by the Darebin Council to meet the climate resilience goals set out in Council's Action Plan and Watershed Strategy 2015–2025. The main project components include:

- 1500m<sup>2</sup> wetland and sedimentation pond
- 3 x 670kL and 1 x 310kL underground concrete storage tanks
- 450m of stormwater drainage and pollutant trap
- irrigation system of pumps and 200m pressure mains
- 750m<sup>2</sup> concrete footpath.

The total cost of the project was almost \$4 million. Melbourne Water contributed \$1.8 million in funding towards the new wetland.

**Project cost in 2022/23: \$1.67 million**

**Project budget: \$4 million**

**(completed)**

### Upgrades to the Darebin Resource Recovery Centre

Almost \$1 million was invested in the Darebin Resource Recovery Centre to ensure this important community asset remains safe, compliant and operational. One of the projects undertaken included the renewal of a retaining wall that was damaged during an earthquake. The retaining wall was completed in January 2023 and the commercial tipping deck is open for business.

**Project cost in 2022/23: \$1.32 million**

**Project budget: \$1 million**

**(complete)**

### Road Resurfacing Program

Almost \$1.8 million was invested to resurface roads in poor condition throughout the city. The Program draws upon funding from the Federal Government's Local Roads and Community Infrastructure Program as well as Council's own funding contributions. In total, 41 sections of road were replaced during 2022/2023.

During the financial year, environmentally friendly asphalt was used including a product that uses steel slag, a waste product from the steel making industry that would otherwise go to landfill. It has great wear-resistant qualities and it increases road safety by providing better skid resistance. The procurement of this product aligns with Council's Social and Sustainable Procurement Policy.

**Project cost in 2022/2023: \$1.85 million**

**Project budget: \$1.8 million**

**(complete)**

### Road Rehabilitation Program

With funding assistance from the Federal Government, Council invested \$1.6 million to renew critical infrastructure through the Road Rehabilitation Program. The Program included the rehabilitation of Farnan Street Northcote and Raleigh Street, Thornbury. In addition, recycled materials were used to construct a new road base and new raised school crossing at Holy Spirit Primary in Thornbury.

**Project cost in 2022-23: \$1.58 million**

**Project budget: \$1.6 million**

**(complete)**

### Roof renewals

Four roofs that had reached the end of their useful lives were replaced at a cost of approximately \$600,000. The renewals significantly improved insulation in the buildings, which also helps to minimise energy consumption and reduce the running costs of building services systems. The sites were Pitcher Park Pavilion, T W Blake Pavilion, Clyde Street Community Centre and Crispe Park Pavilion. Embedding energy efficiency improvements into core renewal programs is a cost-effective way to address climate risk and improve operating performance.

**Project cost in 2022/2023: \$0.34 million**

**Project budget: \$600,000**

**(complete)**

### Streetscape improvements in High Street

As part of a COVID recovery program, more than 120 new trees were planted along High Street. Council received glowing feedback on the initiative, with residents complimenting the improved amenity in the area. The project cost \$500,000 and was in part funded by the State Government's Living Local Suburban Grants Program.

**Project cost in 2022/2023: \$0.48 million**

**Project budget: \$500,000**

**(complete)**

### Safe Travel Program

With funding support from the Traffic Accident Commission Local Government Grant Program, Council invested \$250,000 in the Safe Travel Program. This program provides safety upgrades around schools to encourage healthy, sustainable travel and strengthen school communities. Specific projects include the construction of a new raised intersection at Rayment Street and Hutton Street near Thornbury Primary School at a cost of \$71,000 and a new raised school crossing in Green Avenue, Reservoir, at Our Lady of the Way Primary School for \$67,000.

**Project cost in 2022/2023: \$1.04 million**

**Project budget: \$250,000**

**(complete)**

### Gender-inclusive sporting infrastructure improvements

#### **John Hall Reserve sporting pavilion redevelopment**

Council is investing \$200,000 into the planning and design of a replacement sporting pavilion at John Hall Reserve, Kingsbury.

Universal design is being used, with a particular focus on gender inclusion to ensure more welcoming and comfortable changing rooms and social amenities, accessible public toilets, and safer access to and from facilities to the car park.

The pavilion redesign is continuing in 2023/2024.

**Project cost in 2022/2023: \$55,973**

**(continuing)**





# 3. OUR CITY





## ABOUT THE DAREBIN MUNICIPALITY

**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 Woi wurrung people for many thousands of years. It covers 53 square kilometres of land that stretches from Melbourne’s inner northern suburbs of Northcote and Fairfield and out to Reservoir and Bundoora.**

The city’s population is 150,325 (ABS Estimated Resident Population 2022) and this is expected to increase to 215,360 by 2041. There are 68,532 residential properties, 4,779 business properties and 531 mixed-use properties as at 30 June 2022.

Darebin City Council owns, controls, manages or maintains 530 kilometres of roads, 1,045km of sealed paths, 333 buildings, 66 road and foot bridges, 23,194 stormwater pits, 29 wetlands, 627.6km of stormwater pipes, 790 hectares of open space, 27 sports reserves, seven natural reserves, 57 playing fields/sports grounds, 130 playgrounds and 84,300 street trees. Darebin is home to one of the largest, most diverse communities in Victoria in terms of culture, language, religion, socio-economic background, employment status, occupation and housing need. There were 46,688 people living in Darebin in 2021 who were born overseas, of which 18% arrived in Australia in the five years before 2021.

Darebin’s top five largest industries are health care and social assistance, professional, scientific and technical services, education and training, retail, and public administration and safety. While the social and economic prosperity of Darebin is improving and more residents are earning higher incomes, there are many people who experience disadvantage.

The Socio-Economic Index for Areas (SEIFA) score ranks areas based on a collection of indicators that contribute to disadvantage (for example, unemployment and income). In 2021, Darebin’s SEIFA disadvantage score was 1,018, the same as Greater Melbourne at 1,018 and a lower level of disadvantage than the Victorian average of 1,010. While Darebin’s overall disadvantage score was comparable with Greater Melbourne, there remain key areas within the municipality where the SEIFA disadvantage score is much lower than the average (Northland Activity Area at 874) and other areas that are much higher than the average (Alphington at 1,084). Key areas below the national average SEIFA disadvantage score of 1001 include Preston East (996), Reservoir (959–976), Kingsbury (958) and the Northland Activity Area (874).

A higher score on the index means a lower level of disadvantage. In December 2022, Darebin’s unemployment rate was 4.2%, which was slightly higher than Greater Melbourne (3.9%) and Victoria overall (3.7%).

QUICK FACTS ABOUT DAREBIN



Place of birth

**64%**  
born in Australia

**31%**

born overseas

(main countries: Italy, China, India, Greece, United Kingdom, Vietnam, New Zealand and Lebanon)

**5%**

not stated



Languages spoken at home

**32%**  
speak a language other than English at home

Languages spoken at home

- 63.3% English only
- 5.7% Greek
- 5.3% Italian
- 3.1% Mandarin
- 2.4% Arabic
- 2.1% Vietnamese

Aboriginal or Torres Strait Islander

**1%**



Households

**73%**  
live with family

**12%**  
live alone

**7%**  
live in group houses



Place of birth of parents

**59%**

have either one or both parents born overseas



## Ages

**15%**  
children 0-14

**11%**  
young people 15-24

**59%**  
25-64

**15%**  
65+



## Employment

**79,088**

residents employed

**59%**  
full-time

**34%**  
part-time

**7%**  
employed, away from work

**4,436**

or 5.3% were unemployed  
(5.3 Greater Melbourne)



## Religion

**45%**  
No religion

**38%**  
Christianity

**4%**  
Islam

**2.5%**  
Buddhism

**2.5%**  
Hinduism



## Income

**\$879**

personal  
weekly median income  
(\$803 Victoria)

**\$2,369**

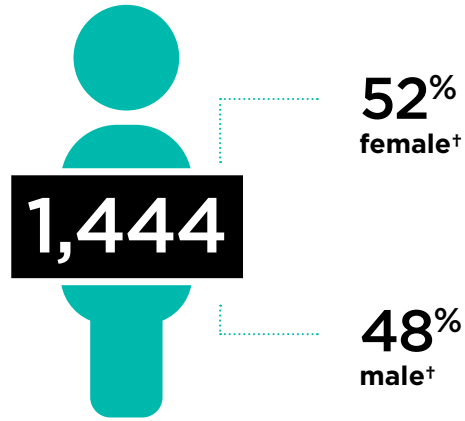
family  
weekly median income  
(\$2,136 Victoria)

OUR COMMUNITY

Population



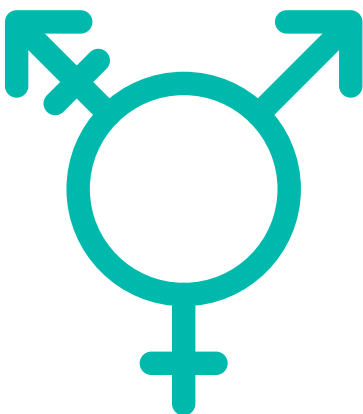
Aboriginal and Torres Strait Islander people



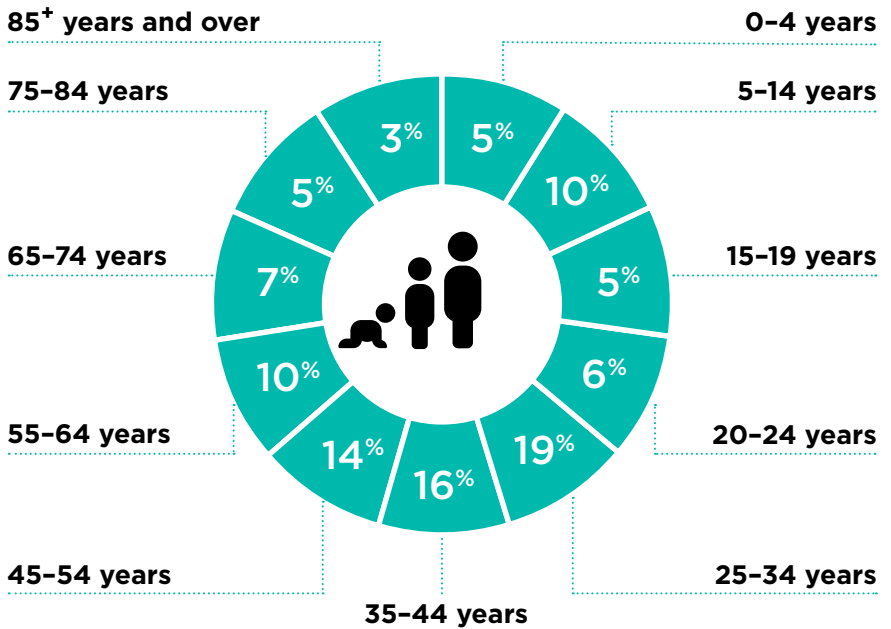
Gender

49%  
72,162  
identify as male<sup>†</sup>

51%  
76,410  
identify as female<sup>†</sup>

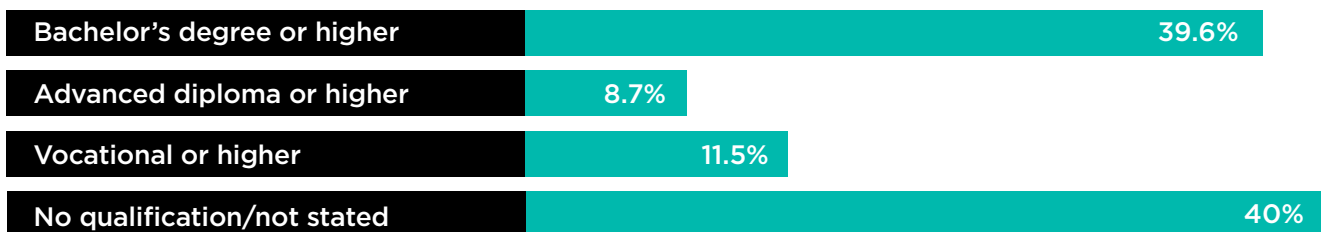


Age structure

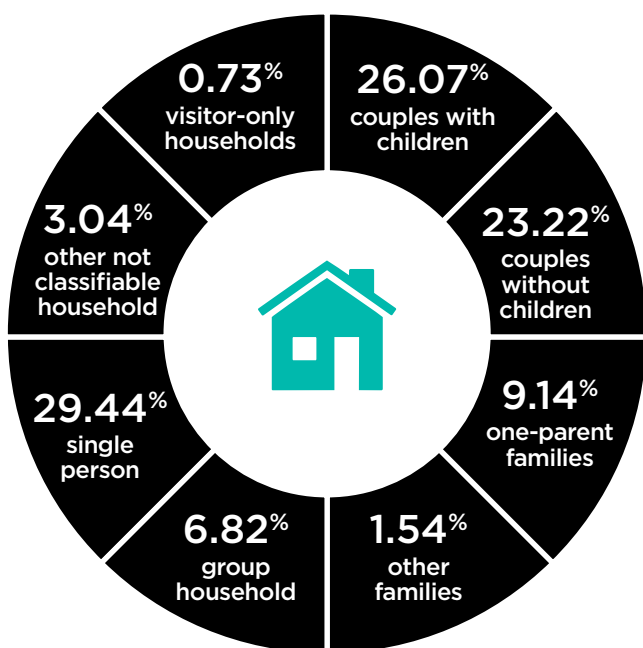


<sup>†</sup>Council acknowledges that this does not capture the full spectrum of gender and gender identities in our community as not all residents identify as male or female. Council has long advocated for ABS Census data to include more gender options, as recommended by peak human rights and LGBTIQ+ bodies.

### Highest education qualification achieved

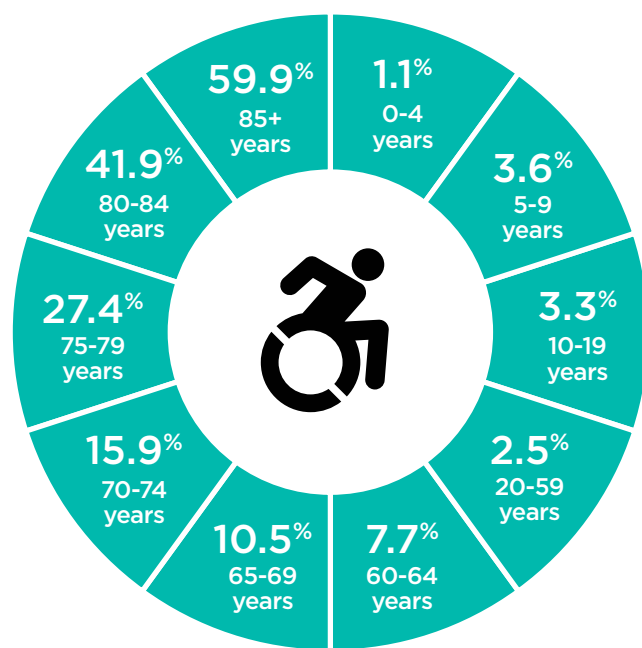


### Households



### People with a disability and needing assistance

9,855



## OUR COUNCIL

**Government in Australia comprises three tiers: federal, state and local. Darebin is one of 79 local councils that, together, represent about 6.5 million people (2021 ABS) in Victoria. Local governments manage local issues and plan for the needs of their communities.**

Darebin City Council has nine democratically elected councillors. As the locally elected representatives, they advocate for and represent residents and communities and undertake tasks including approving the Council Plan and the Council Budget. The *Local Government Act 2020* defines their role as providing good governance in their municipal district for the benefit and wellbeing of the municipal community.

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

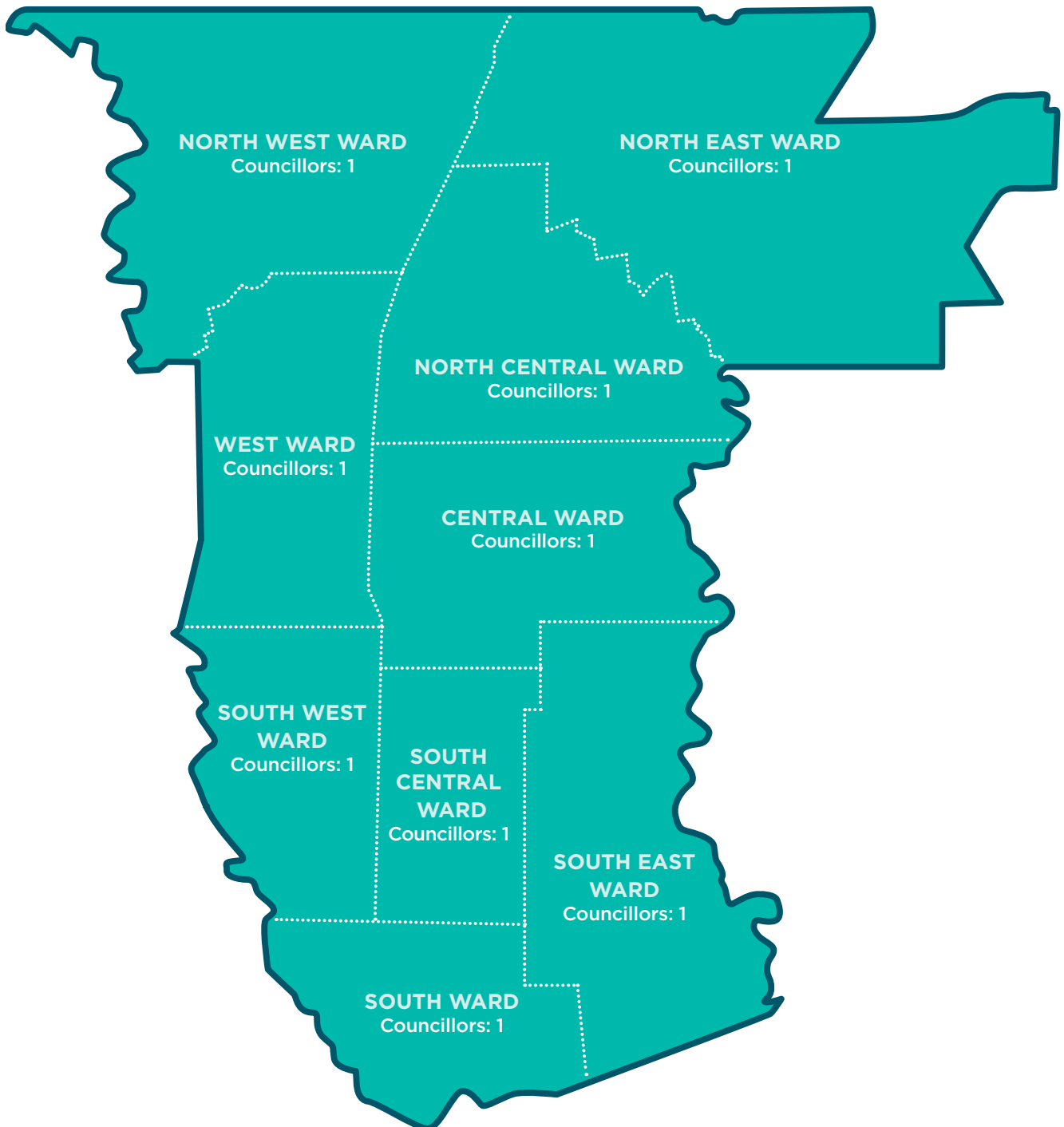
When formally assembled through a meeting of Council, the councillors collectively set Council's direction by making decisions on key issues and policies. Council is responsible for making statutory decisions, adopting policy, advocacy, and the appointment of the Chief Executive Officer (CEO). Councillors work closely with the CEO to make important decisions and determine priorities.

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



## DAREBIN MAP OF WARDS

The City of Darebin ward structure changed for the general municipal election in October 2020. Our city is now divided into nine, single member wards.



The City of Darebin includes the following suburbs: Alphington, Bundoora, Coburg, Fairfield, Keon Park, Kingsbury, Macleod, Northcote, Preston, Reservoir and Thornbury.

## OUR COUNCILLORS

## NORTH CENTRAL WARD

**Cr Julie Williams (Mayor)**0419 750 152 | [Julie.Williams@darebin.vic.gov.au](mailto:Julie.Williams@darebin.vic.gov.au)**Committees**

- Active and Healthy Ageing Advisory Committee (proxy)
- Audit and Risk Committee
- CEO Employment Matters Committee
- Darebin Aboriginal Advisory Committee
- Darebin Disability Advisory Committee
- Darebin Domestic Animal Management Reference Group
- Darebin Interfaith Council
- Global Covenant of Mayors for Climate and Energy
- Northern Council Alliance

**Terms as Councillor**

2012–2016, 2016–2020, current term 2020–2024

**Terms as Mayor**

2022–2023

## WEST WARD

**Cr Susanne Newton (Deputy Mayor)**0419 764 245 | [Susanne.Newton@darebin.vic.gov.au](mailto:Susanne.Newton@darebin.vic.gov.au)**Committees**

- Arts and Heritage Advisory Committee
- CEO Employment Matters Committee
- Darebin Aboriginal Advisory Committee
- Darebin Ethnic Communities Council
- Darebin Nature Trust
- Edwardes Lake Water Quality Task Force (proxy)
- Friends of Baucau Inc
- Metropolitan Transport Forum
- Northern Council Alliance (proxy)
- Sexuality, Sex and Gender Diversity Advisory Committee

**Terms as Councillor**

2016–2020, current term 2020–2024

**Term as Deputy Mayor**

2022–2023



## SOUTH EAST WARD



### Cr Emily Dimitriadis

0437 918 708 | [Emily.Dimitriadis@darebin.vic.gov.au](mailto:Emily.Dimitriadis@darebin.vic.gov.au)

#### Committees

- Climate Emergency Darebin Advisory Committee
- CEO Employment Matters Committee
- Darebin Creek Management Committee Inc
- Gender Equity Advisory Committee (formerly Darebin Women's Advisory Committee) (proxy)

#### Term as Councillor

Current term 2020-2024

## NORTH WEST WARD



### Cr Gaetano Greco

0419 750 214 | [Gaetano.Greco@darebin.vic.gov.au](mailto:Gaetano.Greco@darebin.vic.gov.au)

#### Committees

- Active and Healthy Ageing Advisory Committee
- Darebin Aboriginal Advisory Committee
- Darebin Ethnic Communities Council
- Darebin Interfaith Council
- CEO Employment Matters Committee
- Welcoming Cities Community Reference Group
- Edwards Lake Water Quality Task Force

#### Terms as Councillor

2008-2012, 2012-2016, 2016-2020, current term 2020-2024

#### Term as Mayor

2013-2014

## SOUTH WARD



### Cr Tom Hannan

0437 917 078 | [Tom.Hannan@darebin.vic.gov.au](mailto:Tom.Hannan@darebin.vic.gov.au)

#### Committees

- Darebin Nature Trust
- Merri Creek Management Committee Inc. (proxy)
- Northern Alliance for Greenhouse Action (proxy)
- Welcoming Cities Community Reference Group (proxy)

#### Term as Councillor

Current term 2020-2024

## OUR COUNCILLORS

### NORTH EAST WARD



**Cr Tim Laurence**

0419 750 234 | [Tim.Laurence@darebin.vic.gov.au](mailto:Tim.Laurence@darebin.vic.gov.au)

**Committees**

- Darebin Aboriginal Advisory Committee
- Darebin Creek Management Committee
- Darebin Disability Advisory Committee (proxy)
- Darebin Domestic Animal Management Reference Group (proxy)
- Municipal Association of Victoria (proxy)

**Terms as Councillor**

1996-1997, 1998-2002, 2008-2012, 2012-2016, 2016-2020, current term 2020-2024

**Terms as Mayor**

2000-2001, 2012-2013

### SOUTH WEST WARD



**Cr Trent McCarthy**

0419 750 604 | [Trent.McCarthy@darebin.vic.gov.au](mailto:Trent.McCarthy@darebin.vic.gov.au)

**Committees**

- Climate Emergency Darebin Advisory Committee
- Darebin Aboriginal Advisory Committee
- Darebin Nature Trust
- Merri Creek Management Committee Inc. (proxy)
- Northern Alliance for Greenhouse Action

**Terms as Councillor**

2008-2012, 2012-2016, 2016-2020, current term 2020-2024

**Term as Deputy Mayor**

2021-2022

## CENTRAL WARD



### Cr Lina Messina

0419 750 504 | [Lina.Messina@darebin.vic.gov.au](mailto:Lina.Messina@darebin.vic.gov.au)

#### Committees

- Audit and Risk Committee
- CEO Employment Matters Committee
- Recycling Victoria Local Government Advisory Committee

#### Terms as Councillor

2016–2020, current term 2020–2024

#### Terms as Mayor

2020–2021, 2021–2022

## SOUTH CENTRAL WARD



### Cr Susan Rennie

0419 750 035 | [Susan.Rennie@darebin.vic.gov.au](mailto:Susan.Rennie@darebin.vic.gov.au)

#### Committees

- Climate Emergency Darebin Advisory Committee
- Darebin Aboriginal Advisory Committee
- Darebin Community Awards Advisory Committee (proxy)
- Darebin Education Network
- Gender Equity Advisory Committee (formerly Darebin Women's Advisory Committee)
- Municipal Association of Victoria
- Sexuality, Sex and Gender Diversity Advisory Committee (proxy)

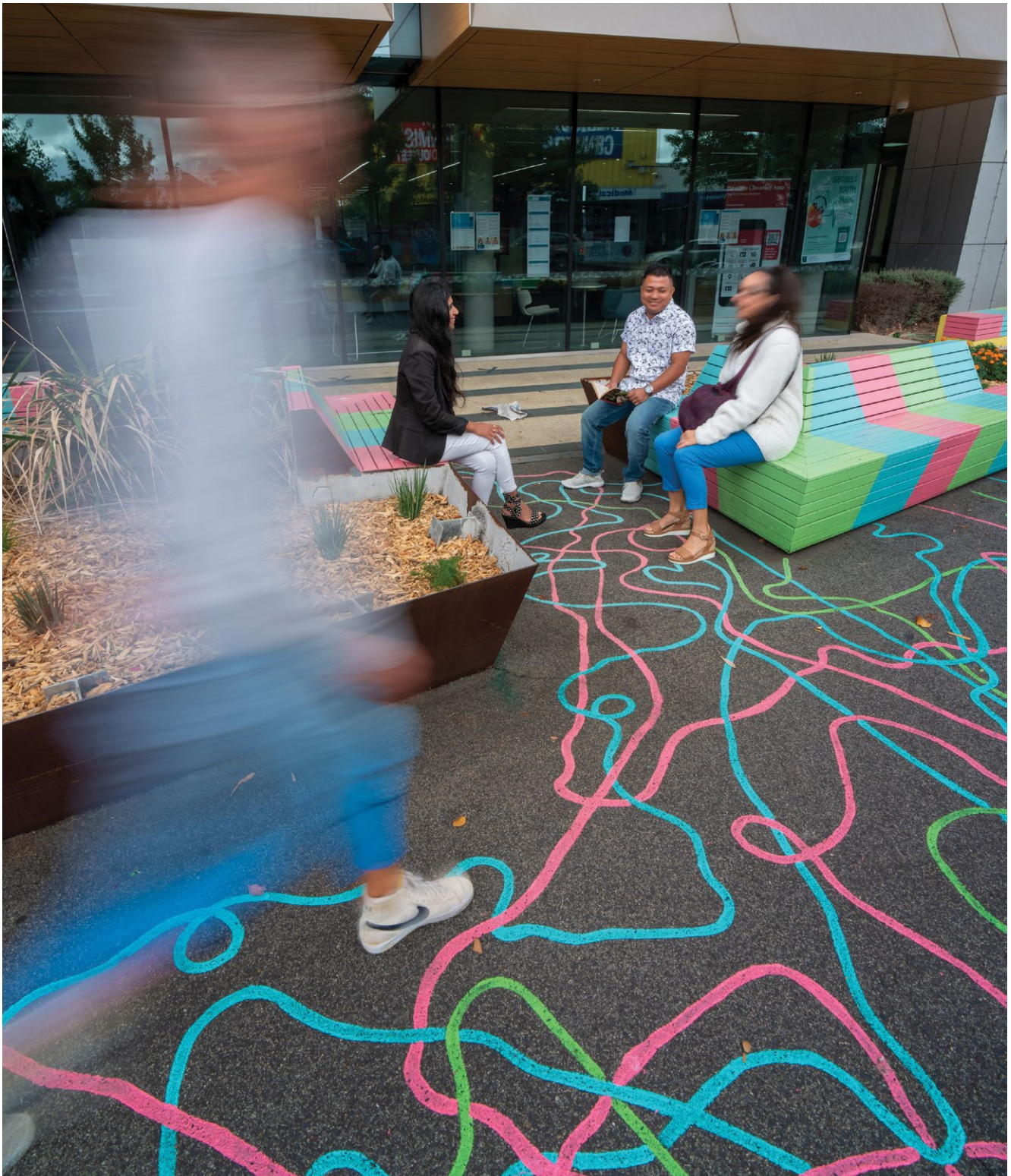
#### Terms as Councillor

2016–2020, current term 2020–2024

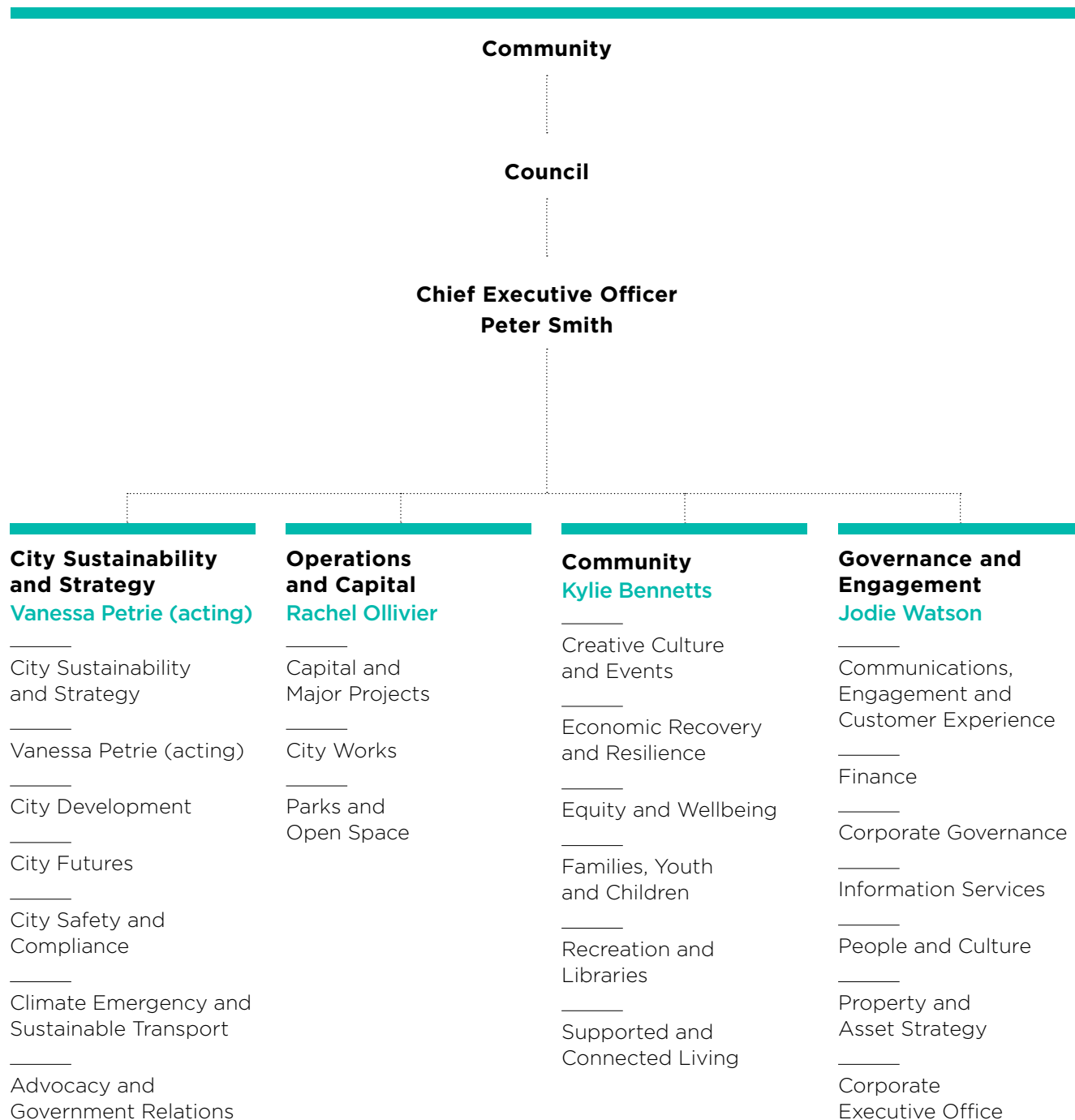
#### Terms as Mayor

2018–2019, 2019–2020

# 4. OUR PEOPLE



## ORGANISATION STRUCTURE (as at 30 June 2023)



► [darebin.vic.gov.au/About-Council/Council-structure-and-performance/Organisation-structure](https://darebin.vic.gov.au/About-Council/Council-structure-and-performance/Organisation-structure)

## OUR EXECUTIVE MANAGEMENT TEAM

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

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

## Our values:

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

## CHIEF EXECUTIVE OFFICER



**Peter Smith**  
Chief Executive Officer

**Qualifications:** Master of Business Administration; Graduate Certificate in Human Resources Management; and Bachelor of Science.

Prior to joining Darebin on 10 October 2022, Peter Smith was the CEO at Port Phillip Council from 2017 until 2022. Peter was also the CEO at Adelaide City Council from 2008 until 2015, led Housing SA and Disability SA for the South Australian State Government from 2005–2008, and prior to this held senior executive roles with the Commonwealth Government and NSW State Government. Peter has a long history of career achievements in leading community service organisations and remains passionate about working with local communities to address disadvantage and achieve greater equity and inclusion. Peter has significant experience as both a chair and director on government and not-for-profit boards and is a member of the Australian Institute of Company Directors. In a voluntary capacity, he chairs the PlacemakingX Advisory Board, a not-for-profit organisation engaged in building a global placemaking network and advocacy for better public places for people and local communities.

## GENERAL MANAGERS



**Jodie Watson**  
General Manager Governance and Engagement

**Qualifications:** Master of Business Administration (Corporate Governance); Graduate, Australian Institute of Company Directors; Graduate Diploma of Management; Graduate Certificate of Corporate Management; Bachelor of Applied Science.

Jodie Watson joined Darebin Council as General Manager Governance and Engagement in October 2020. Jodie has previously held various positions in local government, not-for-profit and private sectors in Australia and the UK, managing both internal and external facing services. The Governance and Engagement Division includes the following departments: Communications, Engagement and Customer Experience; Finance; Information Services; People and Culture; Corporate Governance; Property and Asset Strategy and the Corporate Executive Office.

Internationally, and was also a Lecturer on Environmental Regulation and Policy at RMIT University. The Operations and Capital Division includes the following departments: Capital and Major Projects; City Works; and Parks and Open Space.

## GENERAL MANAGERS



**Rachel Ollivier**  
General Manager  
Operations and Capital

**Qualifications:** *Master of Finance (Economic Policy); Graduate Diploma of Public Relations; Bachelor of Applied Science (Environmental); Graduate, Australian Institute of Company Directors; and Executive Leadership Program (LGPro).*

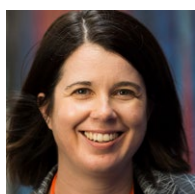
Rachel Ollivier joined Darebin Council as General Manager City Sustainability and Strategy in March 2018. Rachel stepped into the General Manager Operations and Capital position from 19 June 2023. Rachel has previously held various positions in the private and government sectors, nationally and internationally, and was also a Lecturer on Environmental Regulation and Policy at RMIT University. The Operations and Capital Division includes the following departments: Capital and Major Projects; City Works; and Parks and Open Space.



**Sam Hewett**  
General Manager  
Operations and Capital

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

Sam Hewett was the General Manager Operations and Capital from September 2019 until 16 June 2023.



**Vanessa Petrie**  
General Manager City  
Sustainability and Strategy

**Qualifications:** *Master of Environment (Policy, Governance and Communications); Bachelor of Environmental Engineering (Honours); and Women's Environmental Leadership Australia Fellowship.*

Vanessa Petrie joined Darebin Council in June 2020 as the Manager Environment and Sustainable Transport. Vanessa was Acting General Manager City Sustainability and Strategy from July to October 2022 and again appointed to the acting role in June 2023. Vanessa has previously held various leadership positions in the not-for-profit and government sectors. The City Sustainability and Strategy Division includes the following departments: City Development; City Futures; City Safety and Compliance; Climate Emergency and Sustainable Transport; and Advocacy and Government Relations.



**Kylie Bennetts**  
General Manager  
Community

**Qualifications:** *Executive Master of Public Administration; and Bachelor of Health Sciences.*

Kylie Bennetts joined Darebin Council in December 2022 in the role of General Manager Community. Before this, Kylie held senior roles in local and state government covering a range of functional areas including community service provision, economic development, placemaking, creative culture, public policy and corporate services. The Community Division includes the following departments: Supported and Connected Living; Families, Youth and Children; Recreation and Libraries; Equity and Wellbeing; Creative Culture and Events; and Economic Recovery and Resilience.

## STAFFING PROFILE

At 30 June 2023, Council employed 1,270 people across the organisation. This figure comprised permanent full-time, part-time, temporary, and casual employees. There were 802.73 full-time equivalent (FTE) employees.

Employment Type	CEO's Office	City Sustainability & Strategy	Community	Governance & Engagement	Operations & Capital	Total Headcount
Permanent FT	6	104	134	93	201	538
Permanent PT	0	98	237	22	6	363
Temporary	0	33	58	14	4	109
Casual	0	9	242	8	1	260
<b>Total headcount</b>	<b>6</b>	<b>244</b>	<b>671</b>	<b>137</b>	<b>212</b>	<b>1270</b>

## Workforce by classification and gender at 30 June 2023

Structure	Gender	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	Nurses	SO/ SEO*/ other	Total FTE
Classification	F	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	
Permanent FT	M	0.00	0.00	6.00	20.00	59.00	59.00	46.00	19.00	3.00	19.00	231.00
Permanent FT	X	0.00	1.00	66.00	46.00	44.00	54.00	52.00	25.00	0.00	18.00	306.00
Permanent FT	F	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00
Permanent PT	M	11.78	0.00	51.78	15.69	19.58	16.11	9.30	0.60	14.86	1.60	141.30
Permanent PT	X	10.90	1.44	13.08	2.97	4.38	2.20	0.00	0.00	0.00	0.00	34.97
Permanent PT	F	0.00	0.00	1.03	0.00	1.09	0.00	0.00	0.00	0.00	0.00	2.12
Temporary	M	0.00	0.00	4.52	7.53	15.95	15.76	9.09	7.10	1.40	0.00	61.35
Temporary	X	0.00	0.00	1.71	3.33	1.64	10.80	3.90	1.00	0.00	1.60	23.98
Temporary		0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	1.00
<b>Total FTE</b>		<b>22.68</b>	<b>2.44</b>	<b>144.11</b>	<b>96.52</b>	<b>145.65</b>	<b>158.87</b>	<b>120.30</b>	<b>52.70</b>	<b>19.26</b>	<b>40.20</b>	<b>802.73</b>

\*SO = Senior Officer; SEO = Senior Executive Officer



### Number of FTE employees by organisational structure, employment type and gender at 30 June 2023

Employment Status Reportable	Gender	CEO's Office	City Sustainability & Strategy	Community	Governance & Engagement	Operations & Capital	Total FTE
Classification		FTE	FTE	FTE	FTE	FTE	
Permanent FT	F	4.00	46.00	91.00	54.00	36.00	231.00
Permanent FT	M	2.00	58.00	43.00	39.00	164.00	306.00
Permanent FT	X	0.00	0.00	0.00	0.00	1.00	1.00
Permanent PT	F	0.00	15.30	106.68	15.34	3.99	141.30
Permanent PT	M	0.00	10.71	23.02	0.63	0.60	34.97
Permanent PT	X	0.00	0.00	2.12	0.00	0.00	2.12
Temporary	F	0.00	20.28	34.51	6.56	0.00	61.35
Temporary	M	0.00	5.83	8.72	6.60	2.83	23.98
Temporary	X	0.00	0.00	1.00	0.00	0.00	1.00
<b>Total FTE</b>		<b>6.00</b>	<b>156.12</b>	<b>310.05</b>	<b>122.13</b>	<b>208.43</b>	<b>802.7</b>

### Number of FTE employees by classification at 30 June 2023

Classification	Female	Male	Non-binary/ gender diverse	Total Headcount
Band 1	57	45	1	103
Band 2	14	10	0	24
Band 3	235	154	5	394
Band 4	69	70	1	140
Band 5	110	53	2	165
Band 6	104	69	1	174
Band 7	70	56	0	126
Band 8	28	27	0	55
Nurses	47	1	0	48
SO/SEO/Other	21	20	0	41
<b>Total Headcount</b>	<b>755</b>	<b>505</b>	<b>10</b>	<b>1270</b>

## WORKPLACE DIVERSITY PROFILE

### WORKPLACE DIVERSITY PROFILE

#### Aboriginal or Torres Strait Islander background

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

Year	2016	2017	2018	2019	2020	2021	2022	2023
Percentage	0.9%	0.8%	0.7%	0.5%	0.6%	1.4%	0.98%	1.78%

#### Non-English-speaking background

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

Year	2016	2017	2018	2019	2020	2021	2022	2023
Percentage	14.5%	14.6%	17.5%	15.7%	15.2%	21.0%	9.48%	16.20%

#### Employees' country of birth

Country of birth	%	Country of birth	%
Australia	56.6%	Lebanon	0.6%
India	2.0%	Macedonia	0.6%
New Zealand	1.2%	Britain	0.6%
Italy	1.0%	Greece	0.6%
Sri Lanka	0.9%	Mauritius	0.6%
Vietnam	0.9%	Philippines	0.6%

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

\*\*Data source: Darebin City Council payroll system 2023.

## — INCLUSIVE EMPLOYMENT

We are proud to ensure our employees work in a supportive and understanding environment; a Workforce Diversity and Inclusion Strategy was established in 2021. Our focus on inclusive employment has been supported with the introduction of the Workforce Planning, Diversity and Inclusion Lead Officer and the Aboriginal Employment Officer in our People and Culture Department.

We facilitate flexible working arrangements and reasonable adjustments to support employees to fulfil their professional, personal and caring responsibilities.

### **Key actions this year that support diversity and inclusion for our people include:**

- appointment of the Workforce Planning, Diversity and Inclusion Lead
- reviewing and strengthening our cultural awareness training
- undertaking a review of our Flexible Work Policy to strengthen gender equality and diversity and inclusion.
- reviewing and strengthening our Child Safeguarding Policy
- reviewing and strengthening our Pre-employment Screening Policy to strengthen gender equality and diversity and inclusion.
- working toward Rainbow Tick accreditation
- representation and participation by staff at the Midsumma Pride March
- IDAHOBIT event for community and staff
- review of the corporate calendar of significant days and events that support the celebration of diversity and inclusion for our people.
- implementing actions from the Gender Equality Action Plan.
- implementing actions from the Workforce Diversity and Inclusion Strategy.
- applying an Equity Impact Assessment across all internal facing policies.
- reviewing and further developing our recruitment practices.

## — ABORIGINAL AND TORRES STRAIT ISLANDER PROGRAMS

The Wurundjeri Woi wurrung people and Aboriginal and Torres Strait Islander communities in our municipality have made a significant contribution to the community and bring a wealth of knowledge in relation to connecting with culture, people and country. We acknowledge the contribution and wisdom of our Aboriginal and Torres Strait Islander employees.

### **Key actions this year that support our Aboriginal and Torres Strait Islander staff include:**

- appointment of the Aboriginal Employment Officer
- implementation of the Aboriginal and Torres Strait Islander Cultural Leave Policy
- reviewing and strengthening our Aboriginal cultural awareness training program
- dedicated First Nations cultural awareness training for councillors and the Executive Leadership team in September 2022
- a briefing by representatives of the First Peoples Assembly on Treaty with councillors, leadership, the Chair of the Darebin Aboriginal Advisory Committee and staff in September 2022
- inclusion of a dedicated section in the enterprise agreement to embed Council's commitment to Aboriginal and Torres Strait Islander employees.

### WORKPLACE REPORT

#### INDUSTRIAL RELATIONS

During 2022/2023 Council started negotiating a new enterprise agreement, with the existing enterprise agreement expiring on 30 June 2022. At the time of reporting, enterprise agreement negotiations were continuing and a new agreement had not yet been established and endorsed by the Fair Work Commission. Although the new agreement had not been established, all affected staff received a 2% pay increase in July 2022 (the same as the prior year and provided for in the adopted budget) to minimise any disadvantage as a result of delayed commencement of negotiations.

Throughout the year, Council worked collaboratively and cooperatively with the Consultative Committee in the review and development of human resource policies, procedures and practices and in organisational decision-making.

#### DAREBIN WORKFORCE PLAN

The Darebin Workforce Plan was developed during 2021. It is a four-year strategic plan that brings together the actions of the Community Vision, Council Plan, Financial Plan and Asset Plan to ensure that we are properly resourced to deliver on our vision and goals. The Workforce Plan has been informed by extensive engagement and means that we can build towards a Council that truly represents the voices of our community and sets us on the pathway of the Darebin we want to be by 2041.

#### GENDER EQUALITY ACTION PLAN

Council's Gender Equality Action Plan aims to support our people to recognise and progressively remove systemic barriers and work inclusively together right across our organisation and all levels and areas. This is valuable work that will take persistence and commitment over time. While we've made important progress, there is more work to do. Our plan charts the course for how Darebin will keep making strides to get this work done.

#### CODE OF CONDUCT

The Darebin Code of Conduct provides the guidelines and principles, underpinned by our values, that set the standards of behaviour we expect from all employees. Awareness of and agreeing to the code is a mandatory part of the induction process for all new employees (permanent, temporary and casual), volunteers, contractors and agency staff, and graduate, intern and work experience placements.

Together, our Code of Conduct (2021), Workforce Plan (2021) and OHS Policy (2022) have created standards and areas of focus for the Darebin workforce. These documents specifically reference the Gender Equality Action Plan and our commitments to gender equality and diversity, giving strength to embedding these principles throughout all aspects of the employee lifecycle.

## HEALTH, SAFETY AND WELLBEING

Darebin City Council recognises its moral and legal responsibilities to provide and maintain a safe and healthy work environment for employees, councillors, contractors, suppliers, and visitors. We consider health and safety to be holistic, encompassing physical and mental wellbeing.

In 2022/2023, Council implemented its Safety Wellbeing Action Plan, which works to consolidate audit findings and make safety the core of our work rather than a matter of compliance.

### To support the OHS compliance framework, the Council has:

- implemented a 12-month Wellbeing Program to promote staff wellbeing and reduce risk of physical and psychological-related injuries
- implemented a Workplace Inspection Program across Council
- worked on the implementation of actions prescribed in the Safety and Wellbeing Action Plan.
- conduct emergency exercises across Council-defined worksites
- developed a psychological safety framework
- provided training and raised awareness of reporting lead and lag indicators
- reviewed OHS procedures and policies to ensure they comply with laws and regulations
- established a Councillor OHS Policy, which has been adopted by Council
- delivered health and safety training to councillors in conjunction with Justitia Lawyers.

## CHILD SAFETY

During 2022/2023, Council reviewed its Child Safeguarding Policy and continued to ensure that child safe matters were reported and investigated in line with legislative requirements.

### In accordance with Council policy, legislative obligations and our commitment for Darebin Council to be a Child Safe Organisation, we have:

- ensured mandatory training of all Council staff on being a Child Safe Organisation
- updated the employee-accessible intranet webpage with children and young people resources
- reviewed and identified high-risk areas to fill training gaps for staff working with children and young people.

WORKPLACE REPORT

INCIDENT AND INJURY REPORTING

During 2022/2023, Council observed 40.2% increase in reporting of incidents and injuries compared with previous financial year. The 40.2% increase incorporated a significant increase of 130% in lead OHS indicators (hazard reports and near-misses) while OHS lag indicators increased by 9.6% compared with the previous financial year.

Council observed a 40.9% decrease in total number of injuries sustained at work. This included a decrease of 40% in lost time injuries and a 40.91% decrease in medical treatment injuries. The increase in reporting of OHS lead indicators shows that Council employees are adopting a proactive approach to managing OHS risk in the workplace, while a reduction in injuries sustained indicates the effectiveness of corrective actions implemented.

Council reviewed and implemented a revised injury management process to assist and manage injured employees. In addition, a Wellbeing Program has been implemented as a proactive approach to maintaining the wellbeing of staff physically and psychologically while reducing risk of injury in the workplace.

The incident reporting system is continually reviewed for improvements and to provide accurate and targeted safety performance reports.

WORKCOVER PREMIUM

Council’s WorkCover premium for 2022/2023 was \$1,952,586.81. This represents an increase of 44.4% on the previous year’s premium.

Council registered an 11.04% increase in remuneration and an 112.5% increase in claim costs. From 1 July 2023, Council’s WorkCover premium for 2023/2024 will increase by 32.52% due to changes in the Victorian Workcover scheme. The main contributor to the increased Council premium is a big increase – 35.6% – in the industry weighting from 1.272 to 1.8.

**The Victorian Workcover Scheme is currently undergoing significant change due to increasing deficits within the scheme which have caused significant pressure to increase the financial sustainability of the scheme. The intend of the implemented changes is to modernize the system through three key reforms:**

- The average premium rate will move to 1.8% of remuneration so that WorkCover can meet the cost of claims.
- Establishing Return to Work Victoria will provide more workers with the supports they need to return to employment.
- There has been an adjustment of eligibility for mental injury claims. A whole person impairment threshold has been introduced for claims that receive weekly benefits for more than two-and-half years alongside the capacity test.

WorkCover premium



## **VOLUNTEERING IN DAREBIN**

We are fortunate to have many wonderful volunteers who generously share their time, knowledge and experience to help make the community stronger. The benefits of volunteering for individuals and communities have been well documented – from creating cohesion and a sense of community to positive effects on physical and mental health, social connection and development of skills and experience. We recognise our partners across the city who engage volunteers and enable an active, inclusive and positive volunteering culture.

The 2021 Census identified that 12.6% (15,855) of the people that live in our community dedicate time to volunteering. This is 0.5% higher than the Melbourne average.

To support volunteering in Darebin, Council established the Volunteer Management Action Plan 2022–26. This framework guides Council to support, manage and promote meaningful and inclusive volunteer engagement, in accordance with volunteering best practice and for all volunteers who volunteer directly at Council. This framework positions Council to ensure a safe, fair and consistent volunteer experience for our diverse community. It guides volunteer leaders, helps strengthen community connection and skill development, improves our ability to respond to emerging volunteer trends and explores new ways to engage volunteers.

The framework is supported by the Volunteer Policy, which ensures appropriate arrangements and support for those who volunteer with Council. The Volunteer Policy was reviewed in June 2023.

This year 21 of the 48 actions were completed, representing all year one actions. There were a further 20 actions in progress and seven actions to commence.

### **Council has registered volunteer programs supporting the following services or activities:**

- Bundoora Park Farm
- Darebin Toy Library
- English Pronunciation Program
- FUSE Darebin Events Program
- Gardens for Wildlife
- East Preston Community Centre
- Community Grants

### **Thanks to volunteers**

Darebin Council would like to thank all the volunteers whose generosity and commitment help make Darebin a healthy and connected community and a great place to live. We value, recognise and support their contributions in the sharing of knowledge, skills, wisdom, time and energy.

# 5. OUR COUNCIL PLAN PERFORMANCE

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## (REPORT OF OPERATIONS)





## OVERVIEW

**The Report of Operations outlines our 2022/2023 performance against the major initiatives in Council's 2022/2023 Budget. It also reports on the Darebin Council Plan 2022/2023 strategic directions and its 10 Big Actions. Big Actions also form the majority of the major initiatives of the Budget 2022/2023.**

### INTEGRATION WITH COUNCIL PLAN AND COUNCIL BUDGET

Our Integrated Strategic Planning Framework was reviewed and updated in accordance with the *Local Government Act 2020* in 2022/2023.

The Council Plan is a strategic document that describes the vision, strategic directions, strategic objectives, strategies and strategic indicators that guide our work for a four-year period. Each year an annual action plan is established to deliver the Council Plan – the Council Plan Action Plan. In response to increased economic pressures, the Council Plan 2021–25, Financial Plan 2021–31 and Revenue and Rating Plan 2021–25 were revised in June 2023.

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

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

The Annual Report 2022/2023 shows our progress in realising the vision of the Council Plan 2021–2025. Detailed performance reports on the organisation's progress against the annual Council Plan Action Plan are also posted quarterly on our website at

► [darebin.vic.gov.au/CouncilPlan](https://darebin.vic.gov.au/CouncilPlan).



## DAREBIN COUNCIL PLAN 2021-2025

**The vision for the Council Plan 2021-2025 is: “Darebin is an equitable, vibrant and connected community. Darebin supports and respects First Nations People, values country, our diverse communities and places. Darebin commits to mitigating the climate emergency, creating prosperity for current and future generations.”**

The 2022/2023 Annual Report is the second reporting year of the Council Plan 2021-2025.

The Council Plan has four strategic directions, each with attendant strategic objectives, actions and indicators. For the first time, our Municipal Public Health and Wellbeing Plan is embedded in our Council Plan.

The strategic directions and objectives were developed after extensive consultation with our community and other stakeholders and reflected the shared priorities of our diverse community.

- Strategic Direction 1:**  
Vibrant, Respectful and Connected  
**(pg 51)**
- Strategic Direction 2:**  
Prosperous, Liveable and Flourishing  
**(pg 60)**
- Strategic Direction 3:**  
Climate, Green and Sustainable  
**(pg 75)**
- Strategic Direction 4:**  
Responsible, Transparent and Responsive  
**(pg 83)**

For each strategic direction, we have reported on:

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

Big Actions in the Council Plan are bundles of actions that cut across the strategic directions. Progress in implementing the Big Actions is summarised in the following pages.

We have reported on our progress for 2022/2023 against each of the actions in the Council Plan Action Plan Progress Report 2022/2023, which can be found on our website at

- ▶ [darebin.vic.gov.au/CouncilPlan](https://darebin.vic.gov.au/CouncilPlan).

### BIG ACTION HIGHLIGHTS

**There were 38 year two actions that contributed to the achievement of the 10 Big Actions in the Council Plan as at 30 June 2023. Of these, 23 (61%) were completed, 11 (9%) were not completed, three (8%) were deferred and one (3%) was discontinued. This is a significant achievement given the challenges the organisation has faced over the past 12 months.**

#### 1. BUILD INFRASTRUCTURE FOR THE FUTURE

Council continued construction of Northcote Aquatic and Recreation Centre with 92% of the project now complete. The facility is on track to open to the community in late 2023. It has been awarded a 6 Star – Green Star – design rating by the Green Building Council of Australia, which represents ‘World Leadership’ in environmentally sustainable building practices.

Following tender processes, Council appointed Clublinks as the new operations and management contractor for Northcote Public Golf Course and Northcote Aquatic and Recreation Centre.

The Dole Stormwater Harvest Wetland Project was constructed to help achieve the climate resilience goals set out in Council’s Action Plan and Watershed Strategy 2015-2025. The wetland system will reduce Council’s annual potable water use by 15% and reduce annual nitrogen levels by 650 kilograms. Funding of \$1.8 million was received from Melbourne Water to help finance the \$3.8 million project.

The Darebin Intercultural Centre has moved to a purpose-built space co-designed in partnership with the Wurundjeri Woi-wurrung Traditional Owners and members of our diverse community. The new centre occupies a ground-level renovated section of Council’s High Street building in Preston. It was multi-year project with a budget of \$2.5 million.

#### 2. PLAN INFRASTRUCTURE FOR DECADES TO COME

In February 2023, the Reservoir East Family Centre opened, delivering increased access to kindergarten, maternal and child health and other early years services for families in the area.

#### 3. CONTINUE TO LEAD WITH OUR RESPONSE TO THE CLIMATE EMERGENCY

Food Organics and Garden Organics (FOGO) collection service expanded to all kerbside collection recipients during 2022/2023, resulting in the diversion of 2,000 tonnes of FOGO from landfill.

The Northcote Aquatic and Recreation Centre was awarded a 6 Star – Green Star – design rating by the Green Building Council of Australia which represents ‘world leadership’ in environmentally sustainable building practices.

#### 4. DEEPEN OUR COMMITMENT TO TRUTH AND JUSTICE FOR FIRST NATIONS COMMUNITIES

Darebin Schools’ NAIDOC Yarning Conference was held at Bundoora Park Farm with the theme ‘Get UP! Stand UP! Show UP!’ embedding truth-telling in student learning. Nearly 450 students from 21 schools in Darebin participated.

In May 2023, Council received formal approval from Geographic Names Victoria to name Wat Ganbo Park. This concluded the process to rename Darebin’s newest park, formerly known as the Ruthven Primary School site. Wat Ganbo Park – ‘what gan-bow’ meaning ‘we are one’ in Woi-wurrung language – was selected via community consultation and endorsed at the Council Meeting on Monday 26 September 2022. Embracing a Woi-wurrung name is part of Council’s commitment to First Nations people and continuing the path towards healing and reconciliation.

## 5. SUPPORT VULNERABLE MEMBERS OF THE COMMUNITY

Running for two weeks, the DISCOVER Darebin Libraries showcase was filled with events, exhibitions and information sessions so our community could explore all the wonderful and exciting things libraries have to offer. The focus was on connecting with community members who had never used libraries, sharing the breadth of opportunities libraries offer and re-engaging community members, particularly those at risk of exclusion, as part of the fine amnesty. More than 6,000 new members joined the library as a result.

## 6. CHAMPION LOCAL BUSINESS AND CREATIVE INDUSTRIES

Darebin has partnered with creative entrepreneurs Johanna Greenway and Woody Macdonald to successfully secure \$600,000 funding from Creative Victoria to support the development and delivery of a music industry-focused festival throughout Darebin along the 86 tram line. The Eighty Six Festival will be delivered in October 2023.

The Reservoir Mural Program commissioned five local artists/collectives to deliver murals in the Broadway and Edwardes Street Shopping Centre and its surrounding public spaces. The murals explore Reservoir's diverse and multicultural community, its natural landscapes, its local flora and fauna and what makes Reservoir so "uniquely Rezza".

## 7. BUILD A MORE INCLUSIVE COMMUNITY FOR ALL

Council has made progress on its goal of being more LGBTIQ+ inclusive by undertaking the Rainbow Tick self-assessment process for several services and is now considering areas where work is required ahead of undertaking the formal accreditation process.

The Reservoir Revitalisation Program suite of projects was delivered in partnership with the State Government to improve the look and feel of Reservoir, while also improving connections within the local community and strengthening people's sense of pride in the suburb.

Council adopted a Place and Road Naming Policy during 2022/2023 to better reflect Darebin's Aboriginal cultural heritage, migrant and cultural diversities, and gender diversity. Place and road names are an important part of Darebin's cultural, historical and geographic environment. Through naming opportunities, Council seeks to recognise the cultural diversity and heritage of the Darebin community by providing priority naming to reflect Aboriginal cultural heritage, migrant and cultural diversities, and gender diversity.

The new Darebin Intercultural Centre was officially opened on Sunday 19 March 2023. The official opening was followed by an open day that showcased the centre's future uses and included dancing, singing and music, as well as a children's workshop, art installations and information stalls.

Darebin's Multicultural Communications and Engagement Toolkit was developed to support Council staff in being more effective and purposeful in our work with diverse multicultural, multilingual communities.

### BIG ACTION HIGHLIGHTS

#### 8. IMPROVE THE QUALITY OF DEVELOPMENT

Council continued its advocacy to protect the Preston Market through a strong public campaign and submission to the Standing Advisory Committee, which recognised the market's heritage significance. The Minister for Planning has publicly stated that: "New planning controls, including a heritage overlay, will now be introduced to protect Preston Market's heritage and put beyond any doubt the importance of the market to the community."

Preston Market Advocacy Campaign was developed to demonstrate to the State Government that there is a better way to allow development while protecting the market and showing the high level of community support. The campaign focused on outdoor media, social media, digital and printed communications, a community picnic and presentation of a petition on the steps of Parliament. This resulted in the Planning Minister announcing the heritage overlay in April 2023.

Council are leading the planning for the future of Preston Central so that policies are up to date and respond to the needs of the current and future community. The refreshed Preston Central Structure Plan will guide the future growth and development of Preston Central over the next 15 to 20 years.

Council joined 23 Victorian councils to push for more sustainable design within planning requirements by lodging a new planning scheme amendment with the State Government. The amendment sought to introduce planning policy that prioritises sustainability requirements for new buildings and encourages a move towards net zero carbon development.

Council proposing to introduce a Heritage Overlay in an area known as Thornbury Park Estate, as it was identified as being of local heritage significance and worthy of being protected. At its meeting on 28 November 2022, Council adopted Amendment C191 with changes and submitted the amendment to the Minister for Planning for decision.

Investing in community infrastructure remains an important priority for Darebin. During 2022/2023, Council successfully implemented a Development Contributions Scheme and began collecting financial contributions that will help fund 70 community infrastructure projects with an estimated value of \$115 million.

T.W. Blake Park is located along Gower Street, Preston, and is a popular dog off-lead destination and community sports field. In November 2022, community members were invited to share their ideas about how T.W. Blake Park could be improved. Council sought to understand what community priorities were for the site. In 2023, several upgrades were done to improve the park and to meet the diverse needs of the community. Improvements works are now complete and include:

- the installation of outdoor fitness equipment
- the installation of new park furniture such as seats, bins and drinking fountains
- provision of a barbecue and picnic tables
- landscaping and planting works.

**9. PROTECT OUR NATURAL ENVIRONMENT AND BIODIVERSITY**

Council makes an ongoing contribution to improving water quality at Edwardes Lake through strategic restoration projects, including planting riparian areas around the lake and the low-flow bypass wetland. A project to install a fence for protection of turtle nesting habitat was also completed as part of this project.

The Rewilding Darebin Program continues to enhance plant biodiversity throughout parks and open space areas. The Program contributes to improving the quality and quantity of habitat for indigenous animals and insects and creating valuable food sources and pollinator corridors. It contributes to addressing the climate emergency by helping to cool the urban environment and enhancing open space with a natural lens.

- More than 50,000 indigenous plants (tubestock) were planted covering 90 species. A similar amount of locally collected seed was dispersed, mainly through bushland areas.
- Three hectares of previously weedy grass areas have been converted to revegetation beds with further infill of previously rewilded areas also being completed.
- In collaboration with the Revitalisation Reservoir project, a stretch of 1.2km along the eastern side of the Cheddar Road median strip has been vegetated with 10,000 plants.

**10. EXPAND OUR DELIVERY OF QUALITY UNIVERSAL SERVICES**

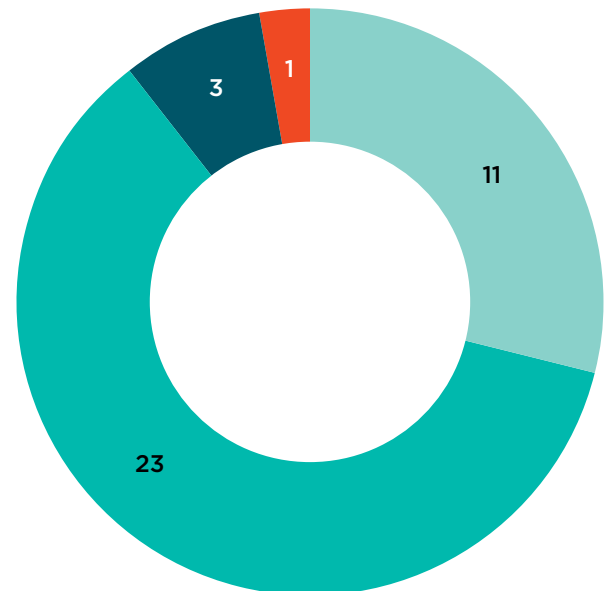
Darebin remains committed to providing a wide variety of accessible services and programs for our community.

In 2022/2023, the Darebin Get Active Program provided increased programming in East Preston and Reservoir. Total overall participation was 2,536 free sessions by 686 Darebin residents.

In Narrandjeri Stadium's first full year of operations, overall female participation accounted for 60% of the total usage.

Council implemented the Darebin-wide Customer Commitments as part of the Customer Experience Strategy, which aims to improve the experiences of community members when interacting with Council.

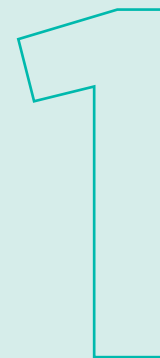
**Status of actions contributing to the 10 Big Actions**



- Not completed
- Completed
- Deferred
- Discontinued

## STRATEGIC DIRECTION 1

## VIBRANT, RESPECTFUL AND CONNECTED



Strategic Direction 1 is focused on the community and its people. The priority and four-year objectives are centred on improving the lives of community members by celebrating diversity, supporting empowerment, connecting to and preserving local history, and providing vibrant and dynamic spaces, amenities and events for all. This strategic direction has eight strategic objectives that span four years, and 66 year-two actions to deliver throughout 2022/2023.

Progress comments on all 66 actions relating to this goal can be found at

► [darebin.vic.gov.au/CouncilPlan](https://darebin.vic.gov.au/CouncilPlan).

## BUDGET ALLOCATED TO STRATEGIC DIRECTION 1

Net cost	2022/2023 \$'000
Budget	21,429
Actual	18,927
<b>Variance</b>	<b>2,502</b>

## SERVICES FOR STRATEGIC DIRECTION 1

While all departments contribute to the achievement of each of our strategic directions, these services specifically relate to Strategic Direction 1.

*Note: The service areas in the table align with the 2022/2023 Budget and are consistent with the Council Plan 2022/2023.*

Service area	Description of services provided	Net cost of providing this service in 2022-2023	
		Budget	Actual Variance \$'000
<b>VIBRANT, RESPECTFUL AND CONNECTED</b>			
<b>Community wellbeing and social policy</b>	This service develops policy and implements projects that address disadvantage and make Darebin a healthier, safer and more inclusive place for all residents.	4,574	<b>3,926</b> 647
<b>Creative culture and community facilities</b>	Provides a program of arts and cultural events and activities and develops policies and strategies to facilitate arts practice in the municipality. Management and operation of the Bundoora Homestead Art Centre and the Darebin Art and History Collection, and coordination of Darebin Arts Centre and Northcote Town Hall and community venues.	6,373	<b>6,459</b> (86)
<b>Supported and connected living</b>	Supports, informs and advocates for the needs of Darebin's diverse older residents, people living with disability and those who care for them to live independently and well. Programs and services include social connection, clubs, groups and venues, access to community, and home support services such as domestic assistance and assisted shopping.	5,691	<b>4,235</b> 1,455
<b>Learning and libraries</b>	Responsible for our physical library services at Fairfield, Northcote, Preston and Reservoir and e-book, audiobook and e-magazine collection loans via our virtual library at <a href="https://darebinlibraries.vic.gov.au">darebinlibraries.vic.gov.au</a> .	4,792	<b>4,306</b> 486



**OVERVIEW OF ACTIONS FOR STRATEGIC DIRECTION 1**

The accompanying chart illustrates that 80.3% (53) of the year-two actions connected to Strategic Direction 1 have been completed. Highlights for the final quarter include:

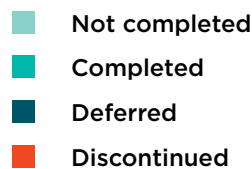
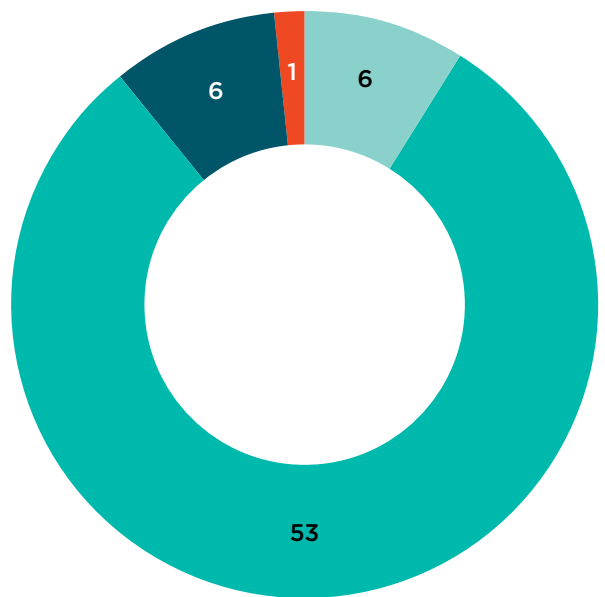
- ▶ Our sports clubs supported 12,062 participants across 2022/2023, which is 3% higher than last year. Addressing participant diversity: 158 are all abilities, 399 from Aboriginal and/or Torres Strait Islander backgrounds, and 2,714 are women and girls.
- ▶ The Memorandum of Understanding with Aboriginal Housing Victoria (AHV) was implemented through rate concessions for 87 AHV properties in Darebin and an action plan that focuses on increasing AHV renters' wellbeing, participation and inclusion in Council services and programs.

Strategic Direction 1 has six actions deferred to 2023/2024 while six actions were not able to be completed by 30 June 2023.

Strategic Direction 1 has 10 actions deferred to 2022–2023. All of these actions have been unable to start or progress this financial year due to the impact and disruptions of COVID-19.

Four actions were not able to be completed by 30 June 2022. Work on all four will continue and future related work has been included in the 2022–2023 Council Plan Action Plan.

Status of year-two actions for Strategic Direction 1



### STRATEGIC DIRECTION 1

#### VIBRANT, RESPECTFUL AND CONNECTED

##### HIGHLIGHTS AND ACHIEVEMENTS FOR STRATEGIC DIRECTION 1

- ▶ Forty-nine Equity Impact Assessments of Council policies, programs, facilities and services were undertaken to ensure planning and implementation included human rights considerations.
- ▶ A Memorandum of Understanding between Aboriginal Housing Victoria and Council was officially signed in November 2022. Rates concessions for the 84 properties in Darebin were confirmed under the 2022/2023 Revenue and Rating Plan.
- ▶ The DISCOVER Darebin Libraries showcase, conducted over two weeks, was filled with events, exhibitions and information sessions connecting our community with our libraries, learning about the breadth of opportunities libraries offer and reengaging those at risk of exclusion as part of the fine amnesty.
- ▶ The new Darebin Intercultural Centre was officially opened on Sunday 19 March 2023. The official opening was followed by an open day showcasing the centre's future uses and included dancing, singing and music, as well as a children's workshop, art installations and information stalls.
- ▶ Darebin's Multicultural Communications and Engagement Toolkit was developed to support us to be more effective and purposeful in our work with diverse multicultural, multilingual communities.
- ▶ The Darebin Schools' NAIDOC Yarning Conference was held in October, guided by the NAIDOC Week theme. This year's theme was Get Up! Stand Up! Show Up! More than 430 Grade 5 students participated in the conference, held at Darebin's Bundoora Park.
- ▶ Council received formal approval from Geographic Names Victoria to name Wat Ganbo Park. This concluded the process to rename Darebin's newest park, formerly known as the Ruthven Primary School site.
- ▶ Darebin's Best Start Aboriginal Reference Group collaborated on an Aboriginal-led video series titled 'Nugal Murrup Buladu – belong spirit grow' to support kindergarten participation for three and four-year-old children. The initiative has been nominated for an Early Years Award through the Department of Education.
- ▶ Council received a Department of Education grant to establish a Culturally and Linguistically Diverse (CALD) Outreach Early Years Program. The Program has assisted more than 90 families across Darebin and collaborated with other teams at Council to support the families involved in their programs.
- ▶ Council delivered a range of professional development topics to more than 50% of Early Years Services in Darebin across governance, safety, sustainability, respectful relationships and developing and maintaining a Reconciliation Action Plan.
- ▶ A pilot program was run through the Jobs for the Future initiative to provide employment capacity building and career development training to 18 First Nations women. The pilot was delivered by an Aboriginal owned and operated training provider.
- ▶ The 40th Green Room Awards, which recognise outstanding achievement in the performing arts, acknowledged Darebin Arts and the artists involved in 2022 productions with 16 nominations across five categories, resulting in five wins.
- ▶ A1 Darebin Art Salon, Darebin's largest community visual arts prize and exhibition, was delivered in March 2023. This exhibition featured more than 160 Darebin artists from diverse backgrounds including artists with disabilities and CALD and Aboriginal artists.

- ▶ 'The Ganbu Gulin: One Mob' film was broadcast nationally on NITV in January and remains available on SBS On Demand. The film profiles our work within the wider community, including our commitment to First Nations First Principles.
- ▶ Developed the Preston Market Advocacy Campaign to demonstrate to the State Government that there is a better way to allow development while protecting the market and to show the high level of community support for this community asset.
- ▶ Council continued to respectfully engage with Traditional Owners through the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and Aboriginal and Torres Strait Islander communities in Darebin through the Darebin Aboriginal Advisory Committee. Council continues to build relationships with local Aboriginal community-controlled organisations.
- ▶ Funding to the Darebin Neighbourhood House Network delivered a range of projects including assistance for residents to gain employment skills, increase social connections, improve digital literacy and participate in community life.

### STRATEGIC DIRECTION 1

#### VIBRANT, RESPECTFUL AND CONNECTED

##### CHALLENGES FOR STRATEGIC DIRECTION 1

- ▶ Adapting and responding to incoming federal aged care reforms - Support at Home.
- ▶ Addressing the condition of ageing buildings and facilities to meet contemporary needs with the limited funds Council has available and increasing construction costs.
- ▶ Demand for the visual arts exhibition program in 2024/2025 is high. There are 64 applications to participate, but the capacity to only award six spaces.



## PERFORMANCE INDICATORS AND RESULTS FOR STRATEGIC DIRECTION 1

Ref.	Strategic indicator	Accountability (DCC or CoD)	Result 2021-22	Result 2022-23	Status	Comments
1.1.1	Number of people or groups from multicultural and diverse groups and Aboriginal and Torres Strait Islander peoples, who access Council services and sporting assets	City of Darebin	-	-	Data not collected	This indicator has been discontinued in the revised Council Plan due to the considerable difficulty of developing adequate data.
1.2.1	Percentage of people from the community satisfaction survey that believe Darebin values inclusiveness	Darebin City Council	93%	85%	Off track	Satisfaction on this indicator has declined from 93% in 2022 to 85% in 2023 - from a score considered to be 'excellent' to 'very good', as defined in the Darebin community survey report.
1.2.2	Percentage of people from community satisfaction survey from diverse backgrounds that believe Darebin values inclusiveness	Darebin City Council	7.9	7.2	Off track	This measure has seen a .7 point decline in the index score (out of 10) from the previous year - from a score considered to be 'excellent' to a score considered to be 'good'. Dissatisfied respondents in the survey (including non-diverse respondents) gave a wide range of reasons for their dissatisfaction.
1.3.1	Rainbow Tick Accreditation is achieved by 2023	Darebin City Council	0	0	Off Track	The Rainbow Tick accreditation project has commenced with pilot service sites identified. Work continues on evidence gathering of policies and procedures, initiatives and programs to contribute to the Standards towards accreditation in 2024. Note: '0' = 'Not achieved' (yet).

## STRATEGIC DIRECTION 1

## VIBRANT, RESPECTFUL AND CONNECTED

## PERFORMANCE INDICATORS AND RESULTS FOR STRATEGIC DIRECTION 1

Ref.	Strategic indicator(s)	Accountability (DCC or CoD)	Result 2021-22	Status	Comments	
1.3.2	Percentage increase in user satisfaction with Council's website	Darebin City Council	-	6.7	Baseline data collected	Satisfaction with the website was 6.7 out of 10, or a "good" level of satisfaction. The most common reasons why respondents were not satisfied was the perception that it was difficult to use or navigate. Female respondents were somewhat more satisfied than males, and respondents from multilingual households were somewhat more satisfied than respondents from English speaking households.
1.4.1	Broader diversity participation (including culturally and linguistically diverse) in Council services and venues (> over 4 years)	Darebin City Council	-	-	Data currently not available	This indicator has been discontinued in the revised Council Plan due to the considerable difficulty of developing adequate data.
1.4.2	Darebin volunteering rate over four years (> to 20%)	City of Darebin	13	-	Data not collected	No new census data is available this year. The next census will be in 2026. Council is continuing to increase Council-led volunteering opportunities for community members.
1.5.1	Amount of funding provided to Aboriginal Community Controlled organisations over four years	Darebin City Council	\$16,000	0	Off Track	Council has been working with local Aboriginal Community Controlled Organisations (ACCO) to establish criteria for a dedicated grants stream. The grants stream is expected to be established in 2023-24.

## PERFORMANCE INDICATORS AND RESULTS FOR STRATEGIC DIRECTION 1

Ref.	Strategic indicator(s)	Accountability (DCC or CoD)	2021-22	Result 2021-22	Status	Comments
1.5.2	Aboriginal and Torres Strait Islander peoples living in Darebin that are working/employed (> in four years)	City of Darebin	624	-	Data not collected	According to ABS census data reported from the 2021 census, there were 624 people identifying as Aboriginal and/ or Torres Strait Islander employed in Darebin, up from 502 measured in the previous census (2016). No further data will be available for measuring this indicator in 2023.
1.5.3	Aboriginal and Torres Strait Islander-led businesses and organisations in Darebin (> in four years)	City of Darebin	18	19	On Track	The number of Aboriginal owned businesses registered with Kinaway Aboriginal Chamber of Commerce has increased by one.
1.6.1	Number of partnerships with community-based organisations	Darebin City Council	-	11	On Track	Council has 10 Funding Agreements with Neighbourhood Houses and community organisations and one partnership with La Trobe University.
1.7.1	Number of gender and community safety audits across Darebin at relevant consultation / project sites (2 per year)	Darebin City Council	4	4	On Track	Four gender and community safety audits were completed this year.
1.7.2	Number of Council policies and programs that apply a gender lens (> each year)	Darebin City Council	37	49	On Track	A total of 49 Equity Impact Assessments (EIA) incorporating the legally mandated Gender Impact Assessments (GIA) were undertaken during this period. GIAs apply an intersectional gender lens to assess policies, programs and services to ensure they are equitable for all community members, while ensuring the rights of priority cohorts of people in Darebin (including Aboriginal and Torres Strait Islander, Culturally Diverse, LGBTQIA, lower socio-economic, and people with disability) are proactively upheld.

## STRATEGIC DIRECTION 1

## VIBRANT, RESPECTFUL AND CONNECTED

## PERFORMANCE INDICATORS AND RESULTS FOR STRATEGIC DIRECTION 1

Ref.	Strategic indicator(s)	Accountability (DCC or CoD)	Result 2021-22	Status	Comments	
1.7.3	Number of infrastructure programs apply an Equity Impact Assessment to their planning process in alignment with TEF / Gender Equality Act	Darebin City Council	3	7	On Track	Of the 49 Equity Impact Assessments (EIAs) - incorporating the legally-mandated Gender Impact Assessments (GIAs) - conducted over this financial year 2022-23, seven related to infrastructure projects, notably sports pavilions.
1.7.4	Proportion of women and girls participating in sports and recreation (> over four years)	City of Darebin	24%	42%	On Track	Female participation has increased from 24% in 2021-22 to 42% in 2022-23, or 157,764 female participants out of 376,417 total participants from Darebin sports clubs and at leisure venues.
1.8.1	Welcoming Cities Standard level (Mentoring achieved by June 2022)	Darebin City Council	0	0	On Track	Council has commenced collecting evidence to assist with the Welcoming Cities accreditation across 60 standards. An accreditation submission will be completed in 2023-24. (Note: 0 = Accreditation Not Yet Achieved; 1 = Accreditation Achieved).
1.8.2	Number of Council policies and programs that apply a gender lens (> each year)	Darebin City Council	37	49	On Track	A total of 49 Equity Impact Assessments (EIA) incorporating the legally mandated Gender Impact Assessments (GIA) were undertaken during this period. GIAs apply an intersectional gender lens to assess policies, programs and services to ensure they are equitable for all community members, while ensuring the rights of priority cohorts of people in Darebin including; Aboriginal and Torres Strait Islander, Culturally Diverse, LGBTQIA, lower socio-economic, and people with disability are proactively upheld.



## PERFORMANCE INDICATORS AND RESULTS FOR STRATEGIC DIRECTION 1

Ref.	Strategic indicator(s)	Accountability (DCC or CoD)	Result 2021-22	Status	Comments
1.8.3	Reported incidences of racism and hate speech sourced from Victorian Equal Opportunity Human Rights Commission	City of Darebin	12	-	Data currently not available

## LOOKING FORWARD

- ▶ Develop several inclusion-based actions plans, which will enhance Council's work. These include the development of an Aboriginal Action Plan, a Cultural Diversity Action Plan and a Sexuality, Sex and Gender Diverse Action Plan.
- ▶ Work with the Darebin Aboriginal Advisory Committee (DAAC), the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and local Aboriginal organisations to respond meaningfully and comprehensively to the six key requests of DAAC's 'Our Black Lives Matter' statement to Council.
- ▶ Undertake a scoping study for the Reservoir Leisure Centre. Its outcomes will inform Council's approach going forward.
- ▶ Further understand the structure and scope of aged care reforms as the Commonwealth Government progresses its planning for reforms, to better align ourselves for continued service provision and improved customer experience.
- ▶ Finalise a suite of practical resources for use by early years educators to support respectful relationships and inclusion.
- ▶ Complete remedial building works to Northcote Town Hall Arts Centre for reopening and to support the delivery of key elements of our performing arts program in early 2024.
- ▶ Launch of our 'Truth Telling' permanent history display at the Bundoora Homestead Art Centre in partnership with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation.

## STRATEGIC DIRECTION 2

## PROSPEROUS, LIVEABLE AND FLOURISHING

Strategic Direction 2 is focused on creating infrastructure and spaces for the community to feel safe, respected and welcomed as well as to develop partnerships to support local businesses and community to drive growth and economic sustainability. This Strategic Direction has 11 strategic objectives that span four years with 77 actions to deliver throughout 2022/2023.



Progress comments on all 77 actions can be found at

► [darebin.vic.gov.au/CouncilPlan](https://darebin.vic.gov.au/CouncilPlan)

## BUDGET ALLOCATED TO STRATEGIC DIRECTION 2

Net cost	2022/2023 \$'000
Budget	29,956
Actual	31,903
<b>Variance</b>	<b>(1,948)</b>

## SERVICES FOR STRATEGIC DIRECTION 2

While all departments contribute to the achievement of each of our strategic directions, these services specifically relate to Strategic Direction 2.

*Note: The service areas in the table align with the 2022–2023 Budget and are consistent with the Council Plan 2022/2023.*

Service area	Description of services provided	Net cost of providing this service in 2022–2023
		Budget <b>Actual</b> Variance \$'000
<b>PROSPEROUS, LIVEABLE AND FLOURISHING</b>		
<b>Economic development</b>	Economic development develops and implements strategies and activities that aim to foster a resilient economy. Our services include providing local employment opportunities; attracting a range of new industries; supporting and working with local businesses and associations to help them improve business performance and enhance promotions; and working with neighbouring municipalities and our partners to increase economic growth.	3,119 <b>2,107</b> 1,012
<b>Family, youth and children</b>	Responsible for a diverse range of services that includes immunisation, maternal and child health services, family and early parenting programs, supported playgroups, toy library, support and resourcing to early childhood education and care services, Best Start, Preschool Field Officer Program, childcare and kindergarten registration system, and a range of services and supports to young people from the Hub at Northland, Decibels Youth Music Centre and through outreach and Youth Voice projects.	5,754 <b>5,570</b> 184

## SERVICES FOR STRATEGIC DIRECTION 2

Service area	Description of services provided	Net cost of providing this service in 2022-2023
		Budget <b>Actual</b> Variance \$'000
<b>PROSPEROUS, LIVEABLE AND FLOURISHING</b>		
<b>Recreation and leisure</b>	Supporting the Darebin community to get active through formal and informal opportunities including sports clubs, programs and facilities. Delivering recreation and leisure policy and planning – in particular, infrastructure planning, delivery and activation. Responsible for Council's major recreation facilities at the Darebin Community Sports Stadium, Darebin International Sports Centre, Northcote Aquatic and Recreation Centre, Reservoir Leisure Centre and the public golf courses at Bundoora and Northcote.	3,673 <b>3,352</b> 321
<b>Facilities and infrastructure management and maintenance</b>	Responsible for planning, management and maintenance of roads, footpaths, drains, bridges, facilities, properties as well as the network of street, directional, parking, regulatory and advisory signs. Oversees and coordinates the delivery of the Capital Works Program including the delivery of major infrastructure projects.	10,575 <b>11,651</b> (1,076)
<b>Sustainable transport</b>	Delivers a wide range of statutory and non-statutory road management functions including Local Area Placemaking transport investigation and improvement programs, parking change management requests, construction permits and cross-over (new driveway) applications. The service also provides transport engineering advice for capital projects, transport policies, referrals for statutory planning applications, speed limit reductions, and transport permits to use road space.	2,154 <b>2,303</b> (149)
<b>City development</b>	Administers the Darebin Planning Scheme through determination of planning applications in line with Council's governance practices (statutory planning) as well as delivering services to ensure compliance with building legislation and industry standards. Responsible for Council's environmental health service (enforcement of the Food Act, Health Act, Tobacco Act and Environment Protection Act and associated regulations).	5,467 <b>6,050</b> (582)
<b>Civic compliance</b>	Responsible for Council's animal management, local laws, planning enforcement, traffic enforcement and School Crossings Supervision Service.	-786 <b>871</b> (1,657)

**STRATEGIC DIRECTION 2**

**PROSPEROUS, LIVEABLE AND FLOURISHING**

**OVERVIEW OF ACTIONS FOR STRATEGIC DIRECTION 2**

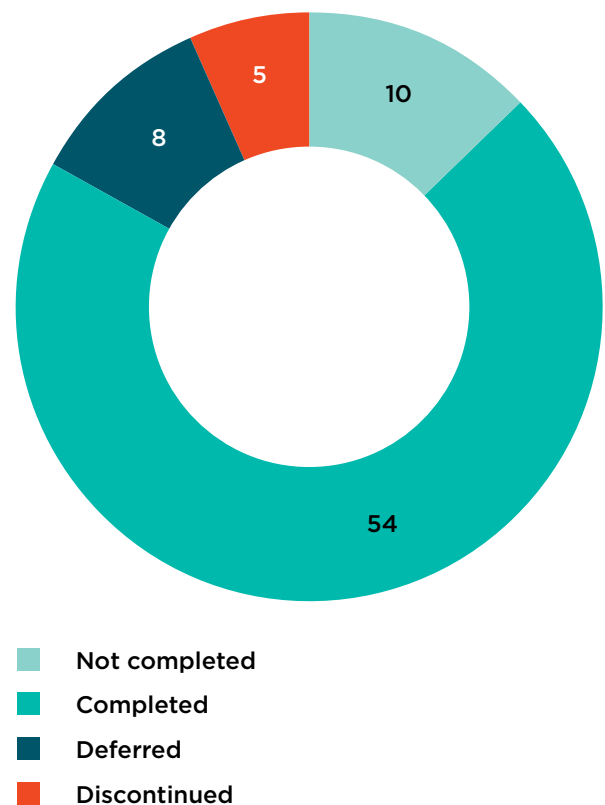
The accompanying chart shows that 70.1% (54) of the year-two actions connected to Strategic Direction 2 have been completed.

Highlights for the final quarter include:

- ▶ Council supported five early years services in Council buildings to apply for Building Blocks Inclusion grants to make their outdoor play spaces more inclusive for children in three and four-year-old kindergarten.
- ▶ A partnership was established with the Darebin Information, Volunteer & Resource Service (DIVRS) - a local community service organisation - to deliver information and education on energy literacy to low-income households in Darebin via one-on-one conversations and workshops.
- ▶ Council supported more than 80 families across Darebin and connected with families at library story times, immunisation sessions and polytechnics.
- ▶ Programming has been initiated at the new Darebin Intercultural Centre and is now underway. This includes internal bookings that align with the Programming Framework, such as an Education Network meeting, a job-readiness workshop for Aboriginal and Torres Strait Islander women, and an Action on Disability in Ethnic Communities forum.

Strategic Direction 2 has eight actions that were unable to start or be delivered during 2022/2023. There were 10 actions that were not completed by 30 June 2023.

**Status of year-two actions for Strategic Direction 2**



## HIGHLIGHTS AND ACHIEVEMENTS FOR STRATEGIC DIRECTION 2

- ▶ Council continued construction of Northcote Aquatic and Recreation Centre, with 90% of the project now complete. The facility is on track to open to the community in late 2023.
- ▶ The Darebin Get Active Program provided increased programming in East Preston and Reservoir with 686 Darebin residents participating.
- ▶ Following tender processes, Council appointed Clublinks as the new operations and management contractor for Northcote Public Golf Course and Northcote Aquatic and Recreation Centre.
- ▶ Darebin partnered with creative entrepreneurs Johanna Greenway and Woody Macdonald to successfully secure \$600,000 of funding from Creative Victoria to support the development and delivery of a music industry-focused festival along the 86 tram line. This festival will be delivered in October 2023.
- ▶ Opened the Reservoir East Family Centre in February 2023, delivering increased access to kindergarten, maternal and child health and other early years services for families in the area.
- ▶ The reconstruction of the Merri Park Archway was completed. Merri Park is one of the earliest areas acquired by Council for parks and reserves. The archway had started to fail, so the renewal of this asset has preserved our heritage for decades to come and give the park entrance new vigour.
- ▶ At T.W. Blake Park, several upgrade were done to improve the park and to meet the diverse needs of the local community. Improvements works are now complete and include:
  - the installation of outdoor fitness equipment
  - the installation of new park furniture such as seats, bins and drinking fountains
  - provision of a barbecue and picnic tables
  - landscaping and planting works.
- ▶ The Preschool Field Officer Program received additional funding to expand the in response to the introduction of three-year-old kindergarten. Council has supported a significant increase in referrals to consult, coach, support and guide early childhood educators to enhance their capacity and confidence in providing an inclusive program that is responsive to the needs of all children within the kindergarten program.
- ▶ Council supported four early years services in Council buildings to apply for Building Blocks Inclusion grants through the Victorian School Building Authority to renew outdoor play spaces to be more inclusive for children accessing three and four-year-old kindergarten. The applications received combined funding of more than \$500,000.
- ▶ Darebin responded to a request from our business community to deliver mental health first aid training using a Darebin-based mental health practitioner. Nineteen

### STRATEGIC DIRECTION 2

#### PROSPEROUS, LIVEABLE AND FLOURISHING

##### HIGHLIGHTS AND ACHIEVEMENTS FOR STRATEGIC DIRECTION 2

- businesses benefited from this training.
- ▶ The Reservoir Revitalisation Program suite of projects was delivered in partnership with the State Government to improve the look and feel of Reservoir while improving connections within the local community and strengthening people's sense of pride in the suburb.
  - ▶ The Reservoir Mural Program commissioned five local artists/collectives to deliver murals in the Broadway and Edwardes Street Shopping Centre and its surrounding public spaces.
  - ▶ The Reservoir Youth Entrepreneurship and Leadership Program worked with young people in Reservoir to build their entrepreneurial and leadership skills. Participants formulated a business idea and were provided with seed funding at completion of the Program to further develop their business concepts.
  - ▶ The Reservoir Shopfront Revitalisation Grant Program invited Reservoir businesses to apply for a grant of up to \$5,000 to refresh their shopfront. There were three rounds of applications, with 38 businesses receiving grants.
  - ▶ High On Broadway delivered a suite of streetscape and footpath improvements, including new wayfinding signs, new trees and a new seating area at the corner of Broadway and High Street, creating an enhanced sense of place.
  - ▶ The Reservoir Wangim Cup Program involved nine Reservoir cafes. Over the course of the Program 13,594 single use coffee cups were diverted from landfill, the equivalent of approximately 500kg of CO<sub>2</sub> being released to the atmosphere or saving 306kg of timber.
  - ▶ To continue support of social enterprises in Darebin, documentary videos were created profiling nine social enterprises and the work they do to build and strengthen the community. These were screened as part of an event staged at Thornbury Picture House.
  - ▶ Continued communication with the community to encourage responsible pet ownership.
  - ▶ Council continued to provide assertive community outreach and extended its Community Shower Access Program to Narrandjeri Stadium for people experiencing homelessness.
  - ▶ More than 92% of VCAT decisions on planning matters upheld Council's position.
  - ▶ The Building Services Unit secured \$275,000 in State Government funding to improve customer experience and digitisation.
  - ▶ Conducted 2,393 inspections of businesses for compliance with food, public health and tobacco regulations.
  - ▶ Sent environmental health officers to support regional Councils' flood recovery efforts.

## CHALLENGES FOR STRATEGIC DIRECTION 2

- ▶ Council partners who support the most vulnerable in the community have experienced an increase in the need for support services in parallel with the rising cost of living.
- ▶ Maintaining a number of assets in a range of conditions and prioritising investment over time to given financial constraints.
- ▶ Financial constraints also continue to impact on the delivery of capital projects across Darebin.
- ▶ There has been a 5% decline in people who volunteer across Darebin compared with 2016. Volunteers are a crucial asset in providing connections and self-purpose and enhancing community life.
- ▶ Significant organisational resources have been redirected to efforts aimed at responding to ongoing matters relating to the COVID-19 pandemic. This redirection of resources has had some impact on specific activities and on the delivery of projects. As a result, several Council Plan actions were deferred to the planning process for the 2023/2024 Council Plan Action Plan.
- ▶ Managing infrastructure inspection, maintenance and repair works while also absorbing higher costs for materials means resources have had to stretch further.

## PERFORMANCE INDICATORS AND RESULTS FOR STRATEGIC DIRECTION 2

Ref.	Strategic indicator(s)	Accountability (DCC or CoD)	Result 2021/22	Result 2022/23	Status	Comments
2.1.1	Improved occupancy of buildings by community groups and/or for community wellbeing purposes	Darebin City Council	-	94	Baseline data collected	Property Services have 103 properties secured under lease: Arts (2), Bundoora Park (8), Commercial (19), Community / Other (14), Community Centre / Neighbourhood House (10), Infrastructure (15), Kindergarten / Childcare Centre (19), Social & Affordable Housing (10), Sporting Facility (6). The balance of Council owned buildings are managed under seasonal allocation, hall hire or presently vacant at the time.
2.1.2	Increase in the number of [new] 3-year-old kindergarten places	City of Darebin	0	66	On Track	The opening of the Reservoir East Family Centre in February 2023 delivered an additional 66 licensed community-managed kindergarten places.

## STRATEGIC DIRECTION 2

## PROSPEROUS, LIVEABLE AND FLOURISHING

## PERFORMANCE INDICATORS AND RESULTS FOR STRATEGIC DIRECTION 2

Ref.	Strategic indicator(s)	Accountability (DCC or CoD)	Result 2021/22	Result 2022/23	Status	Comments
<b>2.2.1 a</b>	<b>Increase in the city-wide perceptions of safety over four years (&gt; by 1%) - a) During day</b>	Darebin City Council	96%	95%	On Track	There has been no statistically significant change in perceptions of safety during the day in the last 12 months.
<b>2.2.1 b</b>	<b>Amount of funding provided to Aboriginal Community Controlled organisations over four years</b>	Darebin City Council	\$16,000	0	Off Track	Council has been working with local Aboriginal Community Controlled Organisations (ACCO) to establish criteria for a dedicated grants stream. The grants stream is expected to be established in 2023-24.
<b>2.2.2</b>	<b>Percentage of respondents who feel that graffiti is a problem in the City of Darebin</b>	City of Darebin	-	-	Data not collected	Council does not currently collect data that allows it to directly assess this question. Council did test the level satisfaction with Council's efforts in managing the issues of graffiti, and there was a decline of 8% to 70% satisfaction. Graffiti is a persistent challenge which is not in Council's direct control and it is not clear why satisfaction levels have changed. Victoria Police are responsible for enforcement and property owners for managing their own properties. Council's role is to remove graffiti off its own buildings and public infrastructure, and to require cleanup of private property if needed. Council assists owners with graffiti removal kits and information about how to deter vandals.



## PERFORMANCE INDICATORS AND RESULTS FOR STRATEGIC DIRECTION 2

Ref.	Strategic indicator(s)	Accountability (DCC or CoD)	Result 2021/22	Result 2022/23	Status	Comments
2.2.3	Zero deaths of vulnerable road users on Darebin's roads and streets	City of Darebin	1	2	Off Track	There were two deaths of road users in Darebin, one at the corner of Bell St and Gilbert St and one at intersection of St Georges Rd and Miller St. St Georges Rd and Bell St are arterial roads and are managed by the Department of Transport and Planning.
2.2.4	Increase proportion of trips made by active and public transport (from baseline of 2016 or 2018 levels)	City of Darebin	26.80%	-	Data currently not available	According to Google EIE (Environmental Insights Explorer) data accessed through Ironbark's MERL (Monitoring Evaluation Research and Learning) tool, the proportion of total trips in Darebin being made by active and public transport has fallen from 34.8% in 2018 to 26.8% in 2021. 2022 Data will be available toward the end of 2023.
2.2.5	Amount of private vehicle use (from baseline of 2016 or 2018 levels)	City of Darebin	72%	-	Data currently not available	According to Google EIE (Environmental Insights Explorer) data accessed through Ironbark's MERL (Monitoring Evaluation Research and Learning) tool, total vehicle kilometres travelled (VKT) by private vehicles has decreased from 2018 - 2021, while the percentage of total trips taken by private vehicle has increased from 65% to 72%. The decrease in VKT can be explained by the COVID lockdowns restricting total travel. 2022 Data will be available toward the end of 2023.

## STRATEGIC DIRECTION 2

## PROSPEROUS, LIVEABLE AND FLOURISHING

## PERFORMANCE INDICATORS AND RESULTS FOR STRATEGIC DIRECTION 2

Ref.	Strategic indicator(s)	Accountability (DCC or CoD)	Result 2021/22	Result 2022/23	Status	Comments
2.3.1	Amount of affordable and social housing facilitated through planning decisions	Darebin City Council	-	12	Baseline data collected	Twelve affordable and social housing developments were facilitated through planning decisions in 2022-23. This is the first year this data has been reported so there is no trendline.
2.3.2	Increase in affordable, social and public housing in Darebin	City of Darebin	2,534	-	Data not collected	New census data is not available until after the next census period in 2026.
2.4.1	Number of trees planted in activity centres	Darebin City Council	51	136	On Track	The High Street tree planting project saw an additional 100 trees planted throughout retail activity centres. This was further enhanced by additional trees delivered via the infill tree planting program.
2.4.2	Community satisfaction with streetscapes 'look and feel'	Darebin City Council	84	-	Data not collected	Data not collected in 2023. This indicator has been discontinued in the revised Council Plan.
2.5.1	Increased number of accessible car parking spaces	Darebin City Council	2	3	On Track	Council has installed three accessible parking spaces in addition to 6+ accessible parking spaces in residential streets.
2.6.1	Participation rate of people experiencing homelessness in Council services (> over four years)	Darebin City Council	57%	67%	On Track	The participation rate in Council's shower access program this year (67%) has increased compared to last year (57%) due to increased promotion of the program by referral agencies and community organisations, as well as expansion of the program to Narrandjeri Stadium as a second location. Note: the participation rate is the proportion of people registered in the program who go on to participate in the program.

## PERFORMANCE INDICATORS AND RESULTS FOR STRATEGIC DIRECTION 2

Ref.	Strategic indicator(s)	Accountability (DCC or CoD)	Result 2021/22	Result 2022/23	Status	Comments
2.6.2	Number of people that obtain a housing outcome through Darebin's assertive outreach program (> over four years)	Darebin City Council	63	47	Off Track	There has been a decline in housing outcomes as a result of a lack of affordable housing in the municipality, as well as a reduction in emergency accommodation funding to Local Access Points. Council is working with the M9 Councils (an alliance of nine inner Melbourne councils) to advocate to State Government for more affordable housing in Darebin and the north.
2.7.1 a	East Preston residents' satisfactions with local amenity to improve	Darebin City Council	7.55	0	Data not collected	In 2021-22, respondents rated satisfaction with the amenity of their local area at 7.55 out of 10, or "very good" levels of satisfaction. Survey data collected in 2022 was reported for 2021-22. No survey was administered in 2023.
2.7.1 b	East Reservoir residents' satisfactions with local amenity to improve	Darebin City Council	7.71	0	Data not collected	In 2021-22, respondents rated satisfaction with the amenity of their local area at 7.71 out of 10, or "very good" levels of satisfaction. Survey data collected in 2022 was reported for 2021-22. No survey was administered in 2023.
2.7.2 a	East Preston residents' satisfaction with Council services to improve	Darebin City Council	7.5	0	Data not collected	In 2021-22, respondents rated satisfaction with the amenity of their local area at 7.50 out of 10, or "very good" levels of satisfaction. Survey data collected in 2022 was reported for 2021-22. No survey was administered in 2023.

## STRATEGIC DIRECTION 2

## PROSPEROUS, LIVEABLE AND FLOURISHING

## PERFORMANCE INDICATORS AND RESULTS FOR STRATEGIC DIRECTION 2

Ref.	Strategic indicator(s)	Accountability (DCC or CoD)	Result 2021/22	Result 2022/23	Status	Comments
<b>2.7.2 b</b>	<b>East Reservoir residents' satisfaction with Council services to improve</b>	Darebin City Council	7.35	0	Data not collected	In 2021-22, respondents rated satisfaction with the amenity of their local area at 7.35 out of 10, or "very good" levels of satisfaction. Survey data collected in 2022 was reported for 2021-22. No survey was administered in 2023.
<b>2.7.3 a</b>	<b>Selected social and wellbeing indicators from SEIFA index in East Reservoir (&gt; improvement over 4 years)</b>	City of Darebin	975	-	Baseline data collected	<p>In 2021, Reservoir (Cheddar) had an overall SEIFA Index of Relative Socio-Economic Disadvantage (IRSD) score of 975.2, Reservoir (Edwardes Lake) 1,002.3, Reservoir (Merrilands) 964.4 and Reservoir (Oakhill) 959.0.</p> <p>Note: This index contains only disadvantage indicators (e.g. unemployment, low incomes or education levels, single parent families, low skilled occupations, poor English proficiency), so is best used to distinguish between disadvantaged areas, but doesn't differentiate between those areas which are highly advantaged, and those just lacking a lot of disadvantage (with population close to the middle).</p>
<b>2.7.3 b</b>	<b>Selected social and wellbeing indicators from SEIFA index in East Preston (&gt; improvement over 4 years)</b>	City of Darebin	997	-	Baseline data collected	<p>In 2021, East Preston had an overall SEIFA Relative Socio-economic Disadvantage (IRSD) score of 996.6.</p> <p>Note: This index contains only disadvantage indicators, including unemployment, low incomes or education levels, single parent families, low skilled occupations and poor English proficiency).</p>

## PERFORMANCE INDICATORS AND RESULTS FOR STRATEGIC DIRECTION 2

Ref.	Strategic indicator(s)	Accountability (DCC or CoD)	Result 2021/22	Result 2022/23	Status	Comments
2.8.1	<b>Sporting groups and clubs using a Darebin facility who are a free of EGM income or sponsorship (100% within four years)</b>	Darebin City Council	88%	88%	On Track	No change from last year. Seven out of eight (87.5%) Council-affiliated sporting clubs who previously relied on income or sponsorship from electronic gaming machines are no longer reliant on that income stream. Work is underway to transition the remaining venue from reliance on EGM revenue.
2.8.2	<b>Number of programs supported, including through partner agencies, that encourage smoking cessation</b>	Darebin City Council	0	1	On Track	A social media campaign to encourage smoking cessation was delivered in November 2022. The campaign provided information on the benefits of quitting, tips on how to quit smoking and available support services. Council continued to conduct proactive visits to businesses to ensure that non-smoking compliance is maintained.
2.8.3	<b>Reports relating to public drinking</b>	City of Darebin	2	4	Off Track	There was an increase from 2 reports last year to 4 this year. Council continues to address problematic public drinking by working in collaboration with responding services, including the Your Community Health program Your Health Help and Victoria Police.
2.9.1	<b>Increased community satisfaction with management of natural and cultural attractions and local amenity</b>	Darebin City Council	-	-	Data not collected	No data is currently available for this indicator.

## STRATEGIC DIRECTION 2

## PROSPEROUS, LIVEABLE AND FLOURISHING

## PERFORMANCE INDICATORS AND RESULTS FOR STRATEGIC DIRECTION 2

Ref.	Strategic indicator(s)	Accountability (DCC or CoD)	Result 2021/22	Result 2022/23	Status	Comments
2.9.2	Increase the number of local jobs by 2025	City of Darebin	58805	59208	On Track	There were 59,208 local jobs measured in July 2022, an increase of 403 on the previous year.
2.9.3	Maintain or increase the number of local businesses by 2025	City of Darebin	15768	15822	On Track	According to available datasets, the number of local businesses increased from 15,768 as measured in the March quarter 2022 to 15,822 in the March quarter 2023. (Source: <a href="https://economy.id.com.au/darebin/business-trends">https://economy.id.com.au/darebin/business-trends</a> )
2.9.4	Increase the number of employed residents by 2025	City of Darebin	85927	85757	On Track	The number of employed residents declined slightly by 170 in this period.
2.9.6	Increase in the number of local jobs for Aboriginal and Torres Strait Islander peoples, people from culturally and linguistically diverse backgrounds, and people from disadvantaged backgrounds, by 2025	City of Darebin	624	-	Baseline data collected	According to 2021 ABS census data, there were 624 people identifying as Aboriginal and/ or Torres Strait Islander employed in Darebin, up from 502 measured in the previous census in 2016. Fresh data will not be available until after the next census period.
2.10.1	Increase in our procurement expenditure with Darebin businesses and suppliers	Darebin City Council	13%	12%	Off track	Whilst the result reduced by one percentage point from 13% in FY 2021-22 to 12% in FY 2022-23, local expenditure significantly increased from \$12.5m to \$16.5m, an improvement of \$4.0m. The substantial non-local expenditure associated with the Northern Aquatic and Recreation Centre (NARC) redevelopment has reduced the proportional result for 2022-23.

## PERFORMANCE INDICATORS AND RESULTS FOR STRATEGIC DIRECTION 2

Ref.	Strategic indicator(s)	Accountability (DCC or CoD)	Result 2021/22	Result 2022/23	Status	Comments
2.10.2	Increase in the local employment of our community members within Darebin by 2025	City of Darebin	17474	-	Baseline data collected	22.1% (17,474) of Darebin's resident workforce of 79,070 were employed in Darebin in the 2021 census year, whereas 74% travelled outside the City for work.
2.11.1	80% level of satisfaction with industry and business programs that support the growth of the local economy	Darebin City Council	-	-	Data not collected	Data will be collected through engagement with businesses at planned Industry Roundtables in 2023-24.
2.11.2	Increase in the number of community-led festivals/events, including culturally diverse, across Darebin	Darebin City Council	24	43	On Track	There was a significant increase in event registrations for FUSE @ Large, Spring 2022 and Autumn 2023.
2.11.3	Increase in the proportion of knowledge intensive and innovative industries	City of Darebin	-	-	Data not collected	This indicator will be discontinued in 2023-24.
2.11.4	Increase in the number and diversity of jobs	City of Darebin	53965	-	Baseline data collected	Total number of local jobs increased by 13.2% from 47, 681 in 2016 to 53,965 in 2021.  Jobs growth industry sectors included: Agriculture, Forestry and Fishing (77.2%); Health Care and Social Assistance (34.8%); Construction (30.1%); Professional, Scientific and Technical Services (26.1%); Arts and Recreation Services (19.2%); Information Media and Telecommunications (16.7%); Transport, Postal and Warehousing (16.4%); Accommodation and Food Services (15.5%).

## STRATEGIC DIRECTION 2

## PROSPEROUS, LIVEABLE AND FLOURISHING

## PERFORMANCE INDICATORS AND RESULTS FOR STRATEGIC DIRECTION 2

Ref.	Strategic indicator(s)	Accountability (DCC or CoD)	Result 2021/22	Result 2022/23	Status	Comments
2.11.5	Mix of businesses/ industry	City of Darebin	15746	15822	On track	There was a net gain of 76 registered businesses from March 2022 to March 2023.
2.11.6	Increase in local employment opportunities	City of Darebin	46901	-	Baseline data collected	Full time equivalent employment in local industry saw a net decrease in the period between when the previous census was conducted (2016) to when the most recent census data was conducted (2021), from 48,107 to 46,901, a decrease of 1027.



## LOOKING FORWARD

- ▶ Council will be exhibiting the new Central Preston Structure Plan and improving the quality of building designs in the activity centre.
- ▶ Exploring increasing the open space levy to fund the future recreational and open space needs of the Darebin community, pending community consultation.
- ▶ Developing a Community Infrastructure Plan to inform Council's decision-making on the future of our assets, based on service needs across our city for the next 10 years.
- ▶ Seniors Digital Empowerment Program to be delivered in partnership with Council.
- ▶ Delivering and opening the redeveloped Northcote Aquatic and Recreation Centre.
- ▶ Delivering relocated cricket nets at Preston Cricket Oval.
- ▶ Development of an Integrated Families, Youth and Children Strategy to support a coordinated and strategic approach to improving outcomes for children, young people and their families in alignment with the Darebin 2041 Community Vision and Council Plan.
- ▶ Completing the designs for sporting pavilion renewals including John Hall Pavilion and KP Hardiman Reserve.
- ▶ Delivering key design and construction projects within the kindergarten expansion program to meet the demand for three-year-old kindergarten in the city.
- ▶ Renewing Council's ageing assets including essential building and drainage assets.
- ▶ Design and delivery of the Darebin Economic Summit in 2023.
- ▶ Commence development and implementation of the Darebin Economic Development Strategy 2025-2030.
- ▶ Delivering the new Eighty Six festival in October 2023.
- ▶ Implementation of actions related to Council's role in the Reservoir Investment Attraction Strategy.
- ▶ Council plan to undertake a strategic review of its property portfolio. This review will help Council identify opportunities to better utilise properties for community, and to plan for better uses or new needs.
- ▶ Continuing to deliver services to the community and improving timeframes for statutory planning decision-making.
- ▶ Continuing to work with the development community to increase affordable and social housing outcomes and improve sustainability and good design outcomes.

▶ **[The detailed Council Plan Action Plan for 2023/2024 can be found at darebin.vic.gov.au/CouncilPlan](https://darebin.vic.gov.au/CouncilPlan)**

## STRATEGIC DIRECTION 3

## CLIMATE, GREEN AND SUSTAINABLE



Strategic Direction 3 is focused on building and ensuring the community and Council owned in-frastructure is resilient to climate change, increasing canopy cover over Council managed land, improving water quality and biodiversity across Darebin, improving air and water by reducing carbon emissions through renewable energy, and reusing waste to stimulate a local circular economy. This strategic direction has five strategic objectives that span four years with 26 actions to deliver throughout 2022/2023.

Progress comments on all 26 actions relating to this goal can be found at [darebin.vic.gov.au/CouncilPlan](https://darebin.vic.gov.au/CouncilPlan)

## BUDGET ALLOCATED TO STRATEGIC DIRECTION 3

Net cost	2022-2023 \$'000
Budget	36,249
Actual	39,354
<b>Variance</b>	<b>(3,105)</b>

## SERVICES FOR STRATEGIC DIRECTION 3

While all departments contribute to the achievement of each of our strategic directions, these services specifically relate to Strategic Direction 3.

*Note: The service areas in the table align with the 2022/2023 budget and are consistent with the Council Plan 2022/2023.*

Service area	Description of services provided	Net cost of providing this service in 2022-2023
		Budget <b>Actual</b> Variance \$'000

## CLIMATE, GREEN AND SUSTAINABLE

<b>Climate emergency and environment</b>	Leads reform and improvement projects, and management of risk relating to climate, energy, waste, biodiversity, contaminated land and water.	3,820
	Delivers climate, energy, recycling, waste minimisation, litter and water education programs, supports community-led programs, runs recycling trials, works with other councils and the State Government on regional/state programs, develops/delivers circular economy proposals.	<b>3,964</b>
	Delivers Solar Saver Program, where Council installs solar panels on residents' roofs and is paid back via a special charge.	<b>(126)</b>

SERVICES FOR STRATEGIC DIRECTION 3

Service area	Description of services provided	Net cost of providing this service in 2022-2023
		Budget <b>Actual</b> Variance \$'000
<b>CLIMATE, GREEN AND SUSTAINABLE</b>		
<b>Open spaces, parks and environment</b>	<p>Develops and implements policies and programs that contribute to the sustainable management of the municipality's natural resources and environment. Includes development, oversight and implementation of strategies including Open Space Strategy, Urban Forest Strategy and Parks Asset Management Strategy.</p> <p>Responsible for the management and maintenance of approximately 600ha of open space including 130 playgrounds, several wetlands, pathways, seating, garden beds, waterways, catchments, dams and street trees and more than 100,000 trees in parks and reserves.</p>	15,032 <b>15,967</b> <b>(935)</b>
<b>Waste management</b>	Collection of general waste, recyclables, FOGO and dumped rubbish, street and right of way cleaning, the hard waste collection service, and management of the contract for the operation of the waste transfer station in Reservoir.	17,397 <b>19,440</b> <b>(2,043)</b>

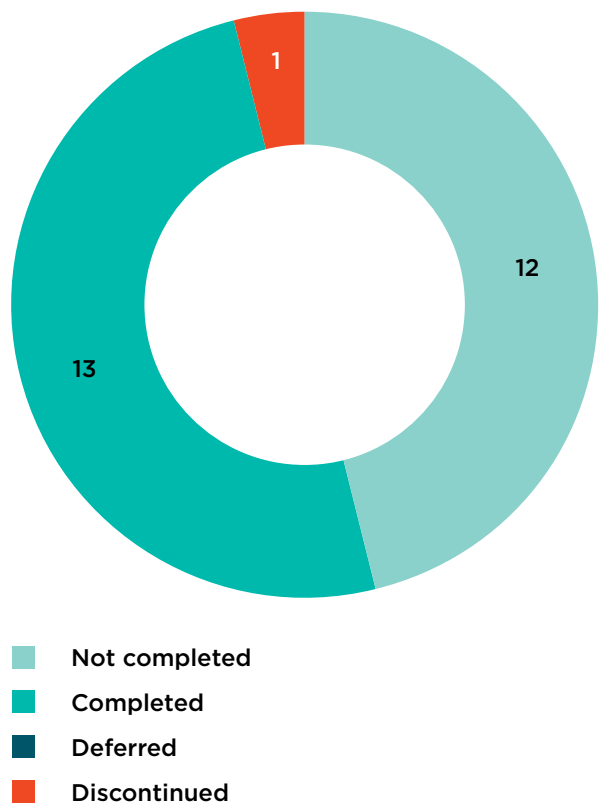
OVERVIEW OF ACTIONS FOR STRATEGIC DIRECTION 3

The chart accompanying illustrates 50% (13) of the year-two actions connected to Strategic Direction 3 have been completed. Highlights from the final quarter include:

- ▶ Council has planted 1,000 trees in streetscapes. Planting has occurred equally between northern and southern suburbs in built areas. Trees have been prioritised for planting in areas with less canopy cover and where residents are likely to be more vulnerable to heatwaves. One hundred trees were planted along the High Street shopping precinct area.
- ▶ Approximately 4,000 newly planted street trees are within their first two years of establishment. These trees have been formatively pruned and watered to give them the best chance of becoming structurally sound, with healthy and safe canopy coverage.

Strategic Direction 3 has 12 actions that were not completed by 30 June 2023 and one that was discontinued.

Status of year-two actions for Strategic Direction 3



### STRATEGIC DIRECTION 3

#### CLIMATE, GREEN AND SUSTAINABLE

##### HIGHLIGHTS AND ACHIEVEMENTS FOR STRATEGIC DIRECTION 3

- ▶ Council planted more than 100 trees along High Street and side streets in Preston, Thornbury and Northcote, supported by the Victorian Government's Living Local Fund. This major tree planting project has resulted in increased shade for shoppers and patrons.
- ▶ Council makes an ongoing contribution to improving water quality at Edwardes Lake and has overseen improvements to water quality through strategic restoration projects, including planting of riparian areas of the lake and the low-flow bypass wetland. A project to install a fence for protection of turtle nesting habitat was completed as part of this contribution.
- ▶ Council joined 23 Victorian councils to push for more sustainable design within planning requirements by lodging a new planning scheme amendment with the State Government. The amendment sought to introduce planning policy that prioritises sustainability requirements for new buildings and encourages a move towards net zero carbon development.
- ▶ Rewilding Darebin continues to enhance plant biodiversity throughout parks and open space areas. Over 2022/2023, 50,000 indigenous tubestock representing 90 species were planted. A similar number of locally collected seeds were dispersed, mainly through bushland areas.
- ▶ A section of the Horton Reserve Playground, Reservoir, was renewed in the Capital Works Playspace Renewal Program. The renewed playspace features double swings, conveyor bridge, platforms, box climb system, slide and climbing bars. All metal, fibreglass and plastic from the old equipment was recycled to contribute to Council's circular economy.
- ▶ The Northcote Aquatic and Recreation Centre was awarded a 6 Star – Green Star – design rating by the Green Building Council of Australia, which represents 'World Leadership' in environmentally sustainable building practices.
- ▶ The Dole Stormwater Harvest Wetland Project was constructed to help achieve the climate resilience goals set out in Council's Action Plan and Watershed Strategy 2015–2025.
- ▶ Darebin launched the Energy\$mart program and completed five upgrades to electric heat pumps and hot water systems. This will reduce CO<sub>2</sub> emissions by 47 tonnes over the lifetime of these units, with an estimated collective savings for the businesses of \$1,900 per year. These upgrades have also helped two sites get off gas entirely and go all-electric.
- ▶ 17 Light\$mart upgrades were completed with a total of 1,826 lights upgraded. This will collectively deliver an annual saving of \$19,130 on energy bills, or on average \$1,100 per business per year. It will also save 76,531kWh of electricity each year and abate 72.6 tonnes of CO<sub>2</sub>, which equates to 19.6 cars off the road.
- ▶ The Circular Economy Darebin Fridge Refurbishment and Recycling Program was launched. It supports the establishment of a new social enterprise that will expand the local circular economy and reduce the climate impact of refrigerative gases being released into the atmosphere.
- ▶ Council supported local businesses to achieve a smooth transition through the new State Government single use plastic ban, with an emphasis on adopting reuse options.

### CHALLENGES FOR STRATEGIC DIRECTION 3

- ▶ The Sustainability Matters event - 'Stories of Renewables and Regeneration' - was delivered as part of Darebin FUSE at the Thornbury Picture House.
- ▶ Developed 18 new sustainability video assets (see Sustainable Business Playlist at [https://www.youtube.com/playlist?list=PL5OVRsbC\\_loIWscXeL3aSv6pHGgqbN5ch](https://www.youtube.com/playlist?list=PL5OVRsbC_loIWscXeL3aSv6pHGgqbN5ch)). These include two circular economy and business innovation videos and 14 solar, renewable energy and/or battery videos.
- ▶ Food organics and garden organics (FOGO) collection service was expanded to all kerbside collection recipients and resulted in Council diverting 2,000 tonnes of FOGO from landfill.
- ▶ Council, and our broader community, continues to be confronted with the challenges of the climate emergency. Designing climate-resilient buildings and practices requires concerted effort to ensure our facilities are fit to withstand the impacts of climate change now and into the future.

## STRATEGIC DIRECTION 3

## CLIMATE, GREEN AND SUSTAINABLE

## PERFORMANCE INDICATORS AND RESULTS FOR STRATEGIC DIRECTION 3

Ref.	Strategic indicator(s)	Accountability (DCC or CoD)	Result 2021/22	Result 2022/23	Status	Comments
3.1.1	Number of residents supported to avoid heat stress and fuel poverty	Darebin City Council	1570	671	On track	Currently 171 residents have been supported through the Solar Saver program and 500+ residents through the fuel poverty program if you include 'Keep Cool in Darebin' communications recipients, as well as people reached directly through our work with Community Service Organisations (CSOs). Note: the estimate for the fuel poverty program in 2021-22 was a more inclusive estimate in terms of the reach of the program.
3.1.2	Number of actions taken to protect the built environment from flooding and extreme heat	Darebin City Council	1	5	On Track	<p>The five main actions taken in 2022-23 to protect the built environment from flooding and ex-treme heat were:</p> <ol style="list-style-type: none"> <li>1. A review of the flood mapping for the municipality which provides the best, latest information for the City of Darebin and the community to understand flood risk for properties across the municipality. We are using the updated flood mapping data to inform residents considering building or renovating to address risk and are working toward formalising this in the planning scheme.</li> <li>2. We've progressed new Open Space and Transport Asset Management Plans, which consider ex-treme weather events into the future.</li> </ol>

Ref.	Strategic indicator(s)	Accountability (DCC or CoD)	Result 2021/22	Result 2022/23	Status	Comments
						<p>3. Additional street trees continue to be planted to support a safer working and transport environment, including in areas that are most affected by extreme heat.</p> <p>4. The Climate Emergency Plan is being reviewed and a first round of consultation is complete.</p> <p>5. Climate Risk management is reported on monthly, with organisational risks having now been embedded into department risk registers and work plans.</p>
<b>3.2.1</b>	<b>Number of indigenous plants planted</b>	Darebin City Council	200,000	100,000	On Track	This financial year, 70,000 individual Indigenous plants have been planted, plus a further 300,00 planted via direct seeding, in line with the budget allocation.
<b>3.2.2</b>	<b>Percentage canopy cover on public land Canopy cover' on public land is all existing canopy present within council-owned land (this excludes Victrack land, Melbourne Water land etc.).</b>	Darebin City Council	-	-	Data not collected	This data is collected on a 5 year cycle. A fresh set of canopy cover data will be provided for 2023/24 FY to provide a detailed update on the percentage cover across the municipality. The most recent data for canopy cover was 16.6% in 2018, up from 13.8% in 2013.

## STRATEGIC DIRECTION 3

## CLIMATE, GREEN AND SUSTAINABLE

## PERFORMANCE INDICATORS AND RESULTS FOR STRATEGIC DIRECTION 3

Ref.	Strategic indicator(s)	Accountability (DCC or CoD)	Result 2021/22	Result 2022/23	Status	Comments
<b>3.3.1</b>	<b>Significant improvements in the quality of water coming into Edwardes Lake from upstream</b>	City of Darebin	Poor	Poor	On Track	The water quality of Edwardes Lake remains poor. This is expected, given the industrial and urban land use within the catchment that channels stormwater into this constructed lake. The ongoing process of rewilding in the vicinity is expected to enhance its overall performance. Achieving substantial improvements in water quality would necessitate sustained and significant investment across the entire catchment in the decades to come.
<b>3.4.1</b>	<b>Percentage of Council energy supplied from renewable sources</b>	Darebin City Council	-	100%	Baseline data collected	Renewable energy is provided to Council buildings through the Victorian Energy Collaboration (VECO) contract.
<b>3.4.2</b>	<b>Percentage of reduction in community carbon emissions</b>	City of Darebin	-	-	Data not collected	No current data is available for community emissions. There is also no specific goal for this FY. There has been a roadmap to zero emissions study run by Ironbark, which shows the actions required to achieve this.



Ref.	Strategic indicator(s)	Accountability (DCC or CoD)	Result 2021/22	Result 2022/23	Status	Comments
<b>3.5.1</b>	<b>Percentage of recycled or reused content used in Council-managed services</b>	Darebin City Council	-	-	Data not collected	The % of recycled or reused content used across all of Council-managed services is not currently tracked. Council's Social and Sustainable Procurement policy recommends that all Council officers purchase 100% recycled paper, and this is the case for paper purchased for the printers within Council. Other recycled or reused content used within Council operations (e.g. recycled concrete, plastics, wood, glass) are currently not tracked, however many projects within Council's operations and Capital Works do use recycled content to increase the positive environmental impacts across the project.
<b>3.5.2</b>	<b>Percentage reduction in total amount of waste generated</b>	City of Darebin	2%	2.6%	On Track	There was a 2.6% reduction from the previous reporting period in the total amount of waste generated.

## LOOKING FORWARD

- ▶ A sustainability trail will be installed at Bundoora Park Farm featuring educational displays aimed at fostering awareness, knowledge and better practices in the community for land, water and waste management, climate change and agriculture.
- ▶ Complete the construction of the Northcote Aquatic and Recreation Centre and achieve a 6 Star – Green Star – ‘as built’ rating, which will result in an industry-leading facility.
- ▶ Undertake community engagement to inform future kerbside waste services for residents.
- ▶ Finalising revised Climate Emergency Plan

▶ ***The detailed Council Plan Action Plan for 2023/2024 can be found at [darebin.vic.gov.au/CouncilPlan](https://darebin.vic.gov.au/CouncilPlan)***

## STRATEGIC DIRECTION 4

## RESPONSIBLE, TRANSPARENT AND RESPONSIVE

Strategic Direction 4 is focused on transparent and accountable decision-making, ensuring that the organisation is financially responsible, managing resources effectively to ensure our current and future services meet the needs of our community, as well as planning and supporting our community through change. This strategic direction has five strategic objectives that span four years, with 33 actions to deliver in 2022/2023.



Progress comments on all 33 actions relating to this goal can be found at

► [darebin.vic.gov.au/CouncilPlan](https://darebin.vic.gov.au/CouncilPlan)

## BUDGET ALLOCATED TO STRATEGIC DIRECTION 4

Net cost	20212-2023 \$'000
Budget	32,728
Actual	33,394
<b>Variance</b>	<b>(666)</b>

## SERVICES FOR STRATEGIC DIRECTION 4

While all departments contribute to the achievement of each of our strategic directions, these services specifically relate to Strategic Direction 4.

*Note: The service areas in the table align with the 2022/2023 Budget and are consistent with the Council Plan 2022/2023.*

Service area	Description of services provided	Net cost of providing this service in 2022-2023	
		Budget	Actual
			Variance
			\$'000
<b>RESPONSIBLE, TRANSPARENT AND RESPONSIVE</b>			
<b>Communication, advocacy and engagement</b>	Using demographic data to undertake consultation, facilitation, engagement and evaluation to inform the promotion and advocacy of social justice, community inclusion, infrastructure and equity. Work with other levels of government, partners, stakeholders and media on issues that are important to the Darebin community.	2,765	<b>2,594</b> 171
<b>Customer service</b>	This service provides the customer interface for most services and a wide range of transactions. Service is delivered via customer service centres, a telephone call centre, our website and an after-hours emergency service.	2,692	<b>2,479</b> 213
<b>People and culture</b>	Provides support to the organisation on strategic issues such as change management, workforce planning, leadership development and organisation development.	2,828	<b>2,927</b> (99)

## SERVICES FOR STRATEGIC DIRECTION 4

Service area	Description of services provided	Net cost of providing this service in 2022-2023
		Budget <b>Actual</b> Variance \$'000
<b>CLIMATE, GREEN AND SUSTAINABLE</b>		
<b>Mayor and Council</b>	The Mayor and councillors are responsible for the governance and leadership of the community, and for providing strategic direction to the organisation.	1,266 <b>1,338</b> (72)
<b>Corporate governance</b>	This service includes direct administrative support to the Mayor and councillors, coordination of Council and Committee meetings, and includes the Chief Executive Officer, Executive Management team, as well as the administration of Council business, policy support and corporate risk.	8,736 <b>8,910</b> (174)
<b>Information technology services</b>	This service provides Council with digital platforms to improve business performance by allowing timely and informed decision making that enhances service provision to Council and the community. The services also include cybersecurity, governance of technological systems, the maintenance of infrastructure and the functionality of the systems overall.	8,050 <b>8,439</b> (390)
<b>Financial services</b>	Provides financial services and support to internal and external customers and includes management of Council's finances, raising and collection of rates and charges, and valuation of properties.	3,389 <b>3,339</b> 50
<b>Fleet services</b>	Responsible for the fleet required to support all Council's in-house service delivery.	3,003 <b>3,368</b> (365)

**STRATEGIC DIRECTION 4**

**RESPONSIBLE, TRANSPARENT AND RESPONSIVE**

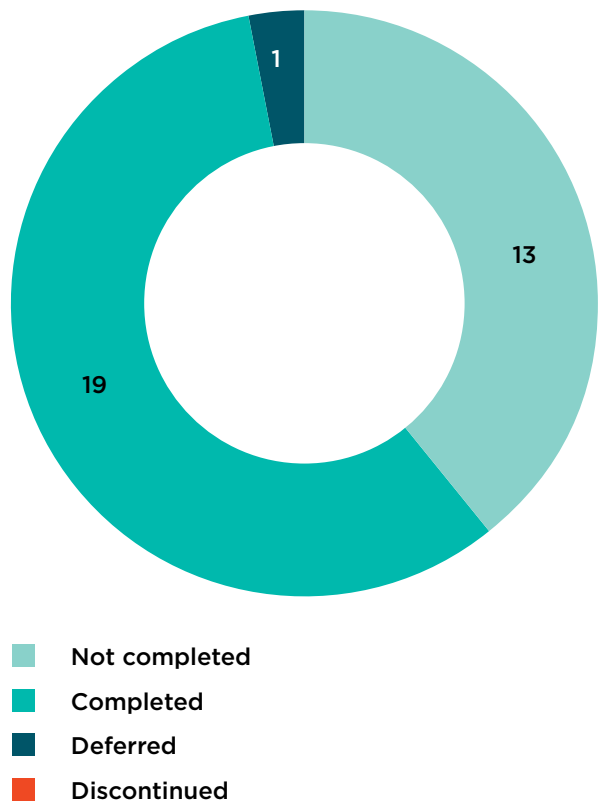
**OVERVIEW OF ACTIONS FOR STRATEGIC DIRECTION 4**

The accompanying chart illustrates 57.6% (19) of the year two actions connected to Strategic Direction 4 have been completed. Highlights from the final quarter include:

- ▶ The community housing project on Town Hall Avenue, Preston is almost completed and will provide a level of affordable housing. The Kids Under Cover arrangement has been renewed to provide temporary housing for young people.
- ▶ The draft policy translation of the Planning Scheme into the new state format was finalised and endorsed by Council in May. The translation was prepared through a series of thorough reviews to ensure that local policy content is retained in the new format. The State Government will progress the planning scheme amendment to introduce the changes.

Strategic Direction 4 has one action that was unable to start or be delivered during 2022/2023 and has been deferred. Thirteen actions were not completed by 30 June 2023.

**Status of year-two actions for Strategic Direction 4**



## HIGHLIGHTS AND ACHIEVEMENTS FOR STRATEGIC DIRECTION 4

- ▶ Reviewed Council's 10-Year Financial Plan to ensure a level of revenue and expenditure that maintains a balance between service delivery, asset maintenance and renewal, and provides a strong, sustainable base for the future.
- ▶ Council adopted the Place and Road Naming Policy to better reflect Darebin's Aboriginal cultural heritage, migrant and cultural diversities and gender diversity.
- ▶ Council advocated to protect the Preston Market through a strong public campaign and submission to the Standing Advisory Committee, which recognised the market's heritage significance. The Minister for Planning has publicly stated that: "New planning controls, including a heritage overlay, will now be introduced to protect Preston Market's heritage and put beyond any doubt the importance of the market to the community."
- ▶ Implemented a Development Contributions Scheme and began collecting financial contributions that will help fund 70 community infrastructure projects with an estimated value of \$115 million.
- ▶ Council successfully advocated to protect the heritage significance of the Thornbury Park Estate through its submission to an independent planning panel.
- ▶ Completed fixed asset register configuration, verification and integration into the Oracle financial system.
- ▶ Applied holistic understanding of rates debtor management practices that incorporate changes to the Rates Financial Hardship Policy.
- ▶ Separated waste service costs from general rates through the introduction of the Kerbside Waste Service Charge and Public Waste Service Rate to strengthen Council's financial sustainability and support Recycling Victoria reforms.
- ▶ Successfully submitted tenders to gain funding for the Care Finder and Support for Carers initiatives.
- ▶ Completed a comprehensive review of the Social Support Program, which introduces contemporary new service offerings that increase flexibility for older people. The introduction of a new fee structure will complement this flexible approach.
- ▶ Developed Council's Transport Asset Management Plan to ensure assets fulfil their intended purpose and life expectancy at the most economical cost to the community. This will help Council plan for cost-effective maintenance and replacement of these assets to ensure they continue to do the job they were built for.
- ▶ Darebin Resource Recovery Centre (DRRC) management and operations were brought back in-house after 16 years of being run by external contractors. Year-one results include improved service delivery and environmental outcomes.
- ▶ City Works automated messaging to improve consistency and timeliness of customer communication following service requests. Positive feedback has been received from customers receiving prompt written status and outcome information regarding their requests and complaints.
- ▶ wat djerring Animal Facility (formerly the Epping Animal Welfare Facility) transferred from the RSPCA to an in-house model in partnership with the City of Whittlesea and Merri-bek City Council to achieve the best possible outcomes for the animals and our community.
- ▶ The Darebin Domestic Animal Management Reference Group was re-established.
- ▶ Implemented the use of SMS and email for animal registration reminders.

### STRATEGIC DIRECTION 4

#### RESPONSIBLE, TRANSPARENT AND RESPONSIVE

#### CHALLENGES FOR STRATEGIC DIRECTION 4

- ▶ The Planning Enforcement - Industrial Precinct Enhancement Program was introduced to clear industrial precincts of derelict vehicles on Council roads.
- ▶ Proactive inspections of entertainment venues were established in partnership with Victoria Police, Liquor Licensing and the EPA.
- ▶ Addressed the Victoria Protective Data Security Standard (VPDSS) 2 by creating an Information Asset Register (IAR) in consultation workshops with all of Council's departments.
- ▶ Completed a major upgrade of core IT applications to latest available versions for business, which will bring several benefits including new features and functionality.
- ▶ Development Contributions Plan (DCP) successfully implemented within Council's customer service software. The DCP places a levy on new developments in City of Darebin to help fund development infrastructure and community infrastructure.
- ▶ Designed and delivered a Leadership Capability Framework to strengthen leadership skills among Council staff.
- ▶ Embedding Child Safety Standards across the organisation.
- ▶ Adapting to the changing economic climate, leading to the review of the 10-Year Financial Plan and four-year Council Plan in response to adjust current and future commitments for the long-term benefit of the Darebin community.
- ▶ Like many across the sector, Council was challenged by rising construction costs. The combination of inflation, material and labour costs, interest rate rises, and the continuing impact of rate capping prompted a reprioritisation of some projects within the Capital Works Program.
- ▶ Ensuring that members from across the community, including those who don't regularly participate, increasingly take part in community engagement activities.
- ▶ Managing the ongoing impacts of COVID while continuing to provide a quality service to our customers. Impacts include community expectations, an increase in customers under stress, impact of services not being delivered or delayed due to lack of staffing or funding.
- ▶ Significant and complex engagement projects and issues-rich projects meant communications resources were, at times, reactive.

## PERFORMANCE INDICATORS AND RESULTS FOR STRATEGIC DIRECTION 4

Ref.	Strategic indicator(s)	Accountability (DCC or CoD)	Result 2021/22	Result 2022/23	Status	Comments
<b>4.1.1 a</b>	Victorian Auditor General's Office (VAGO) indicators: liquidity	Darebin City Council	1.41	1.83	On Track	Low risk rating. Prior year result was impacted by higher than anticipated trade payables, primarily related to the newly construction Northcote Aquatic & Recreation Centre.
<b>4.1.1 b</b>	Victorian Auditor General's Office (VAGO) indicators: net result	Darebin City Council	3.96	5.15	On Track	Low risk rating. Positive result impacted by 7% increase in total revenue.
<b>4.1.1 c</b>	Victorian Auditor General's Office (VAGO) indicators: adjusted underlying result	Darebin City Council	(0.50)	4	On Track	Low risk rating. Underlying revenue has increased by 7% over the period. Prior year underlying surplus was impacted by write-off of assets associated with the redevelopment of Northcote Aquatic & Recreation Centre and capital grants received.
<b>4.1.1 d</b>	Victorian Auditor General's Office (VAGO) indicators: internal financing	Darebin City Council	69.00	38.7	Off Track	High risk rating. 59% of payments for property, infrastructure and plant and equipment was funded from borrowings. (Northcote Aquatic & Recreation Centre redevelopment)
<b>4.1.1 e</b>	Victorian Auditor General's Office (VAGO) indicators: indebtedness	Darebin City Council	7.16	26.2	On Track	Low risk rating. Planned new borrowings (\$39M) were executed during the year to fund the redevelopment of Northcote Aquatic and Recreation Centre.
<b>SI4. 2.1a</b>	Victorian Auditor General's Office (VAGO) indicator: asset renewal	Darebin City Council	1.42	1.28	On Track	Low risk rating. Expenditure on asset renewal and upgrade works was consistent with previous year. Building depreciation expense has increased in line with the 2022 revaluation.

## STRATEGIC DIRECTION 4

## RESPONSIBLE, TRANSPARENT AND RESPONSIVE

## PERFORMANCE INDICATORS AND RESULTS FOR STRATEGIC DIRECTION 4

Ref.	Strategic indicator(s)	Accountability (DCC or CoD)	Result 2021/22	Result 2022/23	Status	Comments
<b>S14.2.1b</b>	Victorian Auditor General's Office (VAGO) indicator: capital replacement	Darebin City Council	2.18	2.5	On Track	Low risk rating. Payments for property, infrastructure and plant and equipment included \$34.43M Northcote Aquatic & Recreation Centre redevelopment.
<b>4.2.2</b>	Increase occupancy of unused and under-utilised Council buildings	Darebin City Council	-	9	Baseline data collected	Nine Council owned buildings remain vacant and are presently being evaluated for future use and retention.
<b>4.3.1</b>	Decrease in number of days taken to approve planning applications for home owners / small applications  Median days taken to determine applications with a cost of works under \$500,000 including VicSmart applications but excluding amendment applications	Darebin City Council	86	-	Data currently not available	Council previously relied on the State Government PPARs reporting system to filter and provide this data. That option is no longer available since the updating of their system and interface. Council does not currently have internal reporting systems in place to provide this result.
<b>4.3.2</b>	Increase active library borrowers by 20%, from 14.32% in 2019-20 to 17.18% in 2024-25	Darebin City Council	11%	11%	Off Track	The proportion of active library borrowers is currently stable on 11%. This measure is seeing a very gradual return to pre-pandemic visitation with customers returning and encouraged by the fine amnesty and removal of library fines.
<b>4.3.3</b>	Key performance indicators for our key services (based on data submitted to State Government through its Local Government Performance Reporting Framework)	Darebin City Council	75.0%	73.0%	Off Track	A total of 29 out of 40 (73%) LGPRF service performance indicators either improved or were stable in the 2022-23 period, a slight decrease on the previous year's result.
<b>4.4.1</b>	Major Council precinct investment designed	Darebin City Council	100%	100%	On Track	Major Council precinct investment has been informed by documented design, as demonstrated by the High Street tree planting program and the Thornbury Telstra mural and civic improvement.



## PERFORMANCE INDICATORS AND RESULTS FOR STRATEGIC DIRECTION 4

Ref.	Strategic indicator(s)	Accountability (DCC or CoD)	Result 2021/22	Result 2022/23	Status	Comments
4.5.1	Percentage of planning permits issued incorporating sustainability features	Darebin City Council	0	427	Baseline data collected	In 2022-23, 427 referrals were made from statutory planning to Council's Environmentally Sustainable Development (ESD) Officer
4.5.2	Percentage of planning permits issued incorporating key design elements	Darebin City Council	0	960	Baseline data collected	960 referrals were made from the statutory planning department to City Design.
4.5.3	Improvements in local planning controls	Darebin City Council	10	4	On Track	There were four active planning scheme amendment projects in 2022-23 that change and update planning controls for private land: Thornbury Park Estate; Heidelberg Road Heritage controls; Higher Environmentally Sustainable Development (ESD) standards; and the Planning Policy Framework Review.
4.5.4	Improvements in state planning and building controls	City of Darebin	25	24	On Track	Council has undertaken the following advocacy to improve state planning and building controls: Advocacy and meetings on housing with Federal government advisors and departments (4); numerous letters and meetings with and to local members of parliament, Minister for Planning, Standing Advisory Committee, local groups regarding Preston Market (15); amendment and advocacy with Council Alliance for a Sustainable Built Environment (CASBE) on higher Environmental Sustainable Design standards (1); Planning reform meetings and advocacy (2); and, Windfall Gains tax paper and meetings (2).

### STRATEGIC DIRECTION 4

#### RESPONSIBLE, TRANSPARENT AND RESPONSIVE

##### LOOKING FORWARD

- ▶ Roll-out of Carelink Version Upgrade and CarelinkGo app, resulting in improved efficiency and reduction of manual work for staff.
- ▶ Utilising a continuous improvement plan, Council aims to improve its performance against current funded targets and reimagining its customer experience to provide quality services to clients.
- ▶ Council will undertake community consultation as part of developing a Leasing and Licensing Policy. The policy will ensure a consistent, fair and transparent framework is applied when negotiating and finalising all occupancy agreements that will be linked to Council's property portfolio.
- ▶ Continuing to find new and dynamic ways to make community engagement more interactive and inclusive to ensure that as many people as possible participate in our community engagement processes.
- ▶ Implementation of technology improvements including new Contact Centre to improve processes, efficiency, time management and customer experience.
- ▶ Looking at new and different ways we communicate through the website/intranet redevelopment, review of Darebin Community News, exploring AI technologies and social media trends.
- ▶ Council will improve and further automate reporting and other processes of service delivery to better meet community needs.
- ▶ Continuing to deliver services to the community and improving timeframes for local laws, animal management and internal reviews decision-making.
- ▶ Continuing to improve our planning and building website usability and online user experience.
- ▶ Council will work internally to design and deliver Darebin's first People Strategy.

▶ [The detailed Council Plan Action Plan for 2023/2024 can be found at darebin.vic.gov.au/CouncilPlan](https://darebin.vic.gov.au/CouncilPlan)



# 6. OUR SERVICE PERFORMANCE



## OUR SERVICE PERFORMANCE

The *Local Government Act 2020* sets direction for Council's service performance through the Service Performance Principles. We have sought to align our reporting to provide an overview for our community with regard to Council's services and actions in alignment with the Service Performance Principles.

## OUR SERVICES

### FOR FAMILIES

- ▶ Building upgrades and improvements to Council-owned early learning centres and kindergartens
- ▶ Bundoora Park Farm
- ▶ Construction and maintenance of playgrounds and early years facilities
- ▶ Family services
- ▶ Immunisation
- ▶ Kindergarten and childcare registration systems
- ▶ Library services, e.g. collections and events and programs
- ▶ Maternal and child health services
- ▶ Parent education sessions
- ▶ Playground maintenance, upgrades and improvements
- ▶ School active transport and safety programs
- ▶ School crossing supervisors
- ▶ Street lighting and signage
- ▶ Supported playgroups and toy library
- ▶ Swimming lessons
- ▶ Youth services and engagement e.g., Young Citizens Jury and outreach and centred-based social, educational, health, studio, music and arts programs

### OUR SERVICES

#### FOR OLDER PEOPLE AND PEOPLE WITH DISABILITIES

- ▶ Access to senior citizen facilities
- ▶ Accessible playgrounds
- ▶ Accessible website content with features to assist with visual impairment, translation of content into 100+ languages
- ▶ Aged care navigation support for older residents
- ▶ Assessment for aged and disability services
- ▶ Community transport
- ▶ Dedicated car parking for people with disabilities
- ▶ Delivered meals
- ▶ Domestic assistance
- ▶ Flexible respite
- ▶ Funding and support of older adults, groups and clubs
- ▶ Home library service
- ▶ Home maintenance and home modifications
- ▶ Improved accessibility to Council-owned facilities, including improvements to senior citizens' centres
- ▶ Information, advocacy and support of individuals and groups in relation to aged and disability programs
- ▶ Leisure facilities and exercise programs for older people
- ▶ Library services, e.g. digital literacy support programs, resources and collections, events and programs, exercise classes, special needs swim classes
- ▶ Older person housing sponsorship program
- ▶ Personal care
- ▶ Shopping assistance
- ▶ Social support groups
- ▶ Support to kindergartens that have children with disabilities and/or additional needs attending

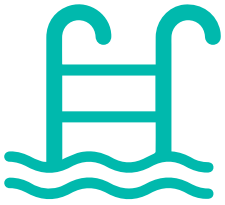
#### FOR BUSINESSES

- ▶ Library services
- ▶ Support to transition to renewable energy
- ▶ Assist businesses to reduce energy costs, CO<sub>2</sub> emissions and waste and to transition to renewable energy and the circular economy
- ▶ Business permit support and facilitation including food and health, planning, building, local laws regulations and registrations
- ▶ Business support and education, e.g., running seminars, workshops and information sessions
- ▶ COVID safety education and support
- ▶ Encourage and support the uptake of solar for businesses
- ▶ Networking opportunities to build the business community
- ▶ Place activation and improvements to local retail activity centres
- ▶ Support businesses to access priority employment groups and organisations to build and expand workforces
- ▶ Support the traders' associations through establishment and continuation of Special Rate Schemes
- ▶ Supporting local social enterprises
- ▶ Working specifically with Aboriginal and Torres Strait Islander businesses and employment services to identify opportunities for First Nations job seekers

## FOR THE WHOLE COMMUNITY

- ▶ Actively engage with newly arrived populations, migrants and refugees
- ▶ Animal management services and pet registrations
- ▶ Art and heritage including Council's indoor and outdoor art works
- ▶ Arts events (e.g. FUSE Festival), galleries, exhibitions, performances, festivals and cultural programs
- ▶ Bike maintenance programs
- ▶ Bike training programs
- ▶ Building services and planning permits
- ▶ Bundoora Park Farm
- ▶ Climate and sustainability programs
- ▶ Collection of waste, green waste and recycling
- ▶ Community facilities and buildings maintenance, repair and upgrades
- ▶ Community safety and crime prevention programs
- ▶ Construction of new community facilities
- ▶ Construction of new community gathering spaces in our parks
- ▶ Customer service including a call centre and counters in Preston, Reservoir and Northcote
- ▶ Education and leadership on environmental sustainability
- ▶ Employment and volunteer programs
- ▶ Encourage and provide increased opportunities for sustainable transport
- ▶ Event permits and consultancy
- ▶ Fleet maintenance and management
- ▶ Graffiti removal and prevention
- ▶ Information about pests and pollution
- ▶ Leisure facilities
- ▶ Libraries
- ▶ Loan of resources and equipment to childcare and kindergarten services
- ▶ Maintenance of local amenities and facilities
- ▶ Natural resource management
- ▶ Parking and local law enforcement
- ▶ Parking permits
- ▶ Parks and open spaces
- ▶ Playspaces, skate parks and outdoor fitness equipment
- ▶ Professional support, education and training to childcare, out-of-school care and kindergarten operators, staff and committees of management
- ▶ Provide training and education to encourage more local businesses and jobs
- ▶ Publications including quarterly print newsletter *Darebin Community News* and monthly online newsletter, *Your Darebin*
- ▶ Raise awareness of gender equity and violence against women
- ▶ Resource Recovery Centre
- ▶ Road and footpath maintenance
- ▶ Road infrastructure inspections
- ▶ Sporting facilities
- ▶ Strategic rainwater management, both quality and quantity, e.g. local flood mitigation, rain gardens and water harvesting treatments
- ▶ Street cleaning
- ▶ Support sustainable food and environment initiatives
- ▶ Support to community playgroups
- ▶ Travel choices information
- ▶ Volunteering programs

SERVICE USE HIGHLIGHTS

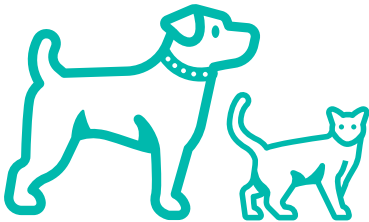


Number of visits to aquatic facilities

**401,858**

Number of attendances at water safety and learn-to-swim programs

**85,360**

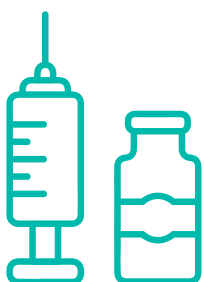


Number of animals collected

**939**

Number of cats and dogs registered

**13,711**



Total number of vaccines given

**19,675**



Number of library collection loans

**1,057,168**

Number of visitors to our libraries

**813,409**

Number of library programs delivered

**686**



Number of infants enrolled in the Maternal and Child Health (MCH) service from birth notifications received

**1,604**

Number of children who attend the MCH service at least once in the year

**4,715**





Kilometres of streets swept

**55,000km**

Square metres of local roads reconstructed

**5,250m<sup>2</sup>**

Square metres of sealed local roads resealed

**60,247m<sup>2</sup>**



Number of Home Support visits

**59,433**



Number of trees planted

**1,200**



Number of planning application decisions made

**1,002**



Number of kerbside and recycling bin collection requests

**10,653**

Weight of garbage, recyclables and green organics collected from kerbside bins (tonnes)

**50,480**

Weight of hard waste collected (tonnes)

**2,889**

## DESCRIPTION OF OPERATIONS

**Various factors have affected Council's performance during 2022/2023, including the cumulative impact of many years of rates capping where the capped increase in Council's income fell below its costs. Council's construction, supplier costs, utilities and borrowing costs have all increased well above the rates cap.**

Darebin Council's Budget 2023/2024 was adopted at the Council Meeting on 26 June 2023 following two stages of community engagement. The Budget and its supporting documents aim to strike a balance between delivering the core services that are so important to the Darebin community, and safeguard Darebin's financial stability into the future. Council will need to carefully balance its priorities and budget over the coming years given the challenging financial environment.

In response to increased economic pressures during 2022/2023, the Council Plan 2021-25, Financial Plan 2021-31 and Revenue and Rating Plan 2021-25 were revised in June 2023. Council also revised other key financial policies during the year, including The Rates and Hardship Policy which sets out how council supports those in need and, The Rating and Revenue Policy which guides how Council sets rates. While these plans have been reviewed to adapt to the current economic environment, these plans will be implemented and monitored closely.

Significant progress has been made in the 2022-23 Council Plan Action Plan, particularly in respect to supporting a more vibrant, respectful, and connected community, and delivery of our capital works program, including the construction of the Northcote Aquatic Centre which is now near completion.

During the development of the 2021-25 Council Plan, strategic indicators were developed to measure the progress and success of achieving the strategic objectives. For the 2021-25 Council Plan, there are 68 strategic indicators. Overall, the 2022-23 quarter four results indicated that Council achieved a result of 68.8% (139 of 202) actions complete in the 2022-23 Council Plan Action Plan. A comprehensive review of the Council Plan occurred during quarter three of the financial year. This review was driven by a change in Council's financial position and the need to re-baseline the Council Plan.

For further information, please refer to the 'Our Council Plan Performance' section on **page 48**.

## EQUITABLE AND RESPONSIVE SERVICES

### TOWARDS EQUALITY FRAMEWORK

Forty-nine Equity Impact Assessments were undertaken in 2022/2023 across Council policy, infrastructure and service development. Assessments were focused on Council services and programs, which helped Council to identify opportunities to ensure services were accessible and representative of the diverse needs of the community. Projects included: the Darebin Planning Scheme, Your Street Your Say, the Climate Emergency Strategy, Leasing and Licensing Policy and Resident Parking Permit Policy; various events, programs and communication; and several internal policies.

- ▶ the continued implementation of the Workforce Diversity and Inclusion Strategy and the Gender Equality Action Plan, which aims to remove systemic discrimination and barriers with the intent to create inclusive, safe and welcoming workplace and foster a diverse workforce
- ▶ the provision of advocacy-based actions through the Local Government Mayoral Taskforce Supporting People Seeking Asylum and the Back Your Neighbour Campaign. This further progressing campaign initiatives relating to people waiting for support while their claims for refugee status are being processed
- ▶ the continuation of the Welcoming Cities accreditation process. Welcoming Cities is a set of national standards for cultural diversity and inclusion policy and practice targeted at local government. This will provide a benchmark for cultural diversity and inclusion policies and practices across the organisation, as well as highlight and identify areas where further efforts could be directed
- ▶ the commencement of the Rainbow Tick accreditation process. Rainbow Tick is an evidence-based quality framework that helps organisations create inclusive, safe and affirming services and environments for the LGBTIQ+ community
- ▶ continued respectful engagement with Traditional Owners and the local Aboriginal and Torres Strait Islander community through the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and the Darebin Aboriginal Advisory Committee. This year this included receiving advice on the continuation of the 'decolonisation' of Bundoora Park and the recommencement of Council-delivered citizenship ceremonies. Seeking advice and guidance from the Traditional Owners and Aboriginal and Torres Strait Islander communities provides the foundation for all of the Council's work.

### CHARTER OF HUMAN RIGHTS AND RESPONSIBILITIES

The *Victorian Charter of Human Rights Act 2006* (the Charter) sets out the basic rights, freedoms and responsibilities of all people in Victoria. The Charter contains 20 rights that reflect the four core principles of freedom, respect, dignity and equality. Government departments and public bodies must observe rights set out in the Charter when creating laws, developing policy and providing services. This means that the Victorian Government, local councils, state schools, Victoria Police and other public authorities are required to act in a way that is consistent with the rights protected under the Charter.

During 2022/2023, activities that occurred under the Charter included:

- ▶ the continued implementation of the Toward Equality Framework, Council's equity, inclusion, and human rights framework. The framework is a direct expression of Council's legal obligations under the Charter and seeks to embed a human rights culture into the organisation's services, programs, facilities and the local community
- ▶ the application of Equity Impact Assessment (EIA) for 49 key Council policies, programs and services to ensure planning and implementation included human rights considerations. The EIA is Council's mechanism to ensure any potential restriction of protected Charter rights are lawful and meet the requirements of the Act

## ACCESSIBLE SERVICES

## DISABILITY ACCESS AND INCLUSION PLAN

Darebin City Council is committed to creating a community that is accessible and inclusive of everyone in accordance with the *Disability Discrimination Act 1992* (Cth) and *Disability Act 2006* (Vic). Over the past 12 months, Council continued its strong legacy of leadership in access and inclusion with the following highlights.

- ▶ The Disability Action Plan for 2023–2025 has been developed and teams from across the organisation have commenced implementing actions to improve access and inclusion in Darebin. The actions respond to the Community Vision outlined in the Disability Access and Inclusion Plan 2021–2026, which was co-designed with our community. These documents provide a framework for Council to reduce barriers to persons with a disability accessing goods, services and facilities, and obtaining and maintaining employment. It also promotes inclusion and participation in the community of persons with a disability and seeks to achieve tangible changes in attitudes and practices that discriminate against persons with a disability.
- ▶ Darebin City Council partnered with Writers Victoria to run a Writeability Program in Darebin. The Program supports writers with disability wanting to develop their skills and writing careers. Writeability aims to remove some of the barriers that have traditionally prevented people with disability from connecting with writing and publishing. The Writeability ethos is based on the importance of self-told stories, disability leadership and peer support. Work from participants in the Darebin group has been published in Darebin’s *D’Scribe Magazine* and shortlisted for the Darebin Mayors Creative Writing Award.
- ▶ In celebration of International Day of People with Disability and Disability Pride Month a disability pride mural was painted on the Preston Library by artist and disability advocate Prue Stevenson. The work, which reads “process this in your own time”, celebrates neurodiversity and is a perfect message for a library setting.
- ▶ Darebin City Council partnered with the University of Melbourne to provide mentorship for students as part of the Innovation Practice Program. A team of masters’ students undertook a human-centred design process to develop innovative ways to encourage Darebin designers to utilise universal design principles within infrastructure design, construction, maintenance and use. The data and insights generated by the Program will support future capacity-building and design processes.
- ▶ The Darebin Disability Advisory Committee (DDAC) met throughout the year to review projects and strategies and provide advice regarding access and inclusion. DDAC continues to be supported to meet virtually and has also attended special meetings in the community to review infrastructure and service access.
- ▶ Access and inclusion advice and information continues to be provided to our community and networks, including the monthly publication of the *Disability Access* e-newsletter.
- ▶ Council continued to support people with disability under the age of 65 and their carers through the Home and Community Care Program (HACC PYP) and the Support for Carers Program (SCP). Support included living at home assessments, provision of personal care, domestic assistance, delivered and café meals, shopping, transport, respite care and home maintenance.
- ▶ Equity Impact Assessments were undertaken with many teams across Council to apply an intersectional equity lens to Council projects, including the consideration of *Disability Discrimination Act* requirements and best practice. This work helps to build organisational capacity and improve how Darebin City Council considers and achieves social outcomes for our community.

## CARERS' RECOGNITION

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

Council provides the following services and supports.

- ▶ The Support for Carers program is focused on providing support for those who care for older people living at home. Staff provide information, practical and general support and assistance.
- ▶ Our Carer Support Group focuses on social connection for those in a caring role. The group offers a safe place for carers to talk with and support other carers. Guest speakers are invited to talk about things that are important to carers. During the later part of 2022 and until the first half of 2023, our Carer Support Group has been suspended following changes in the way that carers prefer to seek support after COVID-19.
- ▶ Our Care Finder Service provides tailored responses to each carer's identified needs, which may also include referrals to other services.
- ▶ Council supports those needing care to access flexible respite in the home and in the community. Social support groups operate from our Northcote facility, Yanada House, as well as in the wider community, to offer activity programs for people needing care so that their carers can have a break. Our flexible respite services continue to be delivered in ways that meet the needs of carers and those they care for.
- ▶ Council ensures that its staff, agents and volunteers are informed about the principles and obligations of the *Carers Recognition Act* by including information on the care relationship in induction and training programs for staff working in home and community care, and other front-line positions with the community.

## COMMUNICATIONS STRATEGY

Darebin's Four-Year Communications Strategy was developed a part of a Council Plan action. The strategy includes a strong focus on accessible communications to ensure members of Darebin's diverse community can access and understand important information about Council services and events.

Council communications are strongly supported with internal advice as well as the Multicultural Communications Toolkit, which was developed and launched in October 2022. The toolkit was the product of months of work and deep consultation with CALD community members to ensure a best practice approach to communications with multicultural communities.

The *Darebin Community News* – our quarterly printed newsletter, which is delivered in hard copy to the letterboxes of residences across the municipality – incorporates a regular feature article in a language from the top 12 languages within our community. This publication is also available in digital form, with translations available in a large number of languages through the translation function online.

Our community engagement activities have been strengthened to incorporate a consistent community engagement plan within all Council reports. This provides oversight and transparency in the way in which we will engage across our diverse community. Community engagement activities typically include targeted engagement across our diverse community, with translations as standard and sessions held with CALD community groups.

Content across all channels is written in simple language and the Diverse Communications and Engagement function ensures more accessible communications for community members from non-English speaking backgrounds. Google Translate is available for real-time translations on Darebin's website. Content on the website continues to be reviewed and refreshed to ensure AA standards are enhanced and achieving high AA rating.

### ACCESSIBLE SERVICES

Council introduced the use of Auslan interpreters for meetings with significant decisions – the Annual Budget and Council Plan Action Plan each June and the Mayoral election each November. The subtitle option is available on YouTube recordings for all meetings.

Our customer service centres are located in three areas of the municipality and a call centre with several multilingual staff is available during business hours. In addition, Council promotes the use of the multilingual translation service to support the language needs of our community.

#### WEBSITE ACCESSIBILITY

Darebin's website has been redeveloped in recent years with a strong focus on delivering an improved and more accessible customer experience.

Vision Australia was engaged to deliver an accessibility audit of our website's code and content, and all recommendations were implemented.

Key achievements in this area include enhanced accessibility for our CALD community members and for those using assistive technologies such as screen readers. These improvements led to an improved accessibility rating from 72% to 80% compliance. A range of user testing with residents and members of our diverse community helped to ensure the structure and content on the site was easy to find. This led to an impressive improvement in 'findability' from 48% to 80%.

A significant effort was made in rewriting more than 800 pages of content to remove complex language and jargon and use more simple words and sentences. These changes took the average reading age from 'university' to 'high school'. To ensure this practice remains in place, the organisation has introduced training for all website authors to increase understanding and ability for officers to write in plain language, raising awareness of accessibility issues in the community.

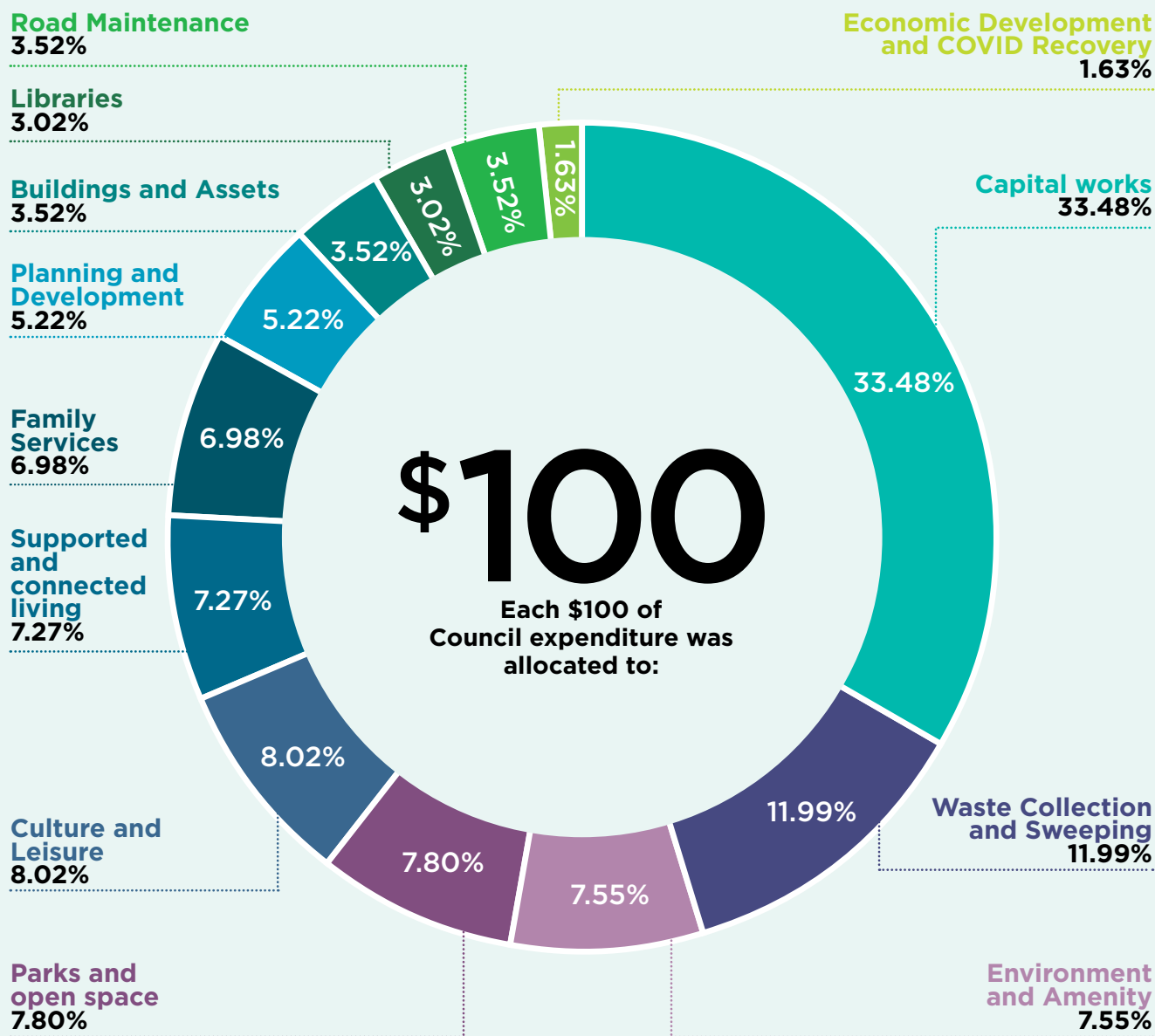
Finally, Council implemented the Google translation integration, ensuring all pages can be translated into 98+ languages. Also see 'Our Public Transparency' section about website enhancements.

**OUR SERVICE PERFORMANCE**

**VALUE FOR MONEY SERVICES**

Each year your rates go towards providing important services, programs and infrastructure for the benefit of our growing and diverse community. In 2022/2023, our \$194.10 million of spending enabled us to deliver a diverse range of services, capital works and special projects. We always strive to strike a balance between service costs, quality and value to our community, working within the Victorian Government’s rate cap.

**HOW WE SPENT YOUR RATES**



## AWARDS

***Australasian Reporting Award (ARA) for Darebin 2020/2021 Annual Report and 2021/2022 Annual Report***

Darebin City Council won its sixth consecutive gold award at the Australasian Reporting Awards held in July 2022 and its seventh in June 2023.

***Premier's Sustainability Award: Thriving Environment - Industry Leader for Rewilding Darebin***

In September 2022, Darebin City Council won a Premier's Sustainability Award in the Thriving Environment category for Rewilding Darebin. This award recognises our work in integrating natural landscape elements into urban spaces for the benefit of public health and the conservation of biodiversity.

Rewilding Darebin creates accessible, healthy, resilient and diverse ecosystems in urban areas that respect the indigenous character of the landscape to support communities and biodiversity, both now and into the future. Two years after it was launched, Council's Rewilding Program has transformed 18 hectares for the Darebin community to enjoy. More than 300,000 indigenous plants have been planted and more than 80 jobs have been created.



Pictured accepting the Premier's Sustainability Award (from left): Sofia Enrigue, Sam Hewett, Kathryn Sparks, Lee Mckenzie, Ben Smith, Steve Tierney, Libby Wood and Sue Wilkinson.

***LgPro 2023 Awards for Excellence: Sustainability initiative - High commendation for Rewilding Darebin***

The LgPro 2023 Awards for Excellence: Sustainability initiative recognise initiatives that demonstrate excellence in the delivery of environmentally sustainable processes or projects. These provide a new way of ensuring programs, projects and developments meet present needs, without compromising future generations. Rewilding Darebin received a high commendation in this category in May 2023.



Pictured from left: David Melli, Millie Wells, Katy Daily, Michelle Burton, Lee Mckenzie, Ben Smith, Sofia Enrigue and Alisa Rudd.

***Melbourne Fringe Awards***

- Truthclub by Jonathon Homsey and the Untitled Likeminded Dancers of Colour won the Director Choice Award.
- Batsh\*t by Leah won the Edinburgh Tour Ready Award.



## AWARDS (Cont.)

### ***Procurement Australia, Collaboration and Innovation in Procurement Award***

Alongside other northern councils, Darebin City Council shared in an award for Collaboration and Innovation in Procurement presented by Procurement Australia in August 2022. The award recognised work to optimise procurement outcomes and lead collaborative procurement across the northern region of councils.



Pictured (from back left): City of Hume, Riaan Visser; Procurement Australia Board member Ken McNamara; City of Whittlesea, George Alabakov; City of Banyule, Linda Chapple; City of Darebin, David Cecala; (front from left) Nillumbik Shire Council, Lance Clark; City of Merri-bek, Kennedy Chacha; and Procurement Australia CEO Joe Arena.

### ***Green Room Awards***

- ‘Work for children and young families – An Uncertain Time’ presented by Sarah Austin and Co as part of FUSE Darebin Festival.
- Best direction – The Bloomshed Ensemble for ‘Paradise Lost’ presented by Bloomshed in association with Darebin Arts Speakeasy’
- Best production – ‘Paradise Lost’ directed by the Bloomshed Ensemble and presented by Bloomshed and Darebin Arts Speakeasy.
- Best set and costume – Nathan Burmeister for ‘Paradise Lost’ presented by Bloomshed in association with Darebin Arts Speakeasy.
- Best lighting design – John Collopy for ‘Paradise Lost’ presented by Bloomshed in association with Darebin Arts Speakeasy’

The Green Room Awards are industry awards for the creative sector. They are open to everyone who works in theatre across the

disciplines of drama in its spoken word and not-so-spoken forms – opera, dance, music theatre, cabaret and hybrid.

These awards recognise Council’s strong commitment to the creative and arts industries within the municipality through the FUSE Festival. Council acknowledges and congratulates the artists and its partners in the FUSE Festival.

### ***Vision Super Local Heroes Award***

In partnership with Australian Services Union, The Vision Super Local Heroes Awards recognises local government workers for their outstanding contributions to their communities. These awards bring much-needed recognition to individual workers or teams who go above and beyond. Darebin Council community support workers Sarath Asseddumage and Eleonora Tamburini were both nominated for the Vision Super Local Hero Award.

In May, Eleonora was announced as the winner of the Vision Super Local Hero Award for 2023. Eleonora was nominated by Craig Waters, Darebin Council City Works.

The presentation to Eleonora highlighted her “unwavering dedication to her community and a commitment to empowering others”. In her acceptance speech, Eleonora told the audience that, “it has been an honour and a pleasure, working in my job for 31 years. We are all heroes and do the best we can for our community and work hard for our elderly.”



Pictured: Craig Waters, Eleonora Tamburini and Sarath Asseddumage.

## IMPROVING OUR SERVICE DELIVERY

DAREBIN COMMUNITY SURVEY RESULTS  
2023 ON COUNCIL PERFORMANCE

Overall performance declined across our services in general this year but it remains at a level of satisfaction categorised as 'solid'.

## Satisfaction with Council (index score 0-10)

	2022/ 2023	2021/ 2022
Customer service	6.9	6.9
Overall performance	6.3	6.8
Governance and leadership	6.1	6.8

## Top 3 performing services (index score 0-10)

	2022/ 2023	2021/ 2022
Darebin libraries	8.3	8.5
Weekly garbage collection	8.1	8.6
Council's festivals and events	7.9	-
Green waste collection	-	8.4

## Top 3 issues for Darebin

	2022/ 2023	2021/ 2022
Building, housing and development	13%	13.3%
Preston Market	11%	-
Parks, gardens and open spaces	9%	6.9%
Parking	-	7.8%

## BUSINESS IMPROVEMENTS

Improvements were made to Council's asset accounting practices and oversight through the establishment of a dedicated Asset Accountant and the integration of the Fixed Asset Register into the finance system.

Work has started within the organisation to design and deliver Darebin's first People Strategy along with the design and delivery of a Leadership Capability Framework. These projects both aim to strengthen Darebin's capabilities.

Council facilitated the sale of minor council property assets through a policy review. This re-view, which was informed by engaging with the community, helped to reduce the legal cost to residents who enter into an agreement with Council to purchase a discontinued right of way.

The Multicultural Communications Toolkit was launched to support Darebin team members to plan and deliver services, policies and communications in a way that is accessible to CALD community members.

A set of Darebin-wide Customer Commitments were implemented as part of a broader Customer Experience Strategy. Darebin City Council is striving to improve the customer experience through all interactions and services. We are committed to building a customer-centric Council that listens and delivers a consistent experience for the community with an open and empathetic approach to all customers.

Council continually strives to improve the quality of the construction projects it undertakes to provide the best outcomes for the community. Projects are delivering cost-effective outcomes by seeking value for money through design and construction. A key focus is continuing to improve energy efficiency through design and construction to lower the cost of operating facilities and reduce Council's environmental footprint.

## IMPROVING OUR SERVICE DELIVERY

### BUSINESS IMPROVEMENTS

Darebin Resource Recovery Centre (DRRC) management and operations were brought back in-house after 16 years of being run by external contractors. Year one results include improved service delivery and environmental outcomes.

City Works automated its messaging to improve consistency and timeliness of customer communication following service requests. Positive feedback has been received from customers receiving information about their requests and complaints.

Bundoora Park Farm introduced a family concession admission fee for concession holders, making visiting the farm more affordable for our community.

Council updated its processes and systems to allow private building permit lodgments to be made online.

Bundoora Homestead partnered with Arts Access Victoria and Dardi Munwurro to provide a space for supported creative workshops for vulnerable members of the community. Arts Access now delivers a weekly studio for artists with a disability at Bundoora Homestead, and in 2022 Dardi Munwurro facilitated an arts therapy service for Aboriginal men and youth.

The Darebin Intercultural Centre relocated to a purposefully designed Council building, responding to the community's vision for this service to be accessible, equitable and meet the diverse needs of the community. The community-designed programming framework enshrines principles of inclusion, consultation, collaboration and accessibility into the way the centre's program is developed and delivered.

wat djerring Animal Facility (formerly the Epping Animal Welfare Facility), transferred from the RSPCA to an in-house model in partnership with the City of Whittlesea and Merri-bek City Council to achieve the best possible outcomes for the animals and our community.

Council improved their communication practices about animal registration reminders, including SMS and emails.

A new position was also introduced, called 'School Crossings Team Leader (Identified Role)', which has significantly contributed to the enhancement of school crossings service delivery, ensuring the safety of children and pedestrians during school hours. Having a dedicated leader with proficiency in multiple languages has been instrumental in effectively engaging and catering to the needs of the diverse municipal communities and staff.

Council addressed the Victoria Protective Data Security Standard (VPDSS) 2 by creating an information asset register in consultation workshops with all of Council's departments. DMARC (Domain-based Message Authentication, Reporting and Conformance) records were also implemented with the Department of Premier and Cabinet to protect against phishing attempts and unauthorised usage of Council's email domain.

## LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK

The Local Government Performance Reporting Framework provides the Council's results against a set of prescribed performance indicators and measures, including explanation of material variances. The indicators are common across all councils in Victoria. The framework enables comparison between councils and within metropolitan Melbourne and regional Victoria. The data for Darebin and all Victorian councils is available on the Local Government Victoria website – [www.localgovernment.vic.gov.au/strengthening-councils/performance-reporting](http://www.localgovernment.vic.gov.au/strengthening-councils/performance-reporting)

Code	Service measure	2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Actual	Comments
<b>AQUATIC FACILITIES</b>						
<b>AF2</b>	<b>Service standard</b>  <b>Health inspections of aquatic facilities</b>  [Number of authorised officer inspections of Council aquatic facilities/ Number of Council aquatic facilities]	2.00	1.00	2.00	<b>2.00</b>	Officers inspected Reservoir Leisure Centre twice during the reporting period exceeding the Public Health and Wellbeing Act requirement by one inspection. Northcote Aquatic and Recreation Centre remained closed for the reporting period.
<b>AF6</b>	<b>Utilisation</b>  <b>Utilisation of aquatic facilities</b>  [Number of visits to aquatic facilities/Municipal population]	3.34	1.93	1.56	<b>2.67</b>	Utilisation of Council's aquatic centres increased due to the lifting of COVID restrictions. Higher participation at Reservoir Leisure Centre may also have been driven by the redevelopment and subsequent closure of Northcote Aquatic and Recreation Centre for the year.
<b>AF7</b>	<b>Service cost</b>  <b>Cost of aquatic facilities</b>  [Direct cost of aquatic facilities less income received/Number of visits to aquatic facilities]	\$2.47	\$10.08	\$8.46	<b>\$2.84</b>	The cost of aquatic facilities results have continued to improve with an increase in attendance and income. This data only represents Reservoir Leisure Centre, as Northcote Aquatic and Recreation Centre is closed while being constructed.

Code	Service measure	2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Actual	Comments
<b>ANIMAL MANAGEMENT</b>						
<b>AM1</b>	<b>Timeliness</b>  <b>Time taken to action animal management requests</b>  [Number of days between receipt and first response action for all animal management requests/ Number of animal management requests]	1.71	2.16	1.59	<b>1.50</b>	Consistent with the levels of service provided in recent years, the time taken to action animal management requests has remained steady.
<b>AM2</b>	<b>Service standard</b>  <b>Animals reclaimed</b>  [Number of animals reclaimed/Number of animals collected] x100	28.76%	49.66%	29.98%	<b>30.14%</b>	The percentage of animals reclaimed has remained stable. This result is at the lower end of the acceptable range for this indicator.
<b>AM5</b>	<b>Service standard</b>  <b>Animals rehomed</b>  [Number of animals rehomed/Number of animals collected] x100	46.20%	52.38%	53.27%	<b>41.32%</b>	There has been a 22% decrease in animals rehomed since last year. Rehomed animals include fosters and rescues.
<b>AM6</b>	<b>Service cost</b>  <b>Cost of animal management service per population</b>  [Direct cost of the animal management service/ Population]	\$8.89	\$8.95	\$8.97	<b>\$9.37</b>	The increase in the cost of animal management services has been contributed to by costs associated with the set up of a new service provider.
<b>AM7</b>	<b>Health and safety</b>  <b>Animal management prosecutions</b>  [Number of successful animal management prosecutions/Number of animal management prosecutions] x100	0.00%	0.00%	100.00%	<b>100.00%</b>	There were two animal management prosecutions in 2022-23, both with successful outcomes in favour of Council.

## LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK

Code	Service measure	2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Actual	Comments
<b>FOOD SAFETY</b>						
<b>FS1</b>	<b>Timeliness</b>  <b>Time taken to action food complaints</b>  [Number of days between receipt and first response action for all food complaints/Number of food complaints]	3.11	2.73	1.39	<b>1.34</b>	Time taken to action food complaints is stable demonstrating consistent and responsive service levels. There has been a significant improvement over the last 4 years. Time taken has more than halved.
<b>FS2</b>	<b>Service standard</b>  <b>Food safety assessments</b>  [Number of registered Class 1 food premises and Class 2 food premises that receive an annual food safety assessment in accordance with the 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	89.96%	71.88%	75.27%	<b>94.76%</b>	Council completed near 95% of scheduled food safety assessments in the reporting period. This significant increase from last year's result of 75% can be attributed to businesses being more available without lockdowns and Council experiencing less resource disruptions due to COVID-19.
<b>FS3</b>	<b>Service cost</b>  <b>Cost of food safety service</b>  [Direct cost of the food safety service/Number of food premises registered or notified in accordance with the Food Act 1984]	\$541.69	\$501.77	\$454.55	<b>\$544.65</b>	The cost of food safety service per premises has returned to a pre-COVID level. Council is now overseeing a greater number of businesses.
<b>FS4</b>	<b>Health and safety</b>  <b>Critical and major non-compliance outcome notifications</b>  [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up/ Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100.00%	100.00%	100.00%	<b>100.00%</b>	Council has demonstrated its commitment to addressing non-compliance in food safety by continuously achieving 100% for this indicator.

Code	Service measure	2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Actual	Comments
<b>GOVERNANCE</b>						
<b>G1</b>	<p><b>Transparency</b></p> <p><b>Council decisions made at meetings closed to the public</b></p> <p>[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</p>	3.07%	4.75%	5.41%	<b>13.07%</b>	There has been a 47% decrease in Council resolutions made at meetings closed to the public. The previous year was unusual due to the relatively high proportion of confidential matters considered.
<b>G2</b>	<p><b>Consultation and engagement</b></p> <p><b>Satisfaction with community consultation and engagement</b></p> <p>[Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]</p>	70.80	69.10	65.00	<b>68.00</b>	There was an 11.76% decline in satisfaction with Council's community consultation and engagement. There was a substantial decline in the proportion of "satisfied" respondents, down from 81% last year to 68% this year, and an increase in the proportion of "dissatisfied" respondents to a very significant 21% this year. Comments suggest that dissatisfied respondents feel that consultation and engagement is insufficient and that decisions do not reflect community expectations or preferences.
<b>G3</b>	<p><b>Attendance</b></p> <p><b>Councillor attendance at Council meetings</b></p> <p>[The sum of the number of councillors who attended each ordinary and special Council Meeting/(Number of ordinary and special Council meetings) x (Number of councillors elected at the last Council general election)] x100</p>	97.08%	93.12%	98.04%	<b>95.91%</b>	This result is marginally better than for the previous year. Scores on this measure tend to fluctuate around 96%.

## LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK

Code	Service measure	2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Actual	Comments
<b>G4</b>	<b>Service cost</b>  <b>Cost of governance</b>  [Direct cost of the governance service/ Number of councillors elected at the last Council general election]	\$54,342.78	\$55,189.33	\$59,002.89	<b>\$55,888.78</b>	The direct cost of the governance service is 16.5% higher than the same period last year.
<b>G5</b>	<b>Satisfaction</b>  <b>Satisfaction with Council decisions</b>  [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	69.00	68.00	66.00	<b>58.00</b>	There has been a 12% decrease in satisfaction with Council decisions since last year. This result is likely, at least in part, to reflect community concerns around planning decisions, probably including the Preston Market redevelopment.
<b>LIBRARIES</b>						
<b>LB1</b>	<b>Utilisation</b>  <b>Physical library collection usage</b>  [Number of physical library collection item loans/ Number of physical library collection items]	4.47	2.43	3.45	<b>4.73</b>	This measure is seeing a return to pre-pandemic visitation with loans of physical books increasing as customers return and encouraged by the removal of library fines.
<b>LB2</b>	<b>Resource standard</b>  <b>Recently purchased library collection</b>  [Number of library collection items purchased in the last five years/Number of library collection items] x100	64.92%	62.32%	69.36%	<b>68.25%</b>	The amount of material purchased in 2022/23 has declined slightly as costs have risen and the budget for collection purchases remains static.
<b>LB4</b>	<b>Participation</b>  <b>Active library borrowers in municipality</b>  [The sum of active library borrowers in the last three financial years/The sum of the population for the last three financial years] x100	14.32%	12.32%	10.88%	<b>11.12%</b>	This measure is seeing a return to pre-pandemic visitation with customers returning and encouraged by the removal of library fines and targeted programming to highlight what Darebin Libraries offers.



Code	Service measure	2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Actual	Comments
<b>LB5</b>	<b>Service cost</b>  <b>Cost of library service per population</b>  [Direct cost of the library service/Municipal Population]	\$33.10	\$31.67	\$34.52	<b>\$37.88</b>	Significant investment in our digital collections and declining population has increased the cost of library service. This investment in our community's lifelong learning and access to information and services supports our community members at risk of exclusion.
<b>MATERNAL AND CHILD HEALTH (MCH)</b>						
<b>MC2</b>	<b>Service standard</b>  <b>Infant enrolments in the MCH service</b>  [Number of infants enrolled in the MCH service/Number of birth notifications received] x100	101.61%	100.81%	100.95%	<b>100.69%</b>	The MCH service enrolls all babies born in the Darebin LGA and those who transfer into the service.
<b>MC3</b>	<b>Service cost</b>  <b>Cost of the MCH service</b>  [Cost of the MCH service/Hours worked by MCH nurses]	\$76.76	\$78.11	\$74.44	<b>\$75.87</b>	The cost of Council's MCH Service is stable and ensures that all families and children are provided with a service in a timely manner.
<b>MC4</b>	<b>Participation</b>  <b>Participation in the MCH service</b>  [Number of children who attend the MCH service at least once (in the year)/Number of children enrolled in the MCH service] x100	76.91%	71.51%	70.45%	<b>74.76%</b>	MCH has adopted an outreach model to ensure all families have the opportunity to reengage with the service post-COVID.
<b>MC5</b>	<b>Participation</b>  <b>Participation in the MCH service by Aboriginal children</b>  [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	84.11%	76.56%	71.13%	<b>73.86%</b>	The participation rate of Aboriginal children in the MCH service has improved by 3.84% compared to last year. The service continues to focus on making the service culturally safe and appropriate.
<b>MC6</b>	<b>Satisfaction</b>  <b>Participation in four-week key age and stage visit</b>  [Number of four-week key age and stage visits/Number of birth notifications received] x100	94.19%	91.26%	94.84%	<b>92.09%</b>	The result for this measure is stable. The service continues to review and follow up with families who do not attend their Key Age and Stage (KAS) appointment.

## LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK

Code	Service measure	2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Actual	Comments
<b>ROADS</b>						
<b>R1</b>	<b>Satisfaction</b>  <b>Sealed local road requests</b>  [Number of sealed local road requests/ Kilometres of sealed local roads] x100	43.12	115.80	71.01	<b>100.91</b>	The quantity of community requests fluctuates from year to year. The main factor contributing to increased service requests is rainfall and flooding events causing issues on roads and right of ways (ROWs). To reduce service requests, the service is prioritising proactive inspections. Council has also allocated budget for FY2023/24 to renew and upgrade key infrastructure, including roads.
<b>R2</b>	<b>Condition</b>  <b>Sealed local roads maintained to condition standards</b>  [Number of kilometres of sealed local roads below the renewal intervention level set by Council/ Kilometres of sealed local roads] x100	99.28%	97.26%	96.75%	<b>95.21%</b>	95.21% of Council's roads are maintained to condition standards and do not require renewal. Council will undertake proactive inspections and has allocated funding in the 2023-24 Budget to renew and upgrade key infrastructure, including local roads.
<b>R3</b>	<b>Service cost</b>  <b>Cost of sealed local road reconstruction</b>  [Direct cost of sealed local road reconstruction/Square metres of sealed local roads reconstructed]	\$342.33	\$157.93	\$248.64	<b>\$288.59</b>	The cost of sealed local road reconstruction has increased substantially due to inflation of construction costs, higher material costs, transportation costs. Overall construction costs vary due to project scope, pavement types and depths and drainage requirements.
<b>R4</b>	<b>Service cost</b>  <b>Cost of sealed local road resealing</b>  [Direct cost of sealed local road resealing/ Square metres of sealed local roads resealed]	\$25.12	\$20.89	\$23.60	<b>\$30.73</b>	The increase in the cost of sealed local roads resealing is due to increased inflation, which overall has meant that Council can do less resealing work with its funding.
<b>R5</b>	<b>Satisfaction</b>  <b>Satisfaction with sealed local roads</b>  [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	72.00	70.00	70.00	<b>67.00</b>	There was a small decrease in satisfaction with sealed local roads. This could be related to higher numbers of potholes needing repair than normal due to very high levels of rainfall during the year. This was a challenge many across Victoria faced and one which climate change forecasts suggest will become a more frequent risk.

Code	Service measure	2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Actual	Comments
<b>STATUTORY PLANNING</b>						
<b>SP1</b>	<b>Timeliness</b>  <b>Time taken to decide planning applications</b>  [The median number of days between receipt of a planning application and a decision on the application]	113.00	93.50	146.00	<b>145.50</b>	The result for this year is consistent with the previous reporting period but performance is still be-low the expected range of 30-110 days. Council is aiming to significantly decrease the time an ap-plication takes to be processed. It is working on a variety of improvements including process and technology improvements.
<b>SP2</b>	<b>Service standard</b>  <b>Planning applications decided within required time frames</b>  [(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	34.57%	41.74%	34.59%	<b>37.03%</b>	The result is an improvement over the previous reporting period. Council is aiming to further decrease the number of days an application takes to be processed through process and technology improvements.
<b>SP3</b>	<b>Service cost</b>  <b>Cost of statutory planning service</b>  [Direct cost of the statutory planning service/ Number of planning applications received]	\$3,734.41	\$3,732.25	\$4,367.53	<b>\$4,450.61</b>	Council's cost per application remained consistent with the previous reporting period in being higher than anticipated, partly the result of legal costs associated with large scale developments. Together with service improvements and operational efficiencies being implemented, this figure is expected to decrease next year.
<b>SP4</b>	<b>Decision making</b>  <b>Council planning decisions upheld at VCAT</b>  [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application/Number of VCAT decisions in relation to planning applications] x100	41.18%	47.83%	20.00%	<b>85.71%</b>	This is a very substantial improvement on last year's results. The improvement this year reflects appointment of an Appeals advisor and a concerted effort to improve our VCAT related processes and procedures. The high number of mediated outcomes has also been a factor, as well as VCAT's scheduling of mediations for more application types. In addition, Council successfully negotiated outcomes on a further 17 decisions and VCAT endorsed Council's position on one declaration proceeding. These outcomes are not included in this indicator, but when taking them into account this result increases to 92.3%.

## LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK

Code	Service measure	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Actual	Comments
<b>WASTE COLLECTION</b>						
<b>WC1</b>	<b>Satisfaction</b>  <b>Kerbside bin collection requests</b>  [Number of kerbside garbage and recycling bin collection requests/Number of kerbside bin collection households] x1,000	97.94	127.40	125.49	<b>183.67</b>	There was a significant increase in bin collection requests which is thought to be partly related to higher numbers of bins missed than in prior years. Improving this aspect of service will be a priority for Darebin in 23-24.
<b>WC2</b>	<b>Service standard</b>  <b>Kerbside collection bins missed</b>  [Number of kerbside garbage and recycling collection bins missed/Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	8.63	12.10	13.12	<b>18.36</b>	The full year result for 2022-23 has worsened from 2021-22 by a variance of 40%. Reducing number of missed bins will be a focus for Darebin in 2023-24.
<b>WC3</b>	<b>Service cost</b>  <b>Cost of kerbside garbage bin collection service</b>  [Direct cost of the kerbside garbage bin collection service/ Number of kerbside garbage collection bins]	\$98.11	\$95.37	\$124.53	<b>\$143.59</b>	The full year result for 2022-2023 has worsened from 2021-22 by a variance of 15.3%. Key contributing factors included high inflation rates which increased disposal costs, as well as an increase in the State Government landfill levy.
<b>WC4</b>	<b>Service cost</b>  <b>Cost of kerbside recyclables collection service</b>  [Direct cost of the kerbside recyclables bin collection service/Number of kerbside recyclables collection bins]	\$40.88	\$48.04	\$51.91	<b>\$56.61</b>	The full year result for FY2022-2023 has worsened from FY2021-22 by a variance of 9.06%. This can largely be attributed to high inflation.
<b>WC5</b>	<b>Waste diversion</b>  <b>Kerbside collection waste diverted from landfill</b>  [Weight of recyclables and green organics collected from kerbside bins/Weight of garbage, recyclables and green organics collected from kerbside bins] x100	50.81%	63.64%	50.15%	<b>54.07%</b>	The recycling rate improved in 2022-23 by 7.8% largely because Council extended its food and green waste recycling to all households and therefore the amount of waste going to landfill reduced. Council has had challenges with garbage being put into the recycling bins during 2022-23 and will work to improve this further in the year ahead.

## HANDLING OF COMPLAINTS ABOUT SERVICE DELIVERY

### COMPLAINT HANDLING POLICY

Council welcomes feedback as an opportunity to improve services and performance. Customers are encouraged to provide feedback, compliments, suggestions or complaints in a manner that is easy and appropriate to them. The opportunity to receive and address complaints is important because it allows us to build rapport and understanding with our community, while also managing our reputation. Through the feedback, complaints and suggestions received, we are provided with an important insight into the lived experience of our community members.

A complaint can be related to a service we provide or the behaviour of our staff. The Complaints Handling Policy provides a guide for how we will handle complaints from the community and ensures a fair and equitable approach towards the resolution of issues. We will work with complainants to find a mutually agreeable resolution or let them know their rights to appeal if they are not satisfied with the outcome.

For further information, please refer to our Complaints Handling Policy:

► [complaintshandlingpolicyoct2021.ashx](#)  
([darebin.vic.gov.au](http://darebin.vic.gov.au))

### COMPLAINTS PRACTICE

In 2023, Council appointed a Customer Resolution Officer to better oversee the handling of complaints, lead improvements in our complaint handling practices, and to lead customer-centric improvements in service delivery arising from the analysis of complaints.

At its meeting in May 2023, Council endorsed a new policy – Community Complaints about a Councillor Policy – to proceed to community consultation. The proposed new policy provides transparent guidance to the community about the pathway to raise a complaint against a councillor. As at 30 June 2023, community consultation had concluded.

### COMPLAINTS DATA

Darebin received an average of 944 complaints per month, with around 879 of these complaints resulting from a missed bin collection (Darebin collects more than 417,000 bins a month). While the service level for complaints is 14 days, on average these were actioned in eight days. Furthermore, a total of 13 internal reviews were requested.

# 7. OUR STRATEGIC PLANNING



## OUR STRATEGIC PLANNING

The *Local Government Act 2020* sets the direction for Council's preparation of its Council Plan and other strategic plans through the strategic planning principles. We have sought to align our reporting to provide an overview for our community about Council's strategic planning actions in alignment with the strategic planning principles.



INTEGRATED PLANNING AND REPORTING FRAMEWORK

Our Integrated Strategic Planning and Reporting Framework, established in accordance with the *Local Government Act 2020*, was reviewed in 2022/2023. The accompanying chart illustrates how all strategic planning and reporting elements integrate within Council’s planning and reporting cycle.





## DAREBIN 2041 COMMUNITY VISION AT THE HEART OF STRATEGIC PLANNING

**The Darebin 2041 Community Vision is based on a generational horizon of 20 years and was adopted by Council in June 2021 at the recommendation of the Deliberative Panel formed by community members.**

The Community Vision includes three elements:

- ▶ Darebin is an equitable, vibrant and connected community.
- ▶ Darebin supports and respects First Nations People, values country, our diverse communities and places.
- ▶ Darebin commits to mitigating the climate emergency, creating prosperity for current and future generations.

Council's strategic planning efforts address the Community Vision to ensure alignment to the aspirations of our community. Strategies developed or implemented in 2022/2023 that address the Community Vision and consider risks to effective implementation include the following.

### ■ COUNCIL PLAN 2021-2025 (INCORPORATING THE MUNICIPAL HEALTH AND WELLBEING PLAN)

Darebin's 2021-2025 Council Plan sets out how we will deliver on our promises to make Darebin an equitable, vibrant and connected community, aligned to the pillars of the Darebin 2041 Community Vision. The Council Plan incorporates the Municipal Health and Wellbeing Plan and is implemented through an annual Council Plan Action Plan adopted by Council each year. The first year of delivery of the Council Plan was 2021/2022.

Council receives quarterly reports stating the progress against the Council Plan Action Plan, providing the community with information on progress towards the realisation of the Community Vision and Council's priorities. The quarterly reports can be read on Council's website at

- ▶ [darebin.vic.gov.au/About-Council/Council-structure-and-performance/Council-plan](https://darebin.vic.gov.au/About-Council/Council-structure-and-performance/Council-plan)

### ■ STRATEGIES OR PLANS DEVELOPED/ ESTABLISHED IN 2022/2023

These strategies and plans were adopted by Council in 2022/2023.

- ▶ Advocacy Strategy 2022-2026
- ▶ Development Contributions Plan 2019 (updated September 2022)
- ▶ Nature Plan 2021-2025
- ▶ Revised 10 Year Financial Plan 2023-2033
- ▶ Revised Revenue and Rating Plan 2023-2026
- ▶ Revised Council Plan 2021-2025 (incorporating the Municipal Health and Wellbeing Plan)
- ▶ Council Plan Action Plan 2023/2024.

## RESOURCING TO IMPLEMENT STRATEGY

**Council has established some resourcing plans to underpin the implementation of its strategies. These include a 10-Year Financial Plan, 10-Year Asset Plan, Four-Year Budget, Four-Year Revenue and Rating Plan, Four-Year Workforce Plan and Gender Equality Action Plan.**

#### FINANCIAL PLAN 2023–2033

The *Local Government Act 2020* requires each council to prepare a financial plan covering a minimum period of 10 years following each Council election. Council's 10-Year Financial Plan provides the financial management framework (or business rules) upon which sound financial decisions are made.

The Plan is a decision-making tool and is not intended to be a document that specifically indicates what services/proposals funds should be allocated; rather, it identifies Council's current and projected financial capacity to continue delivering high-quality services, facilities and infrastructure while living within our means.

The purpose of the 10-Year Financial Plan is to ensure the ongoing financial sustainability of Council and to provide appropriate levels of resourcing to meet Council's future needs in providing services and facilities to the community based on the goals and aspirations of the Council Plan and to achieve the Community Vision. The 10-Year Financial Plan is a rolling plan where the forecasts and assumptions are updated each year during the annual budget development process. This ensures it is based on the most up-to-date information available and reflects current and predicted circumstances.

Section 91 of the *Local Government Act 2020* highlights that a Council must develop or review the financial plan in accordance with its deliberative engagement practices and adopt the financial plan by 31 October in the year following a general election.

Due to changes in global and local economic conditions, especially interest rates and the consumer price index, a mid-term review was undertaken in 2023 to update the assumptions and outcomes of the 10-Year Financial Plan. The next review must be by 31 October 2025 (after the October 2024 Council elections).

#### ASSET PLAN 2022–2032

The 10-Year Asset Management Plan was adopted on 27 June 2022. It was developed using the context of the Asset Management Policy, Asset Management Strategy 2021–2025, Towards Equality Framework, Climate Emergency Plan and the strategic planning principles, financial management principles, engagement principles and service performance principles outlined in the *Local Government Act 2020* and has been informed by consultative community engagement.

This Asset Plan outlines, at a high level, the challenges, opportunities and community-identified asset priorities, as well as summarising our asset performance and approach to managing and investing in assets. It further informs our community on how the Council-controlled (infrastructure) assets are to be managed in a financially sustainable manner to achieve the Community Vision.

#### FOUR-YEAR BUDGET

The Four-Year Budget was reviewed in 2023 through community consultation in both February and May alongside the draft 2023/2024 Budget development process. The Four-Year Budget was adopted by the Council on 26 June 2023.

### REVENUE AND RATING PLAN 2023-2027

The Revenue and Rating Plan establishes the revenue-raising framework within which Council proposes to work. Its purpose is to determine the most appropriate and affordable revenue and rating approach for Council to meet its objectives.

After a review in 2023, the Revenue and Rating Plan 2023-2027 was adopted by Council on 26 June 2023.

Council resolved to separate waste charges from general rates in preparation for State Government changes to household waste disposal and recycling. The State Government's decision to increase the landfill levy and costs associated with reforms would leave Council an estimated shortfall of \$26 million over 10 years if the charge was not separated from general rates.

The Revenue and Rating Plan includes a kerbside waste collection service charge for the collection and disposal of refuse and a service rate for the public waste collection service, this being for the collection and disposal of refuse through the public waste collection service. It was important to introduce these waste charges now to ensure that there would be no cuts to Council's other services and to meet future needs of our growing community.

Accompanying this change were three concessions aligned to equity to support those most disadvantaged within our community by this change. This included no net impact for home owner-occupiers in properties valued at \$500,000 or less, a capped impact for home owner-occupiers in properties valued at \$500,000+ who might have otherwise experienced a significant increase, and a safety net concession applied to all pensioners and available on application to any home owner-occupier experiencing hardship.

### WORKFORCE PLAN 2021-2025

The Darebin Workforce Plan is a four-year strategic plan that brings together the actions of the Community Vision, Council Plan, Financial Plan and upcoming 10-Year Asset Plan to ensure that we are properly resourced to deliver on our vision and goals. This plan was established in 2021 and was informed by extensive engagement to ensure that we can build towards a Council that truly represents the voices of our community and sets us on the pathway of the Darebin we want to be by 2041.

### GENDER EQUALITY ACTION PLAN

Council's Gender Equality Action Plan aims to support our people to recognise and progressively remove systemic barriers and work inclusively together across our organisation and all levels and areas. This is valuable work that will take persistence and commitment over time. While we have made important progress, there is more work to do. Our plan charts the course for how Darebin will keep making strides to get this work done.

8.

# OUR PUBLIC TRANSPARENCY



## OUR PUBLIC TRANSPARENCY

**The *Local Government Act 2020* sets direction for Council's accountability to ensure transparency to its community through the public transparency principles. We have sought to align our reporting to provide an overview for our community about Council's approach to public transparency in alignment with the public transparency principles.**

**In November 2022, Council endorsed the Public Transparency Policy established in 2020. The policy can be accessed on Council's website and clearly articulates how members of the public can gain access to information held by Council in a timely manner to support good governance and accountability.**

### COUNCIL DECISION-MAKING

Council meetings were held monthly between 1 July 2022 and 30 June 2023. The times and venues of meetings are fixed annually by Council and advertised on the Darebin website. In addition to the scheduled meetings, there were nine Special Council meetings held during the year with 16 reports considered.

There were 107 reports considered by Council in 2022/2023, with 96 being considered publicly and 11 designated confidential; the Council Meeting was closed to the public for consideration of these items. Three confidential decisions of Council were made public.

All Council meetings, Planning Committee meetings and Hearing of Submissions meetings are livestreamed to the public and recordings are published on the Darebin YouTube channel.

### CONFIDENTIAL MATTERS REPORTED, ANY SUBSEQUENTLY RELEASE

During 2022/2023, Council resolved to make two confidential resolutions public, which are available on Council's website:

- ▶ 25 January 2023, Item 5.1 Confidential Report – CT202221 Construction of Bill Lawry Oval
- ▶ 22 May 2023, Item 13.1 Confidential Report – CT202165 Contract Variation for Dole Reserve Stormwater Harvest Wetland.

### AUDIT AND RISK

To increase its oversight on risk, audit and compliance matters, Council has introduced a new committee – the Strategic Risk and Internal Audit Committee (SRIA). SRIA meetings are held monthly, with the first meeting held on 22 November 2022.

The meeting is chaired by the General Manager Governance and Engagement and the membership comprises the CEO, all general managers, managers from eight departments across Council, the Coordinator Risk and Improvement and the appointed internal auditors.

Summary minutes for each SRIA meeting are provided to the Audit and Risk Committee. A significant and standing item on the agenda for the SRIA Committee is a monthly review of Council's below waterline and watchlist risks.

The Audit and Risk Committee has continued to undertake its role in providing independent advice to Council and management throughout the period 1 July 2022 to 30 June 2023.

To strengthen transparency of the Audit and Risk Committee's performance, the 2021/2022 Annual Committee Performance Report was noted and received by Council on 26 September 2022. This report is publicly available on Council's website.

In addition to the Performance Report, the Audit and Risk Committee sent two biannual reports to Council providing an overview of matters considered, the key findings and recommendations of the Committee. The biannual reports were endorsed by Council on 19 December 2022 and 26 June 2023.

### OUR PUBLIC TRANSPARENCY

#### STRENGTHENING TRANSPARENCY

The cyclical Governance Report provides an overview of key matters for noting and decision-making.

##### Monthly reporting to Council

- ▶ Reports by councillors
- ▶ Confidential resolutions made public (from 23 February)

##### Quarterly reporting to Council

- ▶ Freedom of Information requests (from 23 February)
- ▶ Summary minutes of Audit and Risk Committee meetings
- ▶ Councillor expenses

##### Biannual reporting to Council

- ▶ CEO credit card transactions and requests for reimbursements
- ▶ Audit and Risk Committee Biannual Report
- ▶ Progress reports on the activities of the Darebin Nature Trust, Climate Emergency Darebin, and the Edgars Creek and Edwardes Lake Task Force

##### Annual Report to Council

- ▶ Annual Report of the Audit and Risk Committee

#### DOCUMENTS AVAILABLE FOR INSPECTION

In accordance with Council's Public Transparency Policy, a number of documents, information and registers are publicly available on Council's website.

#### FREEDOM OF INFORMATION

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

The Act has four main functions:

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

##### FOI Part II statements

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

- ▶ [darebin.vic.gov.au](https://darebin.vic.gov.au)

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

**Freedom of Information Officer  
Darebin City Council  
PO Box 91  
PRESTON VIC 3072  
or  
foi@darebin.vic.gov.au**

FOI requests received	2018/2019	2019/2020	2020/2021	2021/2022	2022/ 2023
<b>New requests</b>	44	40	35	44	65
<b>Access granted in full</b>	3	0	2	1	3
<b>Access granted in part</b>	21	30	26	27	21
<b>Access denied in full</b>	1	2	3	1	8
<b>Requests not finalised at the end of the reporting period</b>	3	1	0	0	12
<b>Withdrawn</b>	2	0	1	6	7
<b>Requests outside the Act</b>	3	0	0	2	8
<b>Requests, no documents existed</b>	0	0	0	0	5
<b>Others: not processed, not proceeded with, Act did not apply</b>	1	7	4	0	6
<b>Application fees collected</b>	\$924.80	\$947.20	\$729.60	\$1,234.10	\$363.40
<b>Charges collected</b>	\$644.50	\$847.60	\$725.60	\$866.35	\$1,212.33

## TRANSLATIONS

Content across all channels is written in simple language and accessible communications are available for community members from non-English speaking backgrounds. Google Translate is available for real-time translations on Darebin's website. Council uses Auslan interpreters for meetings with significant decisions – the Annual Budget and Council Plan Action Plan each June and the Mayoral election each November. The subtitle option is available on YouTube recordings for all meetings.

## ANNUAL REPORT

A detailed summary version of the 2022/2023 Annual Report has been incorporated into the Darebin website, enabling the full use of accessibility features and translations. The complete 2022/2023 Annual Report is also available for download.

For further information:

- ▶ [www.darebin.vic.gov.au/-/media/council/files/about-council/councillors-and-meetings/governance-and-transparency/council-policies-and-strategies/publictransparencypolicy2020july2020.ashx](http://www.darebin.vic.gov.au/-/media/council/files/about-council/councillors-and-meetings/governance-and-transparency/council-policies-and-strategies/publictransparencypolicy2020july2020.ashx)

# 9. OUR GOVERNANCE





## OUR GOVERNANCE

**The *Local Government Act 2020* sets direction for Council's accountability for good governance through the governance principles. We have sought to align our reporting against these principles, providing an overview for our community about Council's approach to good governance in alignment with the governance principles.**

### OVERVIEW OF GOVERNANCE IN 2022/2023

Darebin Council is committed to open and transparent governance in accordance with the *Local Government Act 2020* (the Act). Council recognises the need for ongoing commitment to and monitoring of all the reforms implemented to ensure a high level of good governance is consistently maintained throughout the coming years.

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

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

The Councillor Code of Conduct strengthens the foundations of working relationships between elected representatives. It complements the provisions in the Act that cover principles of conduct for Council staff. The Councillor Code of Conduct is imperative to ensure all councillors conduct themselves honourably and in the best interests of the community.

For more information, go to  
▶ [darebin.vic.gov.au/Governance](https://www.darebin.vic.gov.au/Governance)

### COUNCIL MEETINGS

Council meetings were held monthly from 1 July 2022. The times and venues of Council meetings are fixed annually and advertised at

- ▶ [www.darebin.vic.gov.au/About-Council/Council-structure-and-performance/Council-and-Committee-Meetings](https://www.darebin.vic.gov.au/About-Council/Council-structure-and-performance/Council-and-Committee-Meetings)

Council meetings are generally open to the public. The record of councillor attendance at Ordinary meetings of Council and Special Council meetings held during 2022/2023 is shown in the table on page 131. This table also provides data on the number of reports presented to Council (including confidential reports) and notices of motion.

## OUR GOVERNANCE

## BRIEFING SESSIONS

In addition to regular meetings, Council holds briefing sessions. Briefing sessions are not decision-making forums; rather, they provide information on significant matters that may be presented to Council for formal consideration. A summary of all briefings held, which details councillors and officers in attendance, matters discussed, and any conflicts of interest disclosed, is presented to the next subsequent Council Meeting.

For more information about how Council works, see our website:

► [darebin.vic.gov.au/HowCouncilWorks](https://darebin.vic.gov.au/HowCouncilWorks)

## COUNCILLOR ATTENDANCE AT MEETINGS, 1 JULY 2022 TO 30 JUNE 2023

Date	Ordinary Meeting	Special Meeting	Number of reports	Confidential items	Questions from the gallery	Notices of motion	Cr Rennie	Cr Greco	Cr Laurence	Cr Williams	Cr McCarthy	Cr Messina	Cr Newton	Cr Dimitriadis	Cr Hannan
18/7/22			2	0	0	0	1	1	1	1	1	1	1	1	1
21/7/22		1	1	1	0	0	1	1	1	1	1	1	1	1	1
25/7/22	1		4	0	24	0	1	1	1	1	1	1	1	1	1
22/8/22	1		7	1		0	1	1	1	1	1	1	1	LOA	1
29/8/22		1	0	1	21	0	1	1	1	1	1	Ap	1	LOA	1
26/9/22	1		9	0	0	4	1	1	1	1	LOA	1	1	1	1
24/10/22	1		11	0	21	2	1	1	1	1	1	1	1	1	1
14/11/22		1	2	0	7	0	1	LOA	1	1	1	1	1	1	1
28/11/22	1		6	1	0	2	1	LOA	S	1	1	1	1	1	1
30/11/22		1	2	0	39	0	1	LOA	1	1	1	1	1	1	1
19/12/22		1	6	2	0	1	1	1	1	1	1	1	1	1	1
25/1/23 6pm		1	1	1	17	0	1	1	1	1	1	1	1	1	1
25/1/23 7.15		1	1	0	0	0	1	1	1	1	1	1	1	Ap	1
27/2/23	1		11	0	0	4	1	1	1	1	1	1	1	1	1
27/3/23	1		15	2	33	0	1	1	1	1	1	Ap	1	1	1
30/3/23		1	1	1	28	0	1	1	1	1	1	1	1	1	1
24/4/23	1		4	0	0	6	1	1	1	1	1	1	1	1	1
22/5/23	1		6	2	26	0	1	1	1	1	1	1	1	1	1
29/5/23		1	4	0	29	0	1	1	1	1	1	1	1	1	1
26/6/23	1		5	1	0	2	1	1	1	1	1	1	1	1	1
<b>Total</b>	<b>10</b>	<b>10</b>	<b>96</b>	<b>11</b>	<b>20</b>	<b>21</b>	<b>20</b>	<b>20</b>	<b>19</b>	<b>20</b>	<b>20</b>	<b>18</b>	<b>20</b>	<b>19</b>	<b>20</b>

Ap: Apology

S: Suspended

LOA: Approved Leave of Absence

## COUNCIL COMMITTEES

Darebin Council has one standing committee, known as a Delegated Committee. This Committee makes decisions on behalf of Council on a specific area of Council's functions or responsibilities. The Delegated Committee is the Planning Committee.

## PLANNING COMMITTEE MEMBERSHIP AND ATTENDANCE 2022/2023

All councillors are members of the Planning Committee, which is chaired by the Mayor.

Councillor attendance at Planning Committee meetings is shown in the accompanying table.

Date	Planning Committee meeting	Number of reports	Confidential Reports	Cr Dimitriadis	Cr Greco	Cr Hannan	Cr Laurence	Cr McCarthy	Cr Messina	Cr Newton	Cr Rennie	Cr Williams
8/8/22	1	1	1	1	1	1	1	1	1	1	1	Ap
12/9/22	1	3	0	1	1	1	1	1	Ap	1	1	1
10/10/22	1	2	0	1	1	1	1	1	1	1	1	Ap
14/11/22	1	1	1	1	LOA	1	1	1	1	1	1	1
13/2/23	1	2	0	Ap	Ap	1	1	1	1	1	1	1
14/3/23	1	1	0	1	1	1	1	1	Ap	1	1	1
11/4/23	1	1	1	1	1	1	1	1	Ap	1	1	1
8/5/23	1	2	0	Ap	Ap	1	1	1	1	1	1	1
13/6/23	1	2	0	1	1	1	1	1	Ap	1	1	1
<b>Total</b>	<b>9</b>	<b>18</b>	<b>1</b>	<b>7</b>	<b>7</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>5</b>	<b>9</b>	<b>9</b>	<b>7</b>

Ap: Apology

## OUR GOVERNANCE

### HEARING OF SUBMISSIONS COMMITTEE

The Hearing of Submissions Committee comprises all councillors, has no decision-making power and exists to hear submissions in relation to many of Council's powers under various acts.

The Committee can hear any person who has requested to be heard in support of their written submission. Any recommendations from the Committee form part of a separate report on each specific matter for formal determination by Council at a subsequent Council Meeting.

### HEARING OF SUBMISSIONS COMMITTEE MEMBERSHIP AND ATTENDANCE IN 2022/023

From 1 July 2022 to 30 June 2023

Date	Hearing of Submissions	Cr Dimitriadis	Cr Greco	Cr Hannan	Cr Laurence	Cr Messina	Cr McCarthy	Cr Newton	Cr Rennie	Cr Williams
14/03/23	1	1	1	1	1	Ap	1	1	1	1
13/06/23	1	1	1	1	Ap	Ap	1	1	1	1

Ap: Apology

### THE YEAR IN REVIEW FOR THE HEARING OF SUBMISSIONS COMMITTEE

Two meetings were held in 2022/2023 to hear submissions:

- ▶ 14 March 2023 - To consider submissions made to inform Council's 2023/2024 draft budget
- ▶ 16 June 2023 - To consider submissions in relation to the proposed discontinuance and sale of two roads and a reserve at the rear of 34 to 54 May Street and 29 to 47 Bayliss Street and adjoining 2 Clara Street, Preston.

### ADVISORY COMMITTEES, COUNCILLOR BRIEFINGS AND OTHER INFORMAL MEETINGS OF COUNCILLORS

In accordance with Council's governance rules (July 2020), a written attendance record (summary) of each advisory committee, councillor briefing or other informal meeting of councillors is report-ed at the next practicable Council Meeting and recorded in the minutes of that Council Meeting.

### DEFINITION PURSUANT TO GOVERNANCE RULES

A summary of any informal meetings of councillors/briefings/advisory committees (however titled) means a planned or scheduled meeting involving at least half of the councillors and one member of Council staff that considers matters intended or likely to be the subject of a Council decision, or subject to the exercise of a function, duty or power of the Council under delegation by a Delegated Committee or a member of Council staff. It does not include a meeting of the Council, a Delegated Committee of the Council, a club, association, peak body, political party or other organisation.

In 2022/2023, there were 81 meetings that were categorised as requiring a written record (summary) to be kept and reported to the next practicable Council Meeting and recorded in the minutes of that Council Meeting.

## AUDIT AND RISK COMMITTEE

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

The Audit and Risk Committee consists of three independent members – Lisa Tripodi (Chair), Marco Bini and Johnathan Kyvelidis – and Councillor Julie Williams (Mayor, appointed December 2022), Councillor Lina Messina and Councillor Tom Hannan (term expired December 2022).

Independent members are appointed for a three-year term with the option for a further three-year term by mutual consent.

The Committee met four times in 2022/2023 – 12 October 2022, 12 December 2022, 20 March 2023 and 19 June 2023.

Four Special meetings of the Audit and Risk Committee were also called during the reporting period – 31 January 2023, 16 February 2023, 15 March 2023 and 10 May 2023. These meetings were called to seek the Committee's advice to strengthen the long-term financial sustainability of Council through a review of the 10-Year Financial Plan and development of the draft 2023/2024 Budget.

The Internal Auditor and External Auditor, Chief Executive Officer, general managers, Manager Corporate Governance, Coordinator Risk and Improvement and Audit and Compliance Officer attend all Audit and Risk Committee meetings. Other management representatives attend as required to present reports, including the Chief Financial Officer and Manager Information Services.

Key findings and the recommendations from each Audit and Risk Committee Meeting are reported to and considered by Council through summary minutes.

## INTERNAL AUDIT

Council's internal audit function provides independent and objective assurance that the appropriate processes and controls are in place. A risk-based, three-year Strategic Internal Audit Plan is revised annually to ensure the audit resources remain focused on the appropriate areas. The Plan is reviewed and approved by the Audit and Risk Committee annually.

The Internal Auditor attends each Audit and Risk Committee Meeting to report on the status of the Plan and present the findings and recommendations of completed audits. The responsible general manager and manager for each audit undertaken are also required to attend to respond to questions raised.

Recommendations are assigned to the responsible manager and monitored in Council's audit register. Monthly status updates are required by responsible managers and reported to the Strategic Risk and Internal Audit Committee and the Audit and Risk Committee quarterly.

Some of the audits conducted in the reporting period included the Review of Risk Management, Review of Asset Protection, Review of Environment Management and Review of Hard Waste Services.

Council's contract with its Internal Auditor, HLB Mann Judd, expired 14 April 2023.

Following the appropriate procurement activities, in April 2023 Council entered into an agreement with NTT Australia Digital Pty Ltd (NTT) for an initial term of three years with an optional two by one-year extensions. Following NTT's commencement, it prepared a 2023/2024 Assurance Map, Internal Audit Plan and the three-year Strategic Internal Audit Plan.

## EXTERNAL AUDIT

Council is externally audited by the Victorian Auditor-General. For the reporting period, the annual external audit of Council's Financial Statements and Performance Statement was conducted by the Victorian Auditor-General's appointed representative, RSD Audit. The External Auditor attends all meetings of the Audit and Risk Committee to provide status updates or present the findings of financial audits

## OUR GOVERNANCE

## DAREBIN COMMUNITY ADVISORY COMMITTEES 2022/2023

Each year, after the election of the Mayor and Deputy Mayor, Council establishes several community advisory committees and community reference groups to facilitate community participation and input into areas such as policy and service development. At the Council Meeting held on 19 December 2022, the Council established the following the committee memberships shown in the accompanying table.

Community Advisory Committee	Nominated councillor(s)
<b>Active and Healthy Ageing Advisory Committee</b>	Cr Gaetano Greco (Chair) Cr Julie Williams (Proxy)
<b>Art and Heritage Advisory Panel</b>	Cr Susanne Newton (Co-Chair) Cr Julie Williams (Co-Chair)
<b>Darebin Aboriginal Advisory Committee</b>	Cr Trent McCarthy Cr Gaetano Greco Cr Susan Rennie Cr Susanne Newton Cr Tim Laurence
<b>Darebin Disability Advisory Committee</b>	Cr Julie Williams (Chair) Cr Tim Laurence (Proxy)
<b>Darebin Domestic Animal Management Reference Group</b>	Cr Julie Williams (Chair) Cr Tim Laurence (Proxy)
<b>Darebin Education Network</b>	Cr Susan Rennie (Chair)
<b>Climate Emergency Darebin Advisory Committee</b>	Cr Trent McCarthy (Chair) Cr Susan Rennie (Deputy) Cr Emily Dimitriadis
<b>Darebin Community Awards Advisory Committee</b>	Cr Lina Messina (Chair) Cr Susan Rennie (Proxy)
<b>Darebin Interfaith Council</b>	Cr Gaetano Greco (Co-Chair) Cr Julie Williams (Proxy) Cr Tom Hannan (Co-Chair)
<b>Darebin Nature Trust</b>	Cr Trent McCarthy Cr Susanne Newton
<b>Gender Equity Advisory Committee (formerly Darebin Women's Advisory Committee)</b>	Cr Susan Rennie (Chair) Cr Emily Dimitriadis (Proxy)
<b>Sexuality, Sex and Gender Diversity Advisory Committee</b>	Cr Susanne Newton (Chair) Cr Susan Rennie (Proxy)
<b>Darebin Welcoming Cities Community Reference Groups</b>	Cr Gaetano Greco (Chair) Cr Tom Hannan (Proxy)
<b>Edgars Creek and Edwardes Lake Task Force</b>	Cr Gaetano Greco (Chair) Cr Susanne Newton (Proxy)
<b>Young Citizens Jury</b>	No nominations

## COUNCILLOR ALLOWANCES

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

Pursuant to section 39 of the *Local Government Act 2020*, allowances for Darebin's Mayor, Deputy Mayor and councillors are provided in accordance with a Determination of the Victorian Independent Remuneration Tribunal (Remuneration Tribunal) under the *Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019*. The Remuneration Tribunal made its determination on allowances as follows.

## ANNUAL ADJUSTMENT 2022

On 8 December 2022, the Victorian Independent Remuneration Tribunal made the Allowance Payable to Mayors, Deputy Mayors and Councillors (Victoria) Annual Adjustment Determination 2022.

The Tribunal determined a 1.5% increase to the values of the base allowances payable to mayors, deputy mayors and councillors, effective from 18 December 2022. The Determination also adjusted the value of the remote area travel allowance by 1.5%.

A 1.5% increase was also applied to the base allowance values to take effect on:

- ▶ 18 December 2023
- ▶ 18 December 2024 (mayor and deputy mayor only)
- ▶ 18 December 2025 (mayor and deputy mayor only).

The base allowances for Council members at the City of Darebin (a Category 3 council) as set in December 2022 are shown in the accompanying table.

	18 Dec 2021 - 17 Dec 2022	18 Dec 2022 - 17 Dec 2023	18 Dec 2023 - 17 Dec 2024	18 Dec 2024 - 17 Dec 2025	18 Dec 2025
<b>Mayoral allowance</b>	\$119,316	\$124,469	\$127,833	\$131,198	\$134,562
<b>Deputy Mayoral allowance</b>	\$59,658	\$62,235	\$63,917	\$65,598	\$67,280
<b>Councillor allowance</b>	\$35,972	\$37,565	\$38,618	\$38,618	\$38,618

## ANNUAL ADJUSTMENT 2023

On 30 June 2023, the Victorian Independent Remuneration Tribunal made the Allowance Payable to Mayors, Deputy Mayors and Councillors (Victoria) Annual Adjustment Determination 2023.

The Tribunal determined a 2% increase to the values of the base allowances payable to mayors, deputy mayors and councillors, effective from 1 July 2023. The Determination also adjusted the value of the remote area travel allowance by 2%.

A 2% increase was also applied to the base allowance values to take effect on:

- ▶ 18 December 2023
- ▶ 18 December 2024 (mayor and deputy mayor only)
- ▶ 18 December 2025 (mayor and deputy mayor only).

The base allowances for Council members at the City of Darebin (a Category 3 council) in future years as set on June 2023 are shown in the following table.

	18 Dec 2022 - 30 Jun 2023	1 Jul 2023 - 17 Dec 2023	18 Dec 2023 - 17 Dec 2024	18 Dec 2024 - 17 Dec 2025	18 Dec 2025
<b>Mayoral allowance</b>	\$124,469	\$126,958	\$130,390	\$133,822	\$137,253
<b>Deputy Mayoral allowance</b>	\$62,235	\$63,480	\$65,195	\$66,910	\$68,626
<b>Councillor allowance</b>	\$37,565	\$38,316	\$39,390	\$39,390	\$39,390

## OUR GOVERNANCE

## COUNCILLOR EXPENSES (EXCLUDING GST)

Councillors incur expenses while fulfilling their roles as elected representatives. Expenditure is regulated by the Councillor Support and Expenses Policy, as endorsed by Council. It is consistent with section 75 of the Local Government Act 2020. A quarterly summary of councillor expenses is published on Council's website and these are presented to the Audit and Risk Committee twice a year.

## COUNCILLOR EXPENSES, 1 JULY 2022 TO 30 JUNE 2023

Expense type	Cr Dimitriadis	Cr Greco	Cr Hannan	Cr Laurence	Cr McCarthy	Cr Messina	Cr Newton	Cr Rennie	Cr Williams	Total
<b>Councillor allowances</b> (see Note 1)	\$35,971	\$35,971	\$35,971	\$34,588	\$45,732	\$70,317	\$49,897	\$35,971	\$84,970	<b>\$429,388</b>
<b>Mobile (usage and data plan)</b> <small>*Cr's Greco, Laurence and Messina - Includes additional device - iPad usage &amp; data plan</small>	\$381	\$504	\$381	\$504	\$381	\$504	\$381	\$381	\$461	<b>\$3,880</b>
<b>Internet</b>	\$164	\$164	\$164	\$164	\$164	\$164	\$164	\$164	\$164	<b>\$1,473</b>
<b>Travel</b> (Cabcharge / misc. travel expenses)	0	\$795	0	0	0	\$355	0	\$22	\$124	<b>\$1,296</b>
<b>Family care</b>	\$1,411	0	0	0	0	0	\$750	0	0	<b>\$2,161</b>
<b>Mayoral vehicle</b>	0	0	0	0	0	\$3,218	0	0	\$9,185	<b>\$12,403</b>
<b>Conferences/seminars</b> (inc. all related costs / travel/meals/accom)	\$164	\$1,443	0	\$164	\$1,036	\$70	\$1,036	\$1,036	\$4,268	<b>\$9,218</b>
<b>Training &amp; Development</b>	0	0	0	0	0	0	\$15,090	\$0	\$0	<b>\$15,090</b>
<b>Functions &amp; Events</b>				\$57		\$80				<b>\$137</b>
<b>Good Governance Training</b>	\$2,912	\$2,912	\$2,912	\$2,912	\$2,912	\$2,912	\$2,912	\$2,912	\$2,912	<b>\$26,208</b>
<b>Printing &amp; stationery</b>	0	\$1,804	0	0	0	\$	0	0	0	<b>\$1,804</b>
<b>Subscriptions / Memberships</b>	\$90	0	0	0	0	\$90	\$90	\$90	\$90	<b>\$450</b>
<b>Total net expenses</b>	<b>\$41,093</b>	<b>\$43,593</b>	<b>\$39,428</b>	<b>\$38,389</b>	<b>\$50,225</b>	<b>\$77,710</b>	<b>\$70,320</b>	<b>\$40,576</b>	<b>\$102,174</b>	<b>\$503,591</b>



**Note 1** – These councillors’ allowances reflect increases determined by the Victorian Independent Remuneration Tribunal in March.

- Cr Messina was Mayor from 1 July 2022 – 30 November 2022
- Cr McCarthy was Deputy Mayor from 1 July 2022 – 30 November 2022
- Cr Williams was Mayor from 30 November 2022 to current
- Cr Newton was Deputy Mayor from 30 November 2022 to current.

**Note 2**

- Telephone and internet charges are recorded in the month they are incurred. All other expenses are reported on a cash basis in the month they are paid.
- Internet charges are included under mobile usage and data plan.
- Reimbursements to Council include payments from councillors owed for a range of previous months that were paid for within this quarter.
- Further explanation of the expense categories is available in the City of Darebin Councillor Support and Expenses Policy, June 2021.

**Note 3** – Councillors are allocated \$7,000 per year for training and development. Training costs for Cr Newton will be split across 2022/2023 and 2023/2024 training allocations.

## CODE OF CONDUCT FOR COUNCILLORS

The Councillor Code of Conduct outlines the legislative requirements, behaviour and conduct expectations that guide councillors individually, and as a Council collectively, in undertaking their duties and obligations. Consultation, representation, equity, openness and accountability are key features of the relationship between Council and the community. The Code of Conduct commits councillors to setting a high standard of conduct to ensure good governance and increase public confidence in the administration of Council and in councillors’ dealings with the community, Council staff and each other.

For more information:

- ▶ [darebin.vic.gov.au/-/media/Council/Files/About-Council/Councillors-and-meetings/Governance-and-transparency/Council-policies-and-strategies/CouncillorCodeofConduct2021-Signed.ashx](https://darebin.vic.gov.au/-/media/Council/Files/About-Council/Councillors-and-meetings/Governance-and-transparency/Council-policies-and-strategies/CouncillorCodeofConduct2021-Signed.ashx)

### Councillor Code of Conduct Complaints

This year there were two arbiter determinations arising from councillor conduct complaints in accordance with the Local Government Act 2020 and overseen by the Principal Councillor Conduct Registrar. A copy of the arbiter’s decision and statement of reasons were tabled at the following Council meetings for the following matters:

- ▶ Newton and Laurence (IAP 2022-5 and IAP 2022-6) tabled at the Council Meeting on 14 November 2022
- ▶ Newton and Laurence (IAP 2022-22) tabled at the Council Meeting on 27 February 2023.

- ▶ [Councillor conduct framework \(localgovernment.vic.gov.au\)](https://localgovernment.vic.gov.au)

## GOOD GOVERNANCE ACTIONS – COUNCILLORS

During this year, the councillors undertook additional and refresher training to strengthen their awareness relating to their role, the role of the Mayor and Deputy Mayor, the role of Council, and their knowledge of health and safety obligations and effective governance.

## OUR GOVERNANCE

## MUNICIPAL MONITOR

In April 2022, Mr John Watson was appointed as Council's Municipal Monitor until the end of January 2023. The role of the Monitor was to assist Council to improve good governance practices and to help councillors ensure they are performing their roles in accordance with the *Local Government Act 2020*, including guidance on how best to serve the Darebin community.

Mr Watson also supported Council through the recruitment and appointment of the new Chief Executive Officer.

On 7 February 2023, the Municipal Monitor submitted his report to the Minister for Local Government, the Hon. Melissa Horne MP.

On 21 April 2023, the Minister for Local Government, the Hon. Melissa Horne MP, provided Council with the report from the Municipal Monitor. This was accompanied by correspondence containing Governance Directions from the Minister in accordance with section 175 of the *Local Government Act 2020* relating to Council's financial status and governance processes, directing Council to:

- ▶ inform the Minister within 12 weeks how the Council intends to address concerns raised by the Municipal Monitor about prioritising investment in information technology and suitable staff accommodation;
- ▶ provide the Minister with quarterly reports on the implementation of the Council's Good Governance Action Plan until the actions contained in the Plan are complete; and
- ▶ Prepare and submit to the Minister within four weeks:
  - financial statements in respect of the period 1 July 2022 to 31 December 2022;
  - a detailed financial projection for the next 10 years of Council's borrowing capacity and unrestricted cash; and
  - an action plan on how Council proposes to address the financial sustainability issues contained in the report.

Recommendations from the Municipal Monitor to the Minister for Local Government were:

- ▶ that the sanctions that may be imposed by an arbiter on a finding of misconduct be expanded to include directing that a councillor is prevented from attending and participating at the next regular Council Meeting after the Council tabled the arbiter's decision and statement of reasons
- ▶ that the sanctions that may be imposed by an arbiter on a finding of misconduct be expanded to include being able to direct that a councillor undertake training, the cost of which must be deducted by Council from the councillor's allowance
- ▶ to provide better public transparency of arbiter determinations that –
  - a copy of an arbiter's decision and statement of reasons must be tabled at the next regular Council Meeting after the Council received the copy of the arbiter's decision and statement of reasons, and
  - any apology a councillor is directed to make by an arbiter must be made at the next regular Council Meeting that the councillor attends
- ▶ that the *Local Government Act 2020* be amended to provide for a consistent Code of Conduct for all councils, which should include internal council mechanisms for resolving allegations of breaches of the Code of Conduct and allegations of misconduct or serious misconduct under the Act, that councillors must participate in before an application can be made under the Councillor Conduct Framework in the Act
- ▶ that measures be considered about how to ensure Code of Conduct applications are resolved in a timelier manner
- ▶ that Local Government Victoria provide advice to councils about the purpose and governance of councillor briefing meetings and how councils may maintain the confidentiality of information provided at and discussed at councillor briefing meetings, including when it does not meet

the definition of confidential information under the *Local Government Act 2020*

- ▶ that there be an obligation on all councillors to initiate a formal Code of Conduct application when they observe any of the councillors openly criticising the council organisation or staff of the council
- ▶ that all councillors be required annually at a regular Council Meeting to publicly declare and sign a recommitment to the Code of Conduct for Councillors and that a failure by a councillor to do so result in them no longer being qualified to be a councillor
- ▶ that pursuant to section 175 of the *Local Government Act 2020*, that the Minister direct the council:
  - to prepare and submit to the Minister within the period of four weeks after the direction is given to the council –
    - financial statements for the period 1 July 2022 to 31 December 2022
    - a detailed financial projection for the next 10 years of its borrowing capacity and unrestricted cash and how the council proposes to address financial sustainability concerns
  - to advise the Minister within the period of 12 weeks after the direction is given to the council, how the council proposes to address the need to prioritise investment on information technology and suitable staff accommodation
  - to provide a quarterly report to the Minister on its progress implementing its Good Governance Action Plan
- ▶ that the Council be advised that reports or complaints of inappropriate behaviour by councillors towards each other or by councillors towards the staff and organisation will be regarded seriously
- ▶ that the Minister write to the Auditor-General requesting that in addition to the annual audit of the Darebin City Council's financial accounts, the Auditor-General undertake an annual performance review of the progress of the Council towards financial sustainability until the Auditor-General is satisfied that the Council has achieved financial sustainability.

The Minister confirmed that they were considering options to implement the eight recommendations that have sector-wide implications through Local Government Victoria's future work program and legislative proposals and noted one recommendation required action from the Victorian Auditor-General.

Council complied with the Minister's Governance Directions up to 30 June 2023, and it should be noted that the 10-Year Financial Plan was reviewed and adopted by Council at its meeting on 26 June 2023, following a review that started in late 2022. The revised Financial Plan incorporates provision for investment in improved technology and systems, which will help reduce costs in the medium and longer term through improved integration and automation that will significantly enhance the community experience and enable achievement of Council goals and plans more efficiently.

The Audit and Risk Committee is maintaining oversight of Council's action to respond and comply with the Minister's Governance Directions, in accordance with the section 54(2)(a)(ii) of the *Local Government Act 2020*.

## CONFLICT OF INTEREST DECLARATION

In accordance with the *Local Government Act 2020*, councillors and Council officers are required to disclose direct or indirect conflicts of interests and leave the meeting, including Council meetings, Delegated Committee or briefings/advisory committee meetings, before discussions about the matter they have disclosed an interest in start.

During 2022/2023, there were 33 conflicts of interest declared by councillors, which included 18 at Council meetings, 12 at councillor briefings, two at Planning Committee meetings and one at an advisory committee meeting. There were five conflicts of interest declared by Council officers in 2022/2023.

## ACHIEVING THE BEST OUTCOMES FOR THE COMMUNITY

### Our community developed a vision in 2021 to set its aspirations for the future Darebin and the community we want to be in 2041.

More than 1,600 community members told us what they wanted to see for the municipality in 2041, and 38 residents and business owners formed a Deliberative Panel to shape that feedback into the Darebin 2041 Community Vision.

#### The Darebin 2041 Community Vision:

- ▶ Darebin is an equitable, vibrant and connected community.
- ▶ Darebin respects and supports First Nations People, values country, our diverse communities and places.
- ▶ Darebin commits to mitigating the climate emergency, creating prosperity for current and future generations.

Our Community Vision is at the heart of our Council Plan and all the work that flows from there – our priorities, strategic plans, investments, services, partnerships and activities. The vision is supported by three themed pillars that form the key directions and focus of our Council Plan.

Within the Council Plan are objectives and actions to achieve the vision our community has set, ranging from the inclusion and strengthening of diversity to actions needed to create a circular economy and prevent waste.

Further information:

- ▶ <https://www.darebin.vic.gov.au/About-Council/Council-structure-and-performance/Council-plan>

## ECONOMIC, SOCIAL AND ENVIRONMENTAL

### SUSTAINABILITY OF DAREBIN

**The Darebin Council Plan 2021–2025 addresses the economic, social and environmental sustainability of Darebin, including mitigation and planning for climate change risks. Some examples of activities undertaken and policies developed by Council in relation to these three dimensions of sustainability are canvassed below.**

#### COMMUNITY AND PARTNERSHIP GRANTS PROGRAM

Every year Council provides funds and assistance to not-for-profit groups and organisations through the Community Partnership Grants Program. For transparency purposes, councillors are not involved with the approval of individual grant allocations.

The Program aims to support community projects and activities that address one or more of the Council Plan 2021–2025 strategic directions and objectives: Vibrant, Respectful and Connected; Prosperous, Livable and Flourishing; and Climate, Green and Sustainable.

On 27 June 2022, Council approved the following budget for the 2022–2023 Community and Partnership Grants Program:

- ▶ small grants with a total pool of \$168,000
- ▶ medium grants with a total pool of \$156,000
- ▶ venue support grants with a pool of \$79,000 (in-kind)
- ▶ three-year partnership grants –2022/2025 with a pool of \$380,580
- ▶ youth project grants with a pool of \$10,000.

The 2022/2023 funding round opened on Monday 4 April 2022 and closed on Tuesday 31 May 2022. The accompanying table contains a summary of applications approved and received.

### SUMMARY OF SMALL AND MEDIUM GRANT APPLICATIONS RECEIVED AND APPROVED FOR THE 2022/2023 FUNDING ROUND

Annual grants program	Received	Amount requested	Budget allocated	Recommended	Amount recommended
<b>Small grants</b>	43	\$117,996	\$168,000	38	\$83,460
<b>Medium - environment and sustainability</b>	9	\$86,910.44	\$40,500	7	\$40,463
<b>Medium - equity, inclusion and wellbeing</b>	28	\$294,217	\$51,000	14	\$51,000
<b>Medium - creative projects artist-led initiatives</b>	21	\$189,423.57	\$64,500	12	\$71,500
<b>Youth Projects</b>	2	\$10,000	\$10,000	2	\$6,000
<b>Total</b>	<b>103</b>	<b>\$698,547.01</b>	<b>\$334,000</b>	<b>73</b>	<b>\$252,423</b>

### SUMMARY OF VENUE SUPPORT APPLICATIONS RECEIVED AND APPROVED FOR THE 2022-2023 FUNDING ROUND

Three-year grants program	Applications received	Budget	Applications recommended	Applications recommended	Amount recommended
<b>Community Hubs</b>	8	\$20,120	8	\$21,933.50	\$19,577
<b>City &amp; Shire Halls</b>	10	\$15,484	10	\$27,794.05	\$16,562.40
<b>Libraries Meeting Rooms</b>	8	\$14,391	8	\$13,855.60	\$13,855.60
<b>Northcote Town Hall &amp; Darebin Arts Centre</b>	10	\$20,947	7	\$65,471.50	\$20,947
<b>Intercultural Centre</b>	5	\$8,058	5	\$17,108.50	\$8,058
<b>Total</b>	<b>41</b>	<b>\$79,000</b>	<b>38</b>	<b>\$146,163.15</b>	<b>\$79,000</b>

The Community and Partnership Grants program was underspent in the 2022/23 financial year. The main issue has been the delayed closing of the 2022 program. Ideally, the application process would have commenced in April 2022 for a full 12 months funding distributed in August 2022. However, in 2022 the application process was delayed by six months (commencing in November 2022) with six months of funding planned to be distributed in January 2023.

The delay was due to current grant recipients requesting extensions to deliver their projects/program, in turn resulting in the postponing of the following round opening for applications. A review process was also implemented so improvements could be made before the second round of Community and Partnership Grants Program was launched.

In 2022, this grant program had lower-than-expected applicants and a more competitive process. This resulted in some grant streams within the Program being underspent. These streams are youth partnerships (underspent by \$35,000), environment and sustainability (underspent by \$25,000), and key cultural organisations (underspent by \$30,000). This means a further \$90,000 for the 2023/2025 Community Partnership Grants Program will not be spent for 2022/2023. This \$90,000 will also not be spent for 2023/2024 and 2024/2025 bringing the annual budget for this program to be only \$380,580.

ECONOMIC, SOCIAL AND ENVIRONMENTAL

SUSTAINABILITY OF DAREBIN

SUMMARY OF THREE-YEAR COMMUNITY PARTNERSHIP GRANT APPLICATIONS RECEIVED FOR THE 2022/2023 FUNDING ROUND - YEAR ONE APPROVED.

Community Partnership Grants Program	Received	Amount requested	Budget allocated	Recommended	Total amount recommended 2022/2025
<b>Youth partnerships</b>	1	\$25,000	\$60,000	1	\$25,000
<b>Environment and Sustainability</b>	5	\$145,179.19	\$90,000	2	\$65,000
<b>Key cultural organisations</b>	5	\$40,000	\$70,000	5	\$40,000
<b>Equity inclusion and wellbeing</b>	10	\$550,000	\$250,580	8	\$250,580
<b>Total</b>	<b>21</b>	<b>\$760,179</b>	<b>\$470,580</b>	<b>16</b>	<b>\$380,580</b>

GRANTS CONNECT COMMUNITY



Darebin’s Community and Partnership Grants Program supports projects that make Darebin a better, healthier, sustainable and more inclusive place.

For the Darebin Information, Volunteer and Resource Service (DIVRS), a Darebin Partnership Grant has helped them to help the community. DIVRS Community Support

Program Leader Fiona says the service is a first port of call for people wanting help with personal or financial issues.

“We connect people to opportunity, community and support. If people are impacted by cost-of-living increases, we may be able to help,” Fiona says.

“We can speak to people in language so if English is not your first language, we have volunteers or translation services to assist.” DIVRS Urban Food Program Leader Holly says they share food with people – fresh fruit and veg, pantry essentials, bread and frozen meals.

“Through the Darebin Partnership Grant we’re able to continue our Urban Food Program, where our volunteers grow and harvest fresh leafy and salad greens and fruit from the Darebin Urban Orchard to then share with people in Darebin through our Community Support Program,” Holly says.

### CLIMATE RISK GOVERNANCE

Darebin City Council considers climate change to be a critical strategic risk. Council is addressing this risk through the development of a new Climate Emergency Plan. This work has involved and will continue to include significant community consultation and advice from climate change technical experts. The new Plan will be finalised in 2023/2024.

Council is striving to continuously improve its approach to climate change governance and to embed climate risk within its operations. This is being done by prioritising action on the higher-order risks and working collaboratively across the organisation to improve procedures and Council over-sight that strengthens accountability.

All 2022/2023 Unit work plans were developed to incorporate actions to drive the organisation-wide effort to respond to the climate emergency. The Climate Emergency and Sustainable Transport Department provides expertise to support integrated climate emergency planning and action across Council operations and the municipality.

The Climate Emergency and Sustainable Transport and Corporate Governance departments are driving the visibility of climate-related risks and strengthening governance arrangements, while the Climate Emergency Unit provides expertise to integrate climate emergency thinking and actions across Council operations and the municipality.

### POLICIES ADOPTED IN 2022/2023

Council adopted a range of new or reviewed policies including:

- ▶ Councillor Media and Social Media Policy (formerly Social Media Policy – February 2020)
- ▶ Memorial Policy
- ▶ Councillor Gift Policy
- ▶ Community Engagement Policy
- ▶ Public Transparency Policy 2020 – July 2020
- ▶ Rates Financial Hardship Policy – July 2022
- ▶ Public Interest Disclosures Policy
- ▶ CEO Employment and Remuneration Policy
- ▶ Sale of Minor Council Property Assets Policy
- ▶ Risk Management Policy
- ▶ Road and Place Naming Policy

For examples of service innovation and continuous improvement in 2022/2023, please refer to ‘Business improvement’ on page 92 in the ‘Our service performance’ section.

## COLLABORATION WITH OTHER COUNCILS, GOVERNMENTS AND STATUTORY BODIES

### KEY PARTNERS - MEMORANDUMS OF UNDERSTANDING

A Memorandum of Understanding (MOU) with Aboriginal Housing Victoria (AHV) was officially signed in November 2022. The four-year MOU is implemented through rate concessions for 87 AHV properties in Darebin and an action plan that focuses on increasing AHV renters' wellbeing, participation and inclusion in Council services and programs.

An MOU with Darebin Creek Management Committee has been in place since 2001 and the current MOU, established in 2021, is due to expire in 2025.

An MOU with Merri Creek Management Committee has been in place for many years and the current MOU is due to expire in 2025.

A new MOU was entered into with Omar bin Al Khattab Mosque in 2022, which is set to run until 2025.

Darebin entered into a strategic partnership with Latrobe University in September 2022.

Other MOUs that remain active include:

- ▶ Friends of Regent Community Garden, until December 2023
- ▶ Alphington Community Centre (2018-23)
- ▶ The Bridge - Preston and Thornbury Neighbourhood House (2018-23)
- ▶ Jika Jika Community Centre (2018-23)
- ▶ Reservoir Neighbourhood House (2018-23)
- ▶ Span Community Centre (2018-23)
- ▶ Preston Reservoir Adult Community Education (PRACE) (2018-23)
- ▶ Darebin Information and Volunteer Resource Centre (DIVRS) (2018-23)
- ▶ M9 (an alliance of nine inner Melbourne councils)
- ▶ Northern Region Councils Alliance.

An MOU between the Director of Public Transport and Council remains active in relation to planning activities for ongoing procurement of bus shelters.

### COLLABORATIONS - M9

Melbourne 9 (M9) is an alliance of nine inner Melbourne councils that work collaboratively and advocate for issues and projects of mutual interest.

Over the past financial year, the M9 group has reviewed federal and state budget implications for the M9. The M9 Waste Group has been studying the development of a recycling facility (off the back of the 2019 collapse of SKM) and a food and organic facility to create continuity of service for member councils.

Members were briefed by the National Housing Finance and Investment Corporation (NHFIC) and the Housing Australia Future Fund about investment opportunities for social and affordable housing. Members discussed options to access NHFIC and Housing Australia funding.

Members have been constructively working together to pursue a more integrated work program. M9 has invited presentations from various organisations including the Committee for Melbourne and will continue to do so over the course of the next financial year.

### COLLABORATIONS - MERRI-BEK AND DAREBIN COUNCILS

Darebin Council has been working with the lead council, Merri-bek City Council, on developing designs for redevelopment of the Kendall-Harding street bridge. To date, design works are still underway and were expected to be completed by the end of the 2022/2023 financial year.



## COLLABORATIONS - MERRI-BEK, DAREBIN AND WHITTLESEA COUNCILS

The wat djerring Animal Facility, formerly known as the Epping Animal Welfare Facility, functions as the animal pound catering to three partner councils - Darebin, Merri-Bek and Whittlesea. Our collective aim is to ensure optimal outcomes for our animals and communities.

The facility offers a haven and fresh beginning for stray, abandoned and surrendered animals, safeguarding them from cruelty, while also advocating for pet wellbeing and responsible pet ownership. This collaborative effort between partner councils ensures that animals receive essential veterinary care throughout their stay. This partnership has enabled Darebin Council to establish an in-house service model that is characterised by its flexibility, innovation and unwavering commitment to animal welfare, including the crucial task of reuniting animals with their owners.

The service model is overseen by a dedicated committee comprised seasoned personnel from each council, along with the facility's veterinarian and coordinator. This committee plays a vital role in making ethical decisions, reserving euthanasia as an absolute last resort and only when it is deemed the most humane option.

Through this collaborative effort with partner Councils, adoption processes have been facilitated, in addition to establishing partnerships with community animal rescue groups. Over the course of the past 10 months, the facility has successfully reunited many pets with their owners, as well as the adoption of many animals, granting them a fresh start in life.

## RESERVOIR REVITALISATION BOARD

Established in 2021, the Board provides a local voice to the Victorian Government's Suburban Revitalisation Program, working with local communities to identify opportunities for locally led projects to make Reservoir thrive.

Within the past financial year, the Board noted that the State Government appointed a new Minister for Suburban Development, the Hon. Ros Spence. As part of the Board's administration, it was allocated \$1 million in the 2022/2023 State Budget.

The Board endorsed 25 projects across two funding rounds (18 in 2020/2021 and seven in 2022/2023), 14 of which have been completed (seven fully acquitted and seven waiting on acquittal documentation).

The Board's Chair posed a refreshed strategic direction that was based on community engagement conducted by him and his team during the lead-up to the state election.

It was identified by the Chair that the following key priorities from community members included:

- ▶ decarbonisation of the state and city
- ▶ supporting the community's desire to reconnect with the environment and waterways to and acknowledge local First Nations history and traditions
- ▶ addressing the significant issues surrounding residents with complex needs in the Reservoir area
- ▶ housing and land use.

The Board is resolute in ensuring that gaps within the community are adequately identified in the next financial year.

### COLLABORATION WITH OTHER COUNCILS, GOVERNMENTS AND STATUTORY BODIES

#### COLLABORATIONS - NORTHERN REGION COUNCIL ALLIANCE

Council adopted its revised Social and Sustainable Procurement Policy in 2021, following extensive collaboration with other northern region councils to align all seven procurement policies. The alignment achieved through all northern region procurement policies has helped simplify the existing commitment to collaborative procurement.

Council considers any opportunities for collaborative procurement in relation to a procurement process undertaken by establishing a joint consolidated contract register for consideration as possible joint procurement opportunities.

When collaborating, Council will do so where the contract for ongoing supply of goods or provision of services or works is estimated at \$1 million or more a year (per Council) or other contracts which, due to the subject matter, nature or scope, are likely to deliver operational efficiencies if procured in collaboration.

Council may collaborate with other councils or bodies such as MAV Procurement or Procurement Australasia to use existing collaborative procurement arrangements established through a public tender process where it provides an advantageous, value-for-money outcome for Council.

### LEGISLATIVE COMPLIANCE

#### FOOD ACT MINISTERIAL DIRECTIONS

In accordance with section 7E of the *Food Act 1984*, Council is required to publish a summary of any Ministerial Directions received during the financial year. No Ministerial Directions were received in 2022/2023.

#### ROAD MANAGEMENT ACT MINISTERIAL DIRECTIONS

In accordance with section 22 of the *Road Management Act 2004*, Council is required to publish a copy or summary of any Ministerial Directions received during the financial year in our Annual Report. No Ministerial Directions were received in 2022/2023.

#### LOCAL GOVERNMENT ACT MINISTERIAL DIRECTIONS

In accordance with section 175 of the *Local Government Act 2020*, the Minister for Local Government provided three governance directions to Council in April 2023. These have been reported in full detail in '9. Our Governance' under the heading 'Municipal Monitor'.

#### COVID-19 DIRECTIONS

In accordance with the state emergency declared due to the COVID-19 pandemic, Council implemented Victorian State Government advice and Pandemic (Public Safety) Orders issued in accordance with the *Public Health and Wellbeing Act 2008*, including mandatory vaccinations (for staff); density quotas; work from home; and mask wearing requirements, to reduce the risk of harm caused by COVID-19.

#### PUBLIC INTEREST DISCLOSURES

The *Public Interest Disclosures Act 2012* facilitates disclosures of improper conduct or detrimental action and provides the appropriate level of protection for people who make disclosures. Darebin City Council fully supports the Act, having a high regard for transparency and accountability. The Public Interest Disclosure Policy was established in December 2020 and is available at <https://www.darebin.vic.gov.au/About-Council/Policies-and-transparency/Freedom-of-information-and-public-interest-disclosures> along with

information on the application of the Act and how to make a disclosure.

During 2022/2023, one public interest disclosure was referred to the Independent Broad-based Anti-Corruption Commission (IBAC). On investigation, IBAC determined it was not a public interest disclosure and it was referred back to Council to investigate internally.

## INFORMATION PRIVACY

Darebin Council believes that the responsible handling of personal information is a fundamental aspect of good corporate governance. Council is strongly committed to safeguarding community and residents' right to privacy and ensuring that any personal information they share with Council remains confidential and secure.

In today's interconnected world, where digital technology plays a vital role in our daily lives, Council recognises the importance of protecting residents' personal information. As part of our ongoing commitment to information privacy, Council continually invests in education and staff awareness to enhance our compliance.

To achieve this, we are dedicated to providing our staff with the necessary knowledge and resources to handle personal information responsibly. We have established a comprehensive resource library, which includes up-to-date information and guidelines on privacy best practices. Additionally, we conduct regular staff training sessions to ensure that our employees understand their responsibilities in protecting your privacy.

Council operates in accordance with the Information Privacy Principles outlined within the *Privacy and Data Protection Act 2014* and the *Health Records Act 2001*. These acts serve as the foundation of our commitment to maintaining your privacy. We handle all personal information in a responsible manner, adhering to strict protocols and guidelines to ensure its confidentiality and security.

To further emphasise Council's commitment to information privacy, we have implemented robust policies and procedures that govern the collection and handling of personal information within the Council.

By implementing these measures and promoting a culture of privacy within Council, we strive to foster trust and confidence in our customers and residents. We understand that the trust placed in us when sharing personal information is paramount, and Council is fully committed to upholding that trust.

Darebin City Council received four privacy complaints during the period of 2022/2023.

## LEGISLATIVE COMPLIANCE

## GOVERNANCE AND MANAGEMENT CHECKLIST

Governance and management items	Assessment
<p><b>1. Community engagement policy</b> (policy under section 55 of the Act outlining Council's commitment to engaging with the community on matters of public interest)</p>	<p>The revised Community Engagement Policy was adopted in accordance with section 55 of the Act Date of adoption: 27 February 2023</p>
<p><b>2. Community engagement guidelines</b> (guidelines to assist staff to determine when and how to engage with the community)</p>	<p><b>Guidelines</b> Date of commencement of current guidelines: 3 August 2021  The Multicultural Communications and Engagement Toolkit was developed in 2022 and sets a best practice approach to meaningful and effective communications and community engagement strategies with community members from non-English speaking backgrounds, strengthening the Community Engagement Guidelines.</p>
<p><b>3. Financial Plan</b> (plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)</p>	<p>The revised Financial Plan was adopted in accordance with section 91 of the Act Date of adoption: 26 June 2023</p>
<p><b>4. Asset Plan</b> (plan under section 92 of the Act setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)</p>	<p>Adopted in accordance with section 92 of the Act Date of adoption: 27 June 2022</p>
<p><b>5. Revenue and Rating Plan</b> (plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges)</p>	<p>The revised Revenue and Rating Plan was adopted in accordance with section 93 of the Act Date of adoption: 26 June 2023</p>
<p><b>6. Annual budget</b> (plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)</p>	<p>Adopted in accordance with section 94 of the Act Date of adoption: 26 June 2023</p>
<p><b>7. Risk policy</b> (policy outlining council's commitment and approach to minimising the risks to council's operations)</p>	<p><b>Policy</b> Date of commencement of current policy: 24 April 2023</p>
<p><b>8. Fraud policy</b> (policy outlining council's commitment and approach to minimising the risk of fraud)</p>	<p><b>Policy</b> Date of commencement of current policy: 29 June 2021  Fraud Prevention Policy and associated Fraud Control Plan endorsed by the CEO on 29 June 2021, following Audit and Risk Committee endorsement. The Policy has been independently reviewed and awaiting approval as at year end.</p>
<p><b>9. Municipal emergency management plan</b> (plan under section 60ADB of the Emergency Management Act 2013 for emergency mitigation, response and recovery)</p>	<p>Prepared and maintained in accordance with section 60ADB of the <i>Emergency Management Act 2013</i> Date of preparation: 17 February 2023  A revised Municipal Emergency Management Plan was approved by the Regional Emergency Management Planning Committee (REMPC) on 17 February 2023.</p>

## GOVERNANCE AND MANAGEMENT CHECKLIST (Cont.)

Governance and management items	Assessment
<p><b>10. Procurement policy</b> (policy under section 108 of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council)</p>	<p>Adopted in accordance with section 108 of the Act Date of adoption: 23 August 2021</p>
<p><b>11. Business continuity plan</b> (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)</p>	<p><b>Plan</b> Date of commencement of current plan: 15 April 2020</p>
<p><b>12. Disaster recovery plan</b> (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)</p>	<p><b>Plan</b> Date of commencement of current plan: 25 June 2021</p>
<p><b>13. Risk management framework</b> (framework outlining council's approach to managing risks to the council's operations)</p>	<p><b>Framework</b> Date of commencement of current framework: 29 June 2021</p>
<p><b>14. Audit and Risk Committee</b> (see sections 53 and 54 of the Act)</p>	<p>Established in accordance with section 53 of the Act Date of establishment: 20 July 2020 Ordinary meetings for 2022-23 were held 12 October 2022, 12 December 2022, 20 March 2023 and 19 June 2023. Special meetings for 22-23 were held 31 January, 16 February, 15 March and 10 May 2023.</p>
<p><b>15. Internal audit</b> (independent accounting professionals engaged by the council to provide analyses and recommendations aimed at improving council's governance, risk and management controls)</p>	<p><b>Engaged</b> Date of engagement of current provider: 15 April 2023</p>
<p><b>16. Performance reporting framework</b> (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Local Government Act 2020)</p>	<p><b>Framework</b> Date of adoption of current framework: 26 June 2023 Council's Performance Reporting Framework is consistent with the performance indicators referred to in section 98 of the Local Government Act 2020. Council's Integrated Planning and Reporting Framework was adopted as part of the revised Council Plan 2021-25 on 26 June 2023.</p>

## LEGISLATIVE COMPLIANCE

## GOVERNANCE AND MANAGEMENT CHECKLIST (Cont.)

Governance and management items	Assessment
<p><b>17. Council Plan report</b></p> <p>(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><b>Reports</b></p> <p>Date reports presented:</p> <p>26 September 2022 (2021-22 Q4)</p> <p>28 November 2022 (2022-23 Q1)</p> <p>27 February 2023 (2022-23 Q2)</p> <p>22 May 2023 (2022-23 Q3)</p>
<p><b>18. Financial reporting</b></p> <p>(quarterly statements to the Council under section 97(1) of the Local Government Act 2020, comparing actual and budgeted results and an explanation of any material variations)</p>	<p>Reports presented to the Council in accordance with section 97(1) of the Local Government Act 2020</p> <p>Date reports presented:</p> <p>24 October 2022 (2021-22 Annual Financial Report)</p> <p>28 November 2022 (2022-23 Q1)</p> <p>27 March 2023 (2022-23 Q2)</p> <p>22 May 2023 (2022-23 Q3)</p> <p>A non-compliance to the Act occurred with the Quarter 2 Report as it was provided as a 7 month report.</p>
<p><b>19. Risk reporting</b></p> <p>(6-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)</p>	<p><b>Reports</b></p> <p>Date of reports:</p> <p>9 August 2022 (Executive Leadership Team)</p> <p>12 September 2022 (Councillor Briefing)</p> <p>12 October 2022 (Audit and Risk Committee)</p> <p>2 May 2023 (Executive Leadership Team)</p> <p>19 June 2023 (Audit and Risk Committee)</p>
<p><b>20. Performance reporting</b></p> <p>(6-monthly reports of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Local Government Act 2020)</p>	<p><b>Reports</b></p> <p>Date of reports:</p> <p>3 September 2022 (Executive Leadership Team LGPRF EOFY 2021-22)</p> <p>7 March 2023 (Executive Leadership Team, Strategic Risk and Internal Audit Committee LGPRF Mid-Year 2022-23)</p> <p>26 March 2023 (Audit and Risk Committee LGPRF Mid-Year 2022-23)</p>
<p><b>21. Annual report</b></p> <p>(annual report under sections 98, 99 and 100 of the Local Government Act 2020 containing a report of operations and audited financial and performance statements)</p>	<p>Presented at a meeting of the Council in accordance with section 100 of the Act</p> <p>Date statements presented: 24 October 2022</p>

## GOVERNANCE AND MANAGEMENT CHECKLIST (Cont.)

Governance and management items	Assessment
<p><b>22. Councillor Code of Conduct</b> (Code under section 139 of the Act setting out the standards of conduct to be followed by Councillors and other matters)</p>	<p>Reviewed and adopted in accordance with section 139 of the Act Date reviewed: 27 January 2021</p>
<p><b>23. Delegations</b> (documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff, in accordance with sections 11 and 47 of the Act))</p>	<p>Reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act Date of review: August 2022 (CEO sign off) and 24 October 2022 (Council sign off), with a further review commenced in 2023 and awaiting approval at year end.</p>
<p><b>24. Meeting procedures</b> (Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees)</p>	<p>Governance Rules adopted in accordance with section 60 of the Act Date Governance Rules adopted: 22 August 2022</p>

## LEGISLATIVE COMPLIANCE

## GOVERNANCE AND MANAGEMENT CHECKLIST CERTIFICATE

### Certification of Governance and Management Arrangements For the Year Ended 30 June 2023

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



Peter Smith  
Chief Executive Officer  
Dated: Sep 22, 2023



Cr Julie Williams  
Mayor  
Dated: 21 September 2023

#### REPORT AGAINST THE ROAD MANAGEMENT ACT 2004

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

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

The Road Management Plan:

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



Council adopted its initial Road Management Plan in 2004, revised it in 2009, 2013, 2017 and adopted the latest version on 25 October 2021. Under section 54(5) of the *Road Management Act 2004*, “a road authority must in accordance with the regulations conduct a review of its Road Management Plan at prescribed intervals”. *Road Management (General) Regulations 2016*, Part 3, requires Council to complete its review of the Road Management Plan within six months after each general election or by the next 30 June, whichever is later. The review includes time frames and intervention levels stated throughout the Plan.

The data that results from inspections carried out by inspections officers in the field is entered into Council's asset management system and used to produce a record of the inspection, temporary repair work orders and permanent repair work orders.

## REPORT AGAINST THE DOMESTIC ANIMAL MANAGEMENT ACT 1994

The City of Darebin has adopted the 2022-2025 Domestic Animal Management Plan (DAMP) in collaboration with Merri-bek City Council and the City of Whittlesea. The DAMP outlines various services, programs and policies established to effectively address the administration of the *Domestic Animal Act 1994* and manage issues related to cats and dogs in our community.

In October 2022, a significant milestone was achieved as the renamed wat djerring Animal Welfare Facility (formerly the Epping Animal Welfare Facility) transitioned to an in-house model, in partnership with the City of Whittlesea and Merri-bek City Council. This strategic change was aimed at enhancing services to our communities and ensuring better welfare outcomes for animals within the City of Darebin.

To support the successful implementation of the DAMP and to ensure the welfare of domestic animals, the Darebin Domestic Animal Management Reference Group (DDAMRG) holds quarterly meetings. These meetings play a crucial role in guiding the delivery of Council's DAMP and promoting responsible pet ownership among residents.

Council also took proactive measures by conducting a social media campaign to educate the public about responsible dog ownership. This campaign emphasised the importance of socialising and training dogs, responsible waste management after pets, and keeping cats within their owner's property boundaries. The initiative was a response to increased anti-social dog behaviours observed in the municipality's parks. To address this, Council's Local Laws officers regularly patrol larger reserves, and park signage has been updated accordingly.

In a successful collaboration between the City of Darebin, the City of Whittlesea, and Merri-bek City Council, funding was secured from Agriculture Victoria. This funding is used to offer free cat desexing services to vulnerable community members, reflecting Council's commitment to animal welfare. We remain optimistic about positive outcomes in the upcoming fina

The diligent registration efforts of Council have resulted in a total of 13,620 animals registered within the municipality. Among these, 9,124 are dogs, and 4,496 are cats. High registration rates have facilitated the safe return of more pets to their owners.

In 2022/2023, Council directly returned 61 dogs to their homes. Out of the 269 dogs impounded at the wat djerring Animal Welfare Facility, 217 were successfully reclaimed and 24 found loving adoptive homes. A total of 520 cats were impounded, with 66 reunited with their owners, 138 adopted, and 210 sent from the facility to foster or rescue programs.

Collaborating with rescue and animal welfare groups, Council facilitated the direct transfer of 60 cats to rescue programs. Notably, among these cats, 25 were neonatal kittens weighing below 500 grams, underscoring the Council's dedication to the welfare of vulnerable animals.

The City of Darebin remains committed to responsible animal management and is continuously working towards enhancing the wellbeing of domestic animals in our community.

# 10. OUR COMMUNITY ENGAGEMENT



## OUR COMMUNITY ENGAGEMENT

**The *Local Government Act 2020* sets direction for Council's engagement with the municipal community through the community engagement principles. We have sought to align our reporting by providing an overview for our community about Council's community engagement actions in alignment with the community engagement principles.**

Council adopted its revised Community Engagement Policy in February 2023. In October 2022, Council established a Multicultural Communications and Engagement Toolkit, which supports us to be more effective and purposeful in our work with diverse multicultural, multilingual communities.

All strategic community engagements undertaken since the adoption of the Community Engagement Policy have included a clearly defined objective and scope to ensure the community understands the engagement. Information on each of these engagements in 2022/2023 was published on the Your Say Darebin website, where objective, relevant and timely information could be accessed to inform participation.

Key messages for engagements undertaken set the expectation so that community members understand how they are able to influence the decision being made. In addition, participants who request to be informed of the outcomes of engagements receive an update indicating how feedback influenced the decision that was made.

All strategic community engagements undertaken since the adoption of the Community Engagement Policy have met the minimum standards of engagement included in the policy. These include providing different ways to participate such as digital, telephone or face-to-face and actively seeking representation of persons and groups interested and affected by the decisions made further to engagement.

### These principles are:

- (a) a community engagement process must have a clearly defined objective and scope
- (b) participants in community engagement must have access to objective, relevant and timely information to inform their participation
- (c) participants in community engagement must be representative of the persons and groups affected by the matter that is the subject of the community engagement
- (d) participants in community engagement are entitled to reasonable support to enable meaningful and informed engagement
- (e) participants in community engagement are informed of the ways in which the community engagement process will influence Council decision making.

### STRATEGIC OVERVIEW FOR 2022/2023

There were 17 strategic engagements undertaken throughout 2022/2023. Some were significant engagements and included:

- ▶ planning for housing – preparing our Housing Strategy and Neighbourhood Character Study
- ▶ the Climate Emergency Strategy
- ▶ the Budget 2023/2024. We spoke to the community from the start of the planning process to allow time to consider and incorporate feedback into the draft Budget and align it with what the community needs
- ▶ Parking Permit Policy
- ▶ deliberative engagement to revise the 10-Year Financial Plan, Council Plan and Council Plan Action Plan.

Examples of engagement activities include pop-up sessions, Hearing-of-Submissions sessions, online and face-to-face drop-in sessions, using interactive maps, and targeted engagement sessions to ensure that our diverse community members were represented in the decisions being made.

Since introducing a new online engagement platform in 2021/2022, we have explored using more interactive digital tools for our engagement projects. In implementing these tools, we have developed alternative methods of engagement to ensure that less digitally savvy community members can continue to participate.

# 11. OUR FINANCIAL MANAGEMENT

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**OUR FINANCIAL MANAGEMENT**

The *Local Government Act 2020* sets direction for Council’s financial management through the financial management principles. We have sought to align our reporting to provide an overview for our community about Council’s financial management actions in alignment with the financial management principles.

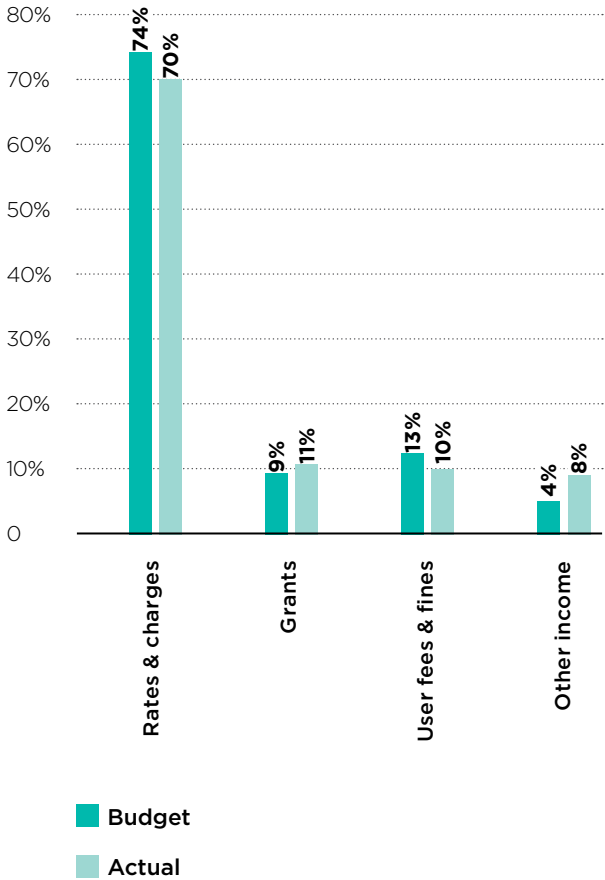
**FINANCIAL SUMMARY**

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

**In brief**

- ▶ Revenue of \$204.65 million, with 70% coming from rates and charges.
- ▶ Expenditure of \$194.10 million, with 49% attributable to employee costs and 33% for materials and services.
- ▶ Surplus of \$10.55 million.
- ▶ Net assets of \$1.66 billion, including community facilities and infrastructure.
- ▶ Cash and financial assets held \$55.97 million, which is \$2.74 million less than the previous year.
- ▶ New borrowings of \$39 million to fund the construction of the new Northcote Aquatic and Recreation Centre.

Sources of revenue 2022/23

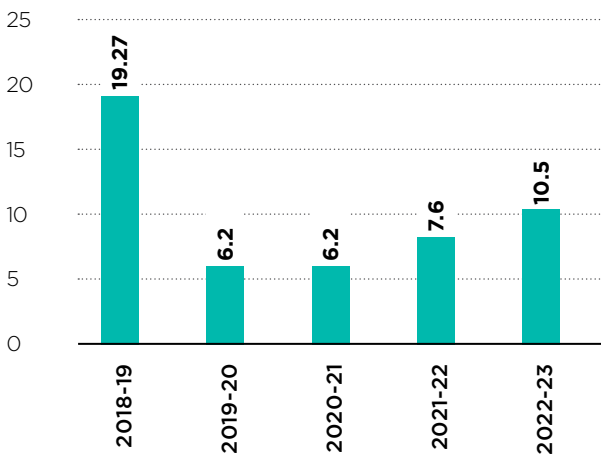


OUR FINANCIAL MANAGEMENT

**Operating result**

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

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



For the year ended 30 June 2023, Council achieved an operating surplus of \$10.55 million, which was a \$2.95 million increase from the 2021/2022 result. The main reasons for the increase were that revenue increased by \$12.92 million and expenditure increased by \$9.98 million.

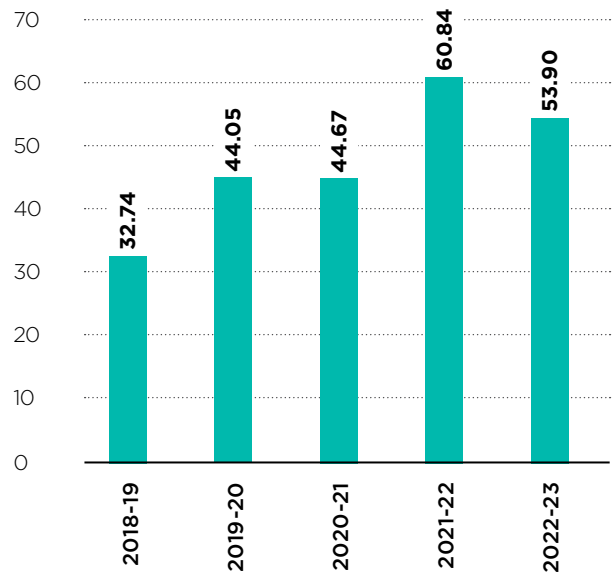
**Capital works**

The Capital Works Program is an essential part of Council’s stewardship role. It provides effective management of our infrastructure assets, which gives the community access to services and facilities and supports Council’s delivery of services.

The Statement of Capital Works details the \$53.90 million of capital works spending across Darebin for 2022/2023. This includes \$25.20 million on asset renewal, \$8.4 million on asset upgrades, \$15.52 million on asset expansion, and \$4.72 million on new assets.

More broadly defined, total capital works expenditure was \$58.73 million. This included \$53.90 million from capital accounts and close to \$4.83 million from operating accounts.

**Capital works (\$ million)**



### Cash flow

Cash and cash equivalents have decreased by \$2.99 million to \$41.81 million. The main movements during the year were a cash inflow from operating activities of \$25.15 million and cash inflow from financing activities of \$37.02 million, offset by a cash outflow of \$65.17 million for investing activities. Council continues to hold an appropriate level of cash to ensure liquidity. Council undertook new borrowings of \$39 million during 2022/2023 to fund the construction of the new Northcote Aquatic and Recreation Centre.

### 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 2022/2023 are viewed in the context of Council's long-term financial strategic objectives, which are reflected in the Council Plan 2021-2025 and articulated in the Long-Term Financial Plan 2023-33.

### Economic and other factors

The Australian economy is experiencing a period of high inflation, increasing interest rates and relatively low wage increases. The Reserve Bank of Australia's official cash rate increased during the financial year from 0.85% to 4.10% at 30 June. Investment income returns on Council's cash holdings increased as a result. Additional borrowings undertaken during the year to fund Northcote Aquatic and Recreation Centre have resulted in Council having \$47.56 million of outstanding loans at 30 June 2023.





# ANNUAL FINANCIAL REPORT

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## OUR FINANCIAL MANAGEMENT

### GUIDE TO THE FINANCIAL STATEMENTS

For the Year Ended 30 June 2022

This guide provides an overview of each of the statements including the 2022/2023 financial statements for 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 10 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 is a measure of Council's financial performance for the year ending 30 June 2023 and shows the value of revenues, such as rates, that Council earned and the value of expenses, such as employee costs and materials and services, Council incurred in delivering services. These expenses only relate to the operations of Council and do not include the costs associated with the purchase, renewal, upgrade or expansion of Council assets.

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

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

#### Balance Sheet

The Balance Sheet is a one-page summary that provides a snapshot of the financial position of Council as at 30 June 2023. It details Council's net worth and discloses details about assets such as cash, receivables, investment, property, infrastructure and plant and equipment that it owns, and liabilities such as loans and borrowings and amounts owed to creditors and employees. The bottom line of this statement is net assets (total assets, less total liabilities). This is the net worth of Council built up over many years.

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

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

At 30 June 2023 the Balance Sheet shows Council to be in a healthy financial position, with \$55.97 million in cash and financial assets and net assets of \$1.66 billion. Council's liquidity or current ratio is 1.83:1 (current assets: current liabilities). This means that for every \$1 of current liabilities, Council has \$1.83 of current assets to settle these liabilities. This demonstrates that the Darebin City Council has adequate funds on hand to pay current liabilities as they fall due.

### Statement of Changes in Equity

The Statement of Changes in Equity explains the changes that occurred 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 2023 the Statement of Changes in Equity shows an increase in equity, or net worth, of \$10.55 million during the 2022/2023 financial year, representing the recorded comprehensive result for the year and the net off of the transfer of reserve movements of \$9.85 million from Other Reserves to Accumulated Surplus.

### Cash Flow Statement

The Cash Flow Statement provides a detailed picture of cash movements during the year. It includes all cash amounts received and all cash payments made. 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 2022/2023 Council generated a \$25.15 million cash inflow from operating activities. A cash outflow of \$65.17 million was incurred on investing activities and financing activities provided \$37.02 million cash inflow. Total cash balances decreased by \$2.99 million during the year to \$41.81 million at 30 June 2023.

## OUR FINANCIAL MANAGEMENT

### GUIDE TO THE FINANCIAL STATEMENTS

#### 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 2022/2023, \$53.90 million was expended on capital works.

#### Notes to the Financial Statements

The Financial Statements contain 10 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 at the bottom of each note.

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

#### Performance Statement

The Victorian Government developed a performance reporting framework to ensure that all councils across Victoria measure and report their performance in a consistent way. The framework became mandatory from 1 July 2014 and this Performance Statement is a required part of all councils' 2022/2023 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.

## TABLE OF CONTENTS

FINANCIAL REPORT		Page
Certification of financial statements		176
Victorian Auditor-General's Office Audit Report		177
<b>Financial Statements</b>		
Comprehensive Income Statement		179
Balance Sheet		180
Statement of Changes in Equity		181
Statement of Cash Flows		182
Statement of Capital Works		183
<b>Notes to Financial Report</b>		
Note 1	Overview	184
Note 2	Analysis of our results	185
Note 2.1	Performance against budget	185
	2.1.1 Income and expenditure	185
	2.1.2 Capital works	188
Note 2.2	Analysis of Council results by program	190
	2.2.1 City Sustainability and Strategy	190
	2.2.2 Summary of income / revenue, expenses, assets and capital expenses by program	191
Note 3	Funding for the delivery of our services	192
	3.1. Rates and charges	192
	3.2. Statutory fees and fines	192
	3.3. User fees	193
	3.4. Funding from other levels of government	193
	3.5. Contributions	195
	3.6. Net gain/(loss) on disposal of property, infrastructure, plant and equipment	196
	3.7. Other income	196
Note 4	The cost of delivering services	197
	4.1. Employee costs	197
	4.2. Materials and services	197
	4.3. Depreciation	198
	4.4. Amortisation - intangible assets	198
	4.5. Amortisation - right of use assets	198
	4.6. Bad and doubtful debts	198
	4.7. Borrowing costs	198
	4.8. Finance costs - leases	198
	4.9. Other expenses	198

<b>Notes to Financial Report</b>		
<b>Note 5</b>	<b>Our financial position</b>	<b>199</b>
	5.1. Financial assets	199
	5.2. Non-financial assets	201
	5.3. Payables	202
	5.4. Provisions	203
	5.5. Interest bearing liabilities	204
	5.6. Financing arrangements	205
	5.7. Commitments	206
	5.8. Leases	207
<b>Note 6</b>	<b>Assets we manage</b>	<b>209</b>
	6.1. Property, infrastructure, plant and equipment	209
	6.2. Investment property	216
<b>Note 7</b>	<b>People and relationships</b>	<b>217</b>
	7.1. Council and key management remuneration	217
	7.2. Related party disclosure	219
<b>Note 8</b>	<b>Managing uncertainties</b>	<b>220</b>
	8.1. Contingent assets and liabilities	220
	8.2. Change in accounting standards	221
	8.3. Financial instruments	222
	8.4. Fair value measurement	223
	8.5. Events occurring after balance date	224
<b>Note 9</b>	<b>Other matters</b>	<b>225</b>
	9.1. Reserves	225
	9.2. Reconciliation of cash flows from operating activities to surplus/(deficit)	228
	9.3. Superannuation	229
<b>Note 10</b>	<b>Changes in accounting policy</b>	<b>231</b>

## CERTIFICATION OF THE FINANCIAL STATEMENTS

For the Year Ended 30 June 2023

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



Daryl Whitfort FCPA  
Principal Accounting Officer

Melbourne  
25 September 2023

In our opinion, the accompanying financial statements present fairly the financial transactions of the Darebin City Council for the year ended 30 June 2023 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 2020* to certify the financial statements in their final form.



Julie Williams  
Councillor



Susanne Newton  
Councillor



Peter Smith  
Chief Executive Officer

Melbourne  
25 September 2023





## Independent Auditor's Report

### To the Councillors of Darebin City Council

<b>Opinion</b>	<p>I have audited the financial report of Darebin City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> <li>• balance sheet as at 30 June 2023</li> <li>• comprehensive income statement for the year then ended</li> <li>• statement of changes in equity for the year then ended</li> <li>• statement of cash flows for the year then ended</li> <li>• statement of capital works for the year then ended</li> <li>• notes to the financial statements, including significant accounting policies</li> <li>• certification of the financial statements.</li> </ul> <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2023 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the <i>Local Government Act 2020</i>, the <i>Local Government (Planning and Reporting) Regulations 2020</i> and applicable Australian Accounting Standards.</p>
<b>Basis for Opinion</b>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's <i>APES 110 Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<b>Councillors' responsibilities for the financial report</b>	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the <i>Local Government Act 2020</i> and the <i>Local Government (Planning and Reporting) Regulations 2020</i>, 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.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

**Auditor's responsibilities for the audit of the financial report**

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

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

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

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

MELBOURNE  
2 October 2023



Travis Derricott  
*as delegate for the Auditor-General of Victoria*

**COMPREHENSIVE INCOME STATEMENT**

For the Year Ended 30 June 2023

	Note	2023 \$'000	2022 \$'000
<b>Income / Revenue</b>			
Rates and charges	3.1	144,114	137,673
Statutory fees and fines	3.2	8,781	7,447
User fees	3.3	11,940	6,498
Grants - operating	3.4	20,777	20,820
Grants - capital	3.4	2,743	11,050
Contributions - monetary	3.5	5,272	4,937
Contributions - non monetary	3.5	691	653
Net gain on disposal of property, infrastructure, plant and equipment	3.6	251	-
Fair value adjustments for investment property	6.2	6,627	(71)
Other income	3.7	3,457	2,721
<b>Total income / revenue</b>		<b>204,653</b>	<b>191,728</b>
<b>Expenses</b>			
Employee costs	4.1	95,946	92,110
Materials and services	4.2	63,314	53,910
Depreciation	4.3	26,249	23,690
Amortisation - intangible assets	4.4	555	504
Amortisation - right of use assets	4.5	51	74
Bad and doubtful debts - allowance for impairment losses	4.6	1,463	722
Borrowing costs	4.7	695	3
Finance costs - leases	4.8	2	6
Net loss on disposal of property, infrastructure, plant and equipment	3.6	-	7,972
Other expenses	4.9	5,829	5,136
<b>Total expenses</b>		<b>194,104</b>	<b>184,127</b>
<b>Surplus for the year</b>		<b>10,549</b>	<b>7,601</b>
<b>Other comprehensive income</b>			
<b>Items that will not be classified to surplus or deficit in future periods</b>			
Net asset revaluation increment	6.2	-	157,170
<b>Total other comprehensive income</b>		<b>-</b>	<b>157,170</b>
<b>Total comprehensive result</b>		<b>10,549</b>	<b>164,771</b>

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

## BALANCE SHEET

As at 30 June 2023

	Note	2023 \$'000	2022 \$'000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	5.1 (a)	41,813	44,808
Trade and other receivables	5.1 (c)	22,232	23,520
Other financial assets	5.1 (b)	14,154	13,900
Inventories	5.2 (a)	66	101
Prepayments	5.2 (b)	2,901	2,640
Other assets	5.2 (b)	145	61
<b>Total current assets</b>		<b>81,311</b>	<b>85,030</b>
<b>Non-current assets</b>			
Trade and other receivables	5.1 (c)	2,704	3,351
Other financial assets	5.1 (b)	6	6
Property, infrastructure, plant and equipment	6.1	1,660,142	1,633,197
Right-of-use assets	5.8	29	80
Investment property	6.2	9,270	2,643
Intangible assets	5.2 (c)	1,241	1,356
<b>Total non-current assets</b>		<b>1,673,392</b>	<b>1,640,633</b>
<b>Total assets</b>		<b>1,754,703</b>	<b>1,725,663</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	5.3 (a)	13,082	30,386
Trust funds and deposits	5.3 (b)	6,908	5,938
Unearned income / revenue	5.3 (c)	1,254	2,615
Provisions	5.4	18,986	20,840
Interest-bearing liabilities	5.5	4,080	820
Lease liability	5.8	32	52
<b>Total current liabilities</b>		<b>44,342</b>	<b>60,651</b>
<b>Non-current liabilities</b>			
Provisions	5.4	2,380	1,846
Interest-bearing liabilities	5.5	43,478	9,180
Lease liability	5.8	-	32
<b>Total non-current liabilities</b>		<b>45,858</b>	<b>11,058</b>
<b>Total liabilities</b>		<b>90,200</b>	<b>71,709</b>
<b>Net assets</b>		<b>1,664,503</b>	<b>1,653,954</b>
<b>Equity</b>			
Accumulated surplus		593,470	573,076
Reserves	9.1	1,071,033	1,080,878
<b>Total equity</b>		<b>1,664,503</b>	<b>1,653,954</b>

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

## STATEMENT OF CHANGES IN EQUITY

For the Year Ended 30 June 2023

	Note	Total \$'000	Accumulated Surplus \$'000	Asset Revaluation Reserve \$'000	Other Reserves \$'000
<b>2023</b>					
Balance at beginning of the financial year		<b>1,653,954</b>	573,076	1,055,675	25,203
Surplus for the year		<b>10,549</b>	10,549	-	-
Net asset revaluation increment/(decrement)	9.1 (a)	-	-	-	-
Transfers to other reserves	9.1 (b)	-	(6,878)	-	6,878
Transfers from other reserves	9.1 (b)	-	16,723	-	(16,723)
<b>Balance at end of financial year</b>		<b>1,664,503</b>	<b>593,470</b>	<b>1,055,675</b>	<b>15,358</b>

	Note	Total \$'000	Accumulated Surplus \$'000	Asset Revaluation Reserve \$'000	Other Reserves \$'000
<b>2022</b>					
Balance at beginning of the financial year		1,489,183	564,636	898,505	26,042
Surplus for the year		7,601	7,601	-	-
Net asset revaluation increment/(decrement)	9.1 (a)	157,170	-	157,170	-
Transfers to other reserves	9.1 (b)	-	(6,580)	-	6,580
Transfers from other reserves	9.1 (b)	-	7,419	-	(7,419)
Balance at end of financial year		1,653,954	573,076	1,055,675	25,203

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

## STATEMENT OF CASH FLOWS

For the Year Ended 30 June 2023

	2023	2022
	Inflows/ (Outflows)	Inflows/ (Outflows)
Note	\$'000	\$'000
<b>Cash flows from operating activities</b>		
Rates and charges	144,663	136,438
Statutory fees and fines	7,487	6,260
User fees	13,371	8,297
Grants - operating	20,161	18,808
Grants - capital	743	7,555
Contributions - monetary	5,272	4,937
Interest received	2,240	386
Net trust funds and deposits	420	802
Other receipts	2,022	1,632
Net GST refund/(payment)	12,566	9,273
Employee costs	(96,910)	(93,377)
Materials and services	(86,625)	(66,260)
Short-term, low value and variable lease payments	(260)	(308)
<b>Net cash provided by operating activities</b>	<b>25,150</b>	<b>34,442</b>
9.2		
<b>Cash flows from investing activities</b>		
Payments for property, infrastructure, plant and equipment	(65,669)	(51,559)
Proceeds from sale of property, infrastructure, plant and equipment	745	1,317
Proceeds from sale of investments	-	2,952
Payments for investments	(254)	-
Repayment of loans and advances	9	9
<b>Net cash (used in) investing activities</b>	<b>(65,169)</b>	<b>(47,281)</b>
<b>Cash flows from financing activities</b>		
Finance costs	(480)	-
Proceeds from borrowings	39,000	10,000
Repayment of loan and borrowings	(1,442)	-
Interest paid - lease liability	(2)	(6)
Repayment of lease liabilities	(52)	(74)
<b>Net cash provided by/(used in) financing activities</b>	<b>37,024</b>	<b>9,920</b>
Net (decrease) / increase in cash and cash equivalents	(2,995)	(2,919)
Cash and cash equivalents at the beginning of the financial year	44,808	47,727
<b>Cash and cash equivalents at the end of the financial year</b>	<b>41,813</b>	<b>44,808</b>
5.1		
Financing arrangements	5.6	

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

## STATEMENT OF CAPITAL WORKS

For the Year Ended 30 June 2023

	2023	2022
Note	\$'000	\$'000
<b>Property</b>		
Buildings	39,438	40,442
<b>Total buildings</b>	<b>39,438</b>	<b>40,442</b>
<b>Total property</b>	<b>39,438</b>	<b>40,442</b>
<b>Plant and equipment</b>		
Plant, machinery and equipment	2,431	4,168
Fixtures, fittings and furniture	83	27
Computers and telecommunications	452	819
Library books	593	349
<b>Total plant and equipment</b>	<b>3,559</b>	<b>5,363</b>
<b>Infrastructure</b>		
Roads	4,671	3,667
Bridges	41	65
Footpaths and cycleways	251	3,564
Drainage	338	706
Land improvements	689	3,936
Recreation, leisure and community facilities	-	1,232
Parks, open space and streetscapes	3,685	1,673
Off street car parks	-	194
Waste management	1,229	-
<b>Total infrastructure</b>	<b>10,904</b>	<b>15,037</b>
<b>Total capital works expenditure</b>	<b>53,901</b>	<b>60,842</b>
<b>Represented by:</b>		
New asset expenditure	4,720	17,242
Asset renewal expenditure	25,200	27,556
Asset expansion expenditure	15,526	10,046
Asset upgrade expenditure	8,455	5,998
<b>Total capital works expenditure</b>	<b>53,901</b>	<b>60,842</b>

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

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2023

### Note 1 OVERVIEW

#### Introduction

The Darebin City Council was established by an Order of the Governor in Council on 22 June 1994 and is a body corporate.

The 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 the Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the Local Government Act 2020, and the Local Government (Planning and Reporting) Regulations 2020.

The Council is a not-for-profit entity and therefore applies the additional AUS paragraphs applicable to a not-for-profit entity under the Australian Accounting Standards.

#### Significant accounting policies

##### (a) Basis of accounting

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported. Accounting policies applied are disclosed in sections where the related balance or financial statement matter is disclosed.

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.

The financial statements are based on the historical cost convention unless a different measurement basis is specifically disclosed in the notes to the financial statements.

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.

The financial statements have been prepared on a going concern basis. The financial statements are in Australian dollars. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise specified. Minor discrepancies in tables between totals and the sum of components are due to rounding.

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

- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income of Not-for-Profit Entities* (refer to Note 3)
- the determination of employee provisions (refer to Note 5.4)
- the determination, in accordance with *AASB 16 Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.1)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.1)
- other areas requiring judgements

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.

#### Goods and Services Tax (GST)

Income and expenses are recognised net of the amount of associated GST. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.



**Note 2 Analysis of our results****Note 2.1 Performance against budget**

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The Local Government (Planning and Reporting) Regulations 2020 requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 percent and \$1.9 million 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.

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

**2.1.1 Income / Revenue and Expenditure**

	Budget 2023 \$'000	Actual 2023 \$'000	Variance \$'000	Variance %	Ref
<b>Income / Revenue</b>					
Rates and charges	146,676	144,114	(2,562)	-2%	I1
Statutory fees and fines	10,440	8,781	(1,659)	-16%	I2
User fees	14,707	11,940	(2,767)	-19%	I3
Grants - operating	17,107	20,777	3,670	21%	I4
Grants - capital	1,322	2,743	1,421	107%	I5
Contributions	6,131	5,963	(168)	-3%	
Net gain on disposal of property, infrastructure, plant and equipment	631	251	(380)	-60%	I6
Fair value adjustments for investment property	-	6,627	6,627	100%	I7
Other income	1,398	3,457	2,059	147%	I8
<b>Total income / revenue</b>	<b>198,412</b>	<b>204,653</b>	<b>6,241</b>	<b>3%</b>	
<b>Expenses</b>					
Employee costs	98,348	95,946	2,402	2%	E1
Materials and services	57,766	63,314	(5,548)	-10%	E2
Bad and doubtful debts - allowance for impairment losses	975	1,463	(488)	-50%	E3
Finance costs - leases	2	2	0	0%	
Depreciation	24,097	26,249	(2,152)	-9%	E4
Amortisation - intangible assets	443	555	(112)	-25%	
Amortisation - right of use assets	13	51	(38)	-292%	
Borrowing costs	207	695	(488)	-236%	E5
Other expenses	8,299	5,829	2,470	30%	E6
<b>Total expenses</b>	<b>190,150</b>	<b>194,104</b>	<b>(3,954)</b>	<b>-2%</b>	
<b>Surplus/(deficit) for the year</b>	<b>8,262</b>	<b>10,549</b>	<b>2,287</b>	<b>28%</b>	

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2023

### Note 2 Analysis of our results

#### Note 2.1 Performance against budget

##### (i) Explanation of material variations

Var Ref	Item	Explanation
11	Rates and charges	Rates and charges were not achieved due to the delay in roll-out of the new Solar Saver special charge scheme (\$1.90 million) and lower than anticipated supplementary valuation occurring after the 2022 general re-valuation (\$0.38 million).
12	Statutory fees and fines	Statutory fees and fines were not achieved due to lower animal registrations and local law fines issued (\$1.08 million), lower traffic infringements issued against budget (\$0.28 million) offset by an increase in building and planning fees in line with greater development undertaken within the municipality (\$0.55 million).
13	User fees	User fees and charges were not achieved due to lower than anticipated waste and tipping fees at the newly operated Darebin Resource and Recovery Centre (\$0.96 million), lower fees collected at Bundoora Park (\$0.29 million), Bundoora Homestead (\$0.41 million)
14	Grants - operating	Grants - operating were favourable to budget by \$3.67 million due to the advance receipt of 100% of the estimated 2023/24 Commonwealth Financial Assistance Grants (\$1.65 million), unbudgeted Eighty-Six festival funding (\$0.6 million) and also funding received for Positive ageing care finders (\$0.56 million).
15	Grants - capital	Grants - capital were favourable to budget by \$1.4 million due to funding received for Local Roads and Community Infrastructure which was not budgeted to be received in 2022/23 (\$0.46 million). Council also received additional grant funding for the completion of IW Dole Reserve wetlands (\$0.49 million), open space improvements (\$0.48 million), and the completed Narrandjeri Stadium (\$0.2 million).
16	Net gain/(loss) on disposal of property, infrastructure, plant and equipment	Net gain/(loss) on disposal of property, infrastructure, plant and equipment included in the result the write-off of building and improvement assets associated with the old Intercultural Centre (\$0.38 million).
17	Fair value adjustments for investment property	Fair value adjustment for investment property was exceeded due to an increase in the fair value of the iceHQ stadium at CH Sullivan Reserve stadium (\$6.1 million). The stadium building and infrastructure has undertaken substantial renovation from the lessee in recent years which has resulted in an increase in the assets fair valuation. Fair value movements in investment property are not budgeted for during the year.
18	Other income	Other income is favourable to budget by \$2.06 million due to the increase in deposit interest rates which has resulted in higher interest income received (\$0.67 million) for the year, an increase in property rental and lease income (\$0.46 million) and unbudgeted cost recovery for workcover and paid parental leave scheme (\$0.79 million).

**Note 2 Analysis of our results****Note 2.1 Performance against budget**

<b>E1</b> Employee costs	Employee costs were favourable to budget by \$2.4 million mainly due to staff vacancies and delays in recruitment. The improvement in the State's economic position and unemployment rates has caused delays in the filling of vacant positions across all Council services. These include but are not limited to Recovery, resilience and economic development (\$0.98 million), City development (\$0.37 million), City futures (\$0.49 million) and Supported and connected living (\$0.89 million).
<b>E2</b> Materials and services	Materials and services were exceeded due to a higher than anticipated major maintenance expenditure that was originally anticipated as capital works expenditure. This includes purchases or projects not recognised as assets in accordance with Council's asset capitalisation policy thresholds, \$4.8 million (see Note 6). Projects include, information technology (\$0.3 million), minor building works (\$0.5 million), library resources (\$0.2 million), IT Software as a Service purchases (Saas) (\$0.4 million) and tree planting and rewilding projects (\$1.0 million).
<b>E3</b> Bad and doubtful debts	Bad and doubtful debts were unfavourable to budget by \$0.48 million mainly due to a higher provision amount required as a result of the increased traffic fines and Local Law infringements referred to Fines Victoria in 2022/23 and the finalisation of a property related debt.
<b>E4</b> Depreciation and amortisation	Depreciation and amortisation was exceeded due to the full year impact of building revaluation undertaken in 2021-22.
<b>E5</b> Borrowing costs	Borrowing costs were exceeded due to the impact of rising interest rates and the timing of setting of the 2022-23 Annual Budget.
<b>E6</b> Other expenses	Other expenses were favourable by \$2.47 million mainly due to a lower than expected contributions and community support funding provided (\$0.32 million) and concessions and rebates associated with the new FOGO waste charge (\$0.65 million) and contributions made under the Solar Saver special charge (\$1.10 million).

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2023

## Note 2.1 Performance against budget

## 2.1.2 Capital Works

	Budget 2023 \$'000	Actual 2023 \$'000	Variance \$'000	Variance %	Ref
<b>Property</b>					
Land	1,500	-	(1,500)	100%	CW1
<b>Total Land</b>	<b>1,500</b>	<b>-</b>	<b>(1,500)</b>	<b>100%</b>	
Buildings	45,155	39,438	(5,717)	-13%	CW2
<b>Total Buildings</b>	<b>45,155</b>	<b>39,438</b>	<b>(5,717)</b>	<b>-13%</b>	
<b>Total Property</b>	<b>46,655</b>	<b>39,438</b>	<b>(7,217)</b>	<b>-15%</b>	
<b>Plant and Equipment</b>					
Plant, machinery and equipment	2,880	2,431	(449)	-16%	CW3
Fixtures, fittings and furniture	-	83	83	100%	
Computers and telecommunications	2,100	452	(1,648)	-78%	CW4
Library books	800	593	(207)	-26%	CW5
<b>Total Plant and Equipment</b>	<b>5,780</b>	<b>3,559</b>	<b>(2,221)</b>	<b>-38%</b>	
<b>Infrastructure</b>					
Roads	4,418	4,671	253	6%	
Bridges	767	41	(726)	-95%	CW6
Footpaths and cycleways	1,300	251	(1,049)	-81%	CW7
Drainage	1,086	338	(748)	-69%	CW8
Land improvements	1,540	689	(851)	-55%	CW9
Recreational, leisure and community facilities	350	-	(350)	-100%	
Parks, open space and streetscapes	4,331	3,685	(646)	-15%	CW10
Waste management	-	1,229	1,229	100%	CW11
<b>Total Infrastructure</b>	<b>13,792</b>	<b>10,904</b>	<b>(2,888)</b>	<b>-21%</b>	
<b>Total Capital Works Expenditure</b>	<b>66,227</b>	<b>53,901</b>	<b>(12,326)</b>	<b>-19%</b>	
<b>Represented by:</b>					
New asset expenditure	3,384	4,720	1,336	39%	
Asset renewal expenditure	29,904	25,200	(4,704)	-16%	
Asset expansion expenditure	18,672	15,526	(3,146)	-17%	
Asset upgrade expenditure	14,267	8,455	(5,812)	-41%	
<b>Total Capital Works Expenditure</b>	<b>66,227</b>	<b>53,901</b>	<b>(12,326)</b>	<b>-19%</b>	

**Note 2.1 Performance against budget****(i) Explanation of material variations**

<b>Var Ref</b>	<b>Item</b>	<b>Explanation</b>
<b>CW1</b>	Land	The budget for land was not achieved due to delays in the settlement of Clements Reserve.
<b>CW2</b>	Buildings	The budget for buildings was not achieved was largely due to the deferral of the Bill Lawry Oval pavilion upgrade (\$4.1 million).
<b>CW3</b>	Plant, machinery and equipment	The budget for plant, machinery and equipment was not achieved due to delays in availability of heavy waste vehicles and mobile bins required to undertake Council's new food and organics waste collection service (\$0.3 million).
<b>CW4</b>	Computers and telecommunications	The budget for computers and telecommunications was not achieved mainly due to delays in it infrastructure upgrades (\$0.56 million) and several purchases that were not recognised as assets (\$0.75 million) in accordance with Council's policy (see Note 6).
<b>CW5</b>	Library books	The budget for library books was not achieved due to several purchases not recognised as assets (\$0.22 million) in accordance with Council's policy (see Note 6).
<b>CW6</b>	Bridges	The budget for bridges was not achieved due to delays in completion of the Gronn Street bridge (\$0.35 million).
<b>CW7</b>	Footpaths and cycleways	The budget for footpaths and cycleways was not achieved due to footpath infrastructure works included in roads and pavements (\$1.04 million).
<b>CW8</b>	Drainage	The budget for drainage was not achieved due to delays in works undertaken at Massey Avenue and Hartington Street (\$0.34 million) and expenditure incurred for the IW Dole Reserve wetlands included in parks, openspace and streetscapes (\$0.65 million).
<b>CW9</b>	Land improvements	The budget for land improvements was not achieved due to delays in the remediation of Clements Reserve (\$0.49 million) and several purchases that were not recognised as assets (\$0.1 million) in accordance with Council's policy (see Note 6).
<b>CW10</b>	Parks, open space and streetscapes	The budget for parks, open space and streetscapes was not achieved due to streetscape improvements included as footpath infrastructure works (\$2.41 million see CW7) and several purchases that were not recognised as assets (\$1.50 million) in accordance with Council's policy (see Note 6). This included tree planting and a minor landscaping streetscape improvement COVID recovery project.
<b>CW11</b>	Waste management	The budget for waste management was exceeded due to replacement mobile bins being budgeted within plant machinery and equipment category (\$0.12 million).

**NOTES TO THE FINANCIAL REPORT**

For the Year Ended 30 June 2023

**Note 2.2 Analysis of Council results by program**

Council delivers its functions and activities through the following programs.

**2.2.1 City Sustainability and Strategy**

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

**Operations and Capital**

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

**Community**

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

**Governance and Engagement**

The Governance and Engagement Division's role is to act as a business partner by understanding the organisation's needs, risks and limitations and to provide timely specialist advice as well as smart, agile, customer oriented support. The Governance and Engagement Division includes the following departments: Communications, Engagement and Customer Experience; Finance; Information Services; People and Culture; Corporate Governance; and Property and Asset Strategy. Significant items allocated to the Division include general rates and charges, interest on rates and investments, Victorian Grants Commission funding and fair value adjustment for investment property.

**Note 2.2 Analysis of Council results by program****2.2.2 Summary of income / revenue, expenses, assets and capital expenses by program**

	Income / Revenue	Expenses	Surplus / (Deficit)	Grants included in income / revenue	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2023</b>					
City Sustainability and Strategy	10,878	28,320	(17,442)	1,850	199,701
Operations and Capital	8,153	76,586	(68,433)	1,974	950,160
Community	21,261	54,824	(33,563)	13,348	360,702
Governance and Engagement	164,361	34,374	129,987	6,348	244,140
	<b>204,653</b>	<b>194,104</b>	<b>10,549</b>	<b>23,520</b>	<b>1,754,703</b>
<b>2022</b>					
City Sustainability and Strategy	9,817	25,404	(15,587)	1,429	226,658
Operations and Capital	7,620	68,372	(60,752)	3,420	916,624
Community	23,228	52,429	(29,201)	17,755	323,048
Governance and Engagement	151,063	29,343	121,720	9,266	259,334
Non-attributable	-	8,579	(8,579)	-	-
	<b>191,728</b>	<b>184,127</b>	<b>7,601</b>	<b>31,870</b>	<b>1,725,663</b>

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2023

2023	2022
\$'000	\$'000

**Note 3 Funding for the delivery of our services****3.1 Rates and charges**

Council uses 'capital improved value' as the basis of valuation of all properties within the municipal district. Capital improved value means the sum that land and all its improvements might be expected to realise at the time of valuation, if offered for sale on any reasonable terms and conditions.

The valuation base used to calculate general rates for 2022/23 was \$72,421 million (2021/22 \$61,619 million).

General rates	120,308	134,232
Cultural and recreational properties	19	23
Waste management charges	21,934	2,782
Special rates and charges	352	95
Supplementary rates and rate adjustments	413	541
Interest on rates and charges	1,088	-
<b>Total rates and charges</b>	<b>144,114</b>	<b>137,673</b>

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2022, and the valuation was first applied in the rating year commencing 1 July 2022.

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

Council adhered to the The Fair Go Rates System (FGRS) maximum amount increase rates set at 1.75%. The cap applies to both general rates and municipal charges and is calculated on the basis of Council's average rates and charges.

**3.2 Statutory fees and fines**

Animal registration	701	812
Building services	882	1,083
Environmental health	867	586
Statutory planning	1,355	1,558
Traffic enforcement	2,774	2,320
Infringement court recoveries	1,585	557
Other statutory fees and fines	617	531
<b>Total statutory fees and fines</b>	<b>8,781</b>	<b>7,447</b>

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.



	2023	2022
	\$'000	\$'000
<b>3.3 User fees</b>		
Aged and health services	725	772
Arts and culture	1,756	881
Family, children and community programs	275	239
Golf course attendance	695	1,103
Leisure centres and recreation	2,981	1,774
Library	84	63
Recycling and waste charges	3,792	-
Registrations and other permits	1,544	1,571
Other fees and charges	88	95
<b>Total user fees</b>	<b>11,940</b>	<b>6,498</b>
<b>User fees by timing of revenue recognition</b>		
User fees recognised over time	687	767
User fees recognised at a point in time	11,253	5,731
<b>Total user fees</b>	<b>11,940</b>	<b>6,498</b>

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

### 3.4 Funding from other levels of government

Grants were received in respect of the following:

#### Summary of grants

Commonwealth funded grants	13,895	15,554
State funded grants	9,625	16,316
<b>Total grants</b>	<b>23,520</b>	<b>31,870</b>

#### (a) Operating Grants

##### Recurrent - Commonwealth Government

Diesel fuel rebate scheme	73	85
Care finder	564	-
Centre based care	296	252
General home care	6,032	5,779
Financial assistance grant - general purpose	4,506	4,938
Financial assistance grant - local roads	1,378	1,223

##### Recurrent - State Government

Centre based care	-	4
Disability resource	462	110
Family support	566	527
General home care	1,463	1,481
Health and safety	127	123
Immunisation	134	162
Libraries	1,089	1,073
Maternal and child health	1,499	1,695
Playgroup initiatives	269	416
School crossings	776	629
Youth services	80	88
Other programs	69	48
<b>Total recurrent operating grants</b>	<b>19,383</b>	<b>18,633</b>

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2023

	2023 \$'000	2022 \$'000
<b>3.4 Funding from other levels of government (continued)</b>		
<b><i>Non-recurrent - State Government</i></b>		
Child care / kindergartens	26	28
City development	397	-
Early years CALD outreach	164	-
Economic Recovery	-	893
Environmental and waste minimisation	40	444
Festivals and arts	622	329
Libraries	33	31
Safe and Sustainable school travel	38	-
Working for Victoria	-	409
Other programs	74	53
<b>Total non-recurrent operating grants</b>	<b>1,394</b>	<b>2,187</b>
<b>Total operating grants</b>	<b>20,777</b>	<b>20,820</b>
<b>(b) Capital Grants</b>		
<b><i>Recurrent - Commonwealth Government</i></b>		
Roads to Recovery	582	582
Local roads and community infrastructure program	465	2,696
<b><i>Recurrent - State Government</i></b>		
<b>Total recurrent capital grants</b>	<b>1,047</b>	<b>3,278</b>
<b><i>Non-recurrent - State Government</i></b>		
Blackspot funding	-	760
IW Dole Reserve wetlands	487	1,300
KP Hardiman Reserve	27	75
Minor works	54	212
Narrandjeri Stadium	200	433
Northcote golf course	160	-
Public open space improvement works	448	686
Public safety infrastructure	226	226
Outdoor activation	-	2,485
Sporting facility upgrades	26	480
Safe travel	40	89
Sportsfield lighting	28	1,026
<b>Total non-recurrent capital grants</b>	<b>1,696</b>	<b>7,772</b>
<b>Total capital grants</b>	<b>2,743</b>	<b>11,050</b>
<b>Total grants</b>	<b>23,520</b>	<b>31,870</b>

	2023	2022
	\$'000	\$'000
<b>3.4 Funding from other levels of government (continued)</b>		

**(c) Recognition of grant income**

Before recognising funding from government grants as revenue the Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with *AASB 15 Revenue from Contracts with Customers*. When both these conditions are satisfied, the Council:

- identifies each performance obligation relating to revenue under the contract/agreement.
- determines the transaction price
- recognises a contract liability for its obligations under the agreement
- recognises revenue as it satisfies its performance obligations, at the time or over time when services are rendered.

Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies *AASB 1058 Income for Not-for-Profit Entities*.

Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed. The following table provides a summary of the accounting framework under which grants are recognised.

**Income recognised under AASB 1058 Income of Not-for-Profit Entities**

General purpose	5,884	6,162
Specific purpose grants to acquire non-financial assets	1,047	4,037
Other specific purpose grants	7,503	13,961
<b>Revenue recognised under AASB 15 Revenue from Contracts with Customers</b>		
Specific purpose grants	9,086	7,862
	<b>23,520</b>	<b>32,022</b>

**(d) Unspent grants received on condition that they be spent in a specific manner****Operating**

Balance at start of year	489	3,315
Received during the financial year and remained unspent at balance date	1,951	152
Received in prior years and spent during the financial year	(152)	(2,978)
Balance at end of year	<b>2,288</b>	489

**Capital**

Balance at start of year	2,280	2,695
Received during the financial year and remained unspent at balance date	209	2,280
Received in prior years and spent during the financial year	(2,280)	(2,695)
Balance at end of year	<b>209</b>	2,280

Unspent grants are determined and disclosed on a cash basis.

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2023

	2023	2022
	\$'000	\$'000
<b>3.5 Contributions</b>		
<b>(a) Monetary</b>		
Developer contribution scheme	76	-
Drainage and open space	4,883	4,481
Small-scale technology certificates	-	43
Other operating	308	253
Other capital and minor works	5	160
Monetary	<u>5,272</u>	<u>4,937</u>
Non-monetary	<u>691</u>	<u>653</u>
<b>Total contributions</b>	<u><u>5,963</u></u>	<u><u>5,590</u></u>

Contributions of non-monetary assets were received in relation to the following asset classes.

Land under roads	53	143
Roads	60	92
Drainage	283	418
Shared paths	295	-
<b>Total non-monetary contributions</b>	<u>691</u>	<u>653</u>

Monetary and non-monetary contributions are recognised as revenue at their fair value when Council obtains control over the contributed asset.

### 3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment

Proceeds of sale - rights of ways	162	135
Proceeds of sale - other assets	558	766
Written down value of assets disposed	(180)	(294)
Write-off of property, infrastructure and plant and equipment	(289)	(8,579)
<b>Total net gain/(loss) on disposal of property, infrastructure, plant and equipment</b>	<u>251</u>	<u>(7,972)</u>

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

### 3.7 Other income

Interest on investments, loans and advances	1,259	386
Property rental and leases	726	716
Workers' compensation insurance recovery	650	511
Insurance recovery	-	149
Other recovery of costs	822	959
<b>Total other income</b>	<u>3,457</u>	<u>2,721</u>

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

	2023	2022
	\$'000	\$'000
<b>Note 4</b>		
<b>The cost of delivering services</b>		
<b>4.1 (a) Employee costs</b>		
Wages, salaries and related on-costs	77,358	74,776
Casual staff	5,887	5,801
Superannuation	9,861	9,099
Personal gratuity leave	126	152
WorkCover	2,558	2,012
Fringe benefits tax	156	270
<b>Total employee costs</b>	<b>95,946</b>	<b>92,110</b>
<b>(b) Superannuation</b>		
Council made contributions to the following funds:		
<b>Defined benefit fund</b>		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	356	414
	<b>356</b>	<b>414</b>
<b>Accumulation funds</b>		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	4,758	4,760
Employer contributions - other funds	4,747	3,925
	<b>9,505</b>	<b>8,685</b>
Employer contributions payable at reporting date.	724	673
Refer to Note 9.3 for further information relating to Council's superannuation obligations.		
<b>4.2 Materials and services</b>		
Advertising, marketing and promotions	458	1,271
Apprentices and trainees	260	446
Banking fees and charges	375	347
Building repairs and maintenance	5,333	6,289
General repairs and maintenance	2,852	2,216
Consultants	3,900	2,814
Contract payments for goods and services	15,688	13,909
Fuel and oil	1,266	889
Insurances and excess	2,229	2,150
Information technology	5,488	4,429
Lease, rentals and hire	746	727
Licence and permit fees	524	472
Parts, materials and consumables	3,412	2,343
Memberships and subscriptions	649	293
Minor equipment purchases	742	912
Office administration	718	756
Waste management and tipping	14,393	9,769
Utilities	4,270	3,638
Other supplies and services	11	240
<b>Total materials and services</b>	<b>63,314</b>	<b>53,910</b>

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2023

	2023 \$'000	2022 \$'000
<b>4.3 Depreciation</b>		
Property	7,679	6,048
Plant and equipment	3,183	3,594
Infrastructure	15,387	14,048
<b>Total depreciation</b>	<b>26,249</b>	<b>23,690</b>
Refer to Note 5.8 and 6.1 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.		
<b>4.4 Amortisation - intangible assets</b>		
Intangibles	555	504
<b>Total amortisation - intangible assets</b>	<b>555</b>	<b>504</b>
<b>4.5 Amortisation - right of use assets</b>		
Property	22	22
Other equipment	29	52
<b>Total amortisation - right of use assets</b>	<b>51</b>	<b>74</b>
Refer to Note 5.8 for further information relating to Council's right of use assets.		
<b>4.6 Bad and doubtful debts - allowance for impairment losses</b>		
Parking fine debtors	104	228
Parking-related debtors - Fines Victoria	1,017	167
Other debtors	342	327
<b>Total bad and doubtful debts - allowance for impairment losses</b>	<b>1,463</b>	<b>722</b>
<b>Movement in allowance for impairment losses in respect of debtors</b>		
Balance at the beginning of the year	10,596	10,176
New provisions recognised during the year	1,497	1,120
Amounts already provided for and written off as uncollectible	(612)	(700)
<b>Balance at end of year</b>	<b>11,481</b>	<b>10,596</b>
An allowance for impairment losses in respect of debtors is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.		
<b>4.7 Borrowing costs</b>		
Interest - borrowings	695	3
<b>Total borrowing costs</b>	<b>695</b>	<b>3</b>
<b>4.8 Finance costs - leases</b>		
Interest - lease liability	2	6
<b>Total finance costs - leases</b>	<b>2</b>	<b>6</b>
<b>4.9 Other expenses</b>		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	75	63
Auditors' remuneration - internal audit	182	147
Community grants and other contributions	2,427	2,691
Councillor allowances	443	412
Fire Services Property Levy	152	148
Legal expenses	1,988	1,273
Fines Victoria processing costs	177	70
Special rate payments	330	332
Write-off of other financial assets	55	-
<b>Total other expenses</b>	<b>5,829</b>	<b>5,136</b>

	2023 \$'000	2022 \$'000
<b>Note 5</b>		
<b>Our financial position</b>		
<b>5.1 Financial assets</b>		
<b>(a) Cash and cash equivalents</b>		
Cash on hand	13	15
Cash at bank	7,617	1,039
Money market call accounts	26,683	31,741
Term deposits and floating rate notes	7,500	12,013
	<b>41,813</b>	<b>44,808</b>
<b>(b) Other financial assets</b>		
<b>Current</b>		
Term deposits and floating rate notes	14,154	13,900
<b>Total current other financial assets</b>	<b>14,154</b>	<b>13,900</b>
<b>Non-current</b>		
Unlisted shares in corporations at cost	6	6
<b>Total non-current other financial assets</b>	<b>6</b>	<b>6</b>
<b>Total other financial assets</b>	<b>14,160</b>	<b>13,906</b>
<b>Total financial assets</b>	<b>55,973</b>	<b>58,714</b>

Council invested in floating rate notes (FRN) and deposits that have a maturity profile ranging from 60 days to 5 years.

These investments are classified as current as at 30 June due to:

- Investments will be redeemed based on cash requirements at any point in time
- Council's sizeable capital works program and the deferral of rate payments is expected to impact on short to medium cash requirements
- FRNs and deposits have a guaranteed margin over the 90 Day Bank Bill Swap Rate (90D BBSW) and can be redeemed without break penalty
- FRN and deposits coupon rates are reset every 90 days

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 90 days or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, being market value, at balance date. Term deposits are measured at amortised cost. Unlisted shares are valued at the lower of cost and net realisable amount. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

Other financial assets including term deposits and those with original maturity dates of three to 12 months are classified as current, whilst term deposits with maturity dates greater than 12 months are classified as non-current.

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2023

	2023	2022
	\$'000	\$'000
<b>5.1 Financial assets (continued)</b>		
<b>(c) Trade and other receivables</b>		
<b>Current</b>		
<i>Statutory receivables</i>		
Rates debtors	15,616	16,397
Special rate assessment	738	942
Permits and Infringement debtors	12,094	11,378
Net GST receivable	1,313	3,238
Less: Provision for doubtful debts - infringements	(10,834)	(10,167)
<i>Non statutory receivables</i>		
Other debtors	3,943	2,152
Less: Provision for doubtful debts - other	(647)	(429)
Loans and advances	9	9
Total current trade and other receivables	<u>22,232</u>	<u>23,520</u>
<b>Non-current</b>		
<i>Statutory receivables</i>		
Special rate assessment	2,686	3,324
<i>Non statutory receivables</i>		
Loans and advances	18	27
Total non-current trade and other receivables	<u>2,704</u>	<u>3,351</u>
<b>Total trade and other receivables</b>	<u><u>24,936</u></u>	<u><u>26,871</u></u>

Short-term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long-term receivables are carried at amortised cost using the effective interest rate method.

**(d) Ageing of receivables**

The ageing of Council's trade and other receivables (excluding statutory receivables) was:

Current (not yet due)	2,543	759
Past due by up to 30 days	302	89
Past due between 31 and 60 days	425	16
Past due between 61 and 90 days	76	12
Past due between 91 and 181 days	53	180
Past due between 181 and 365 days	1	2
Past due by more than 1 year	543	1,094
<b>Total trade and other receivables</b>	<u>3,943</u>	<u>2,152</u>

**5.1 Financial assets (continued)****(e) Ageing of individually impaired trade and other receivables**

At balance date, other debtors representing financial assets with a nominal value of \$899,000 (2022: \$1,094,000) were impaired. The amount of the provision raised against these debtors was \$647,000 (2022: \$429,000). 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.

Past due between 31 days and more than 1 year	647	429
<b>Total trade and other receivables</b>	<u>647</u>	<u>429</u>



	2023	2022
	\$'000	\$'000
<b>5.2 Non-financial assets</b>		
<b>(a) Inventories</b>		
Inventories held for distribution	42	81
Inventories held for sale	24	20
<b>Total inventories</b>	<b>66</b>	<b>101</b>

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

<b>(b) Other assets</b>		
Accrued income	145	61
Prepayments	2,901	2,640
<b>Total other assets</b>	<b>3,046</b>	<b>2,701</b>
<b>(c) Intangible assets</b>		
Software and system development costs	1,114	1,229
Water-use licences	127	127
<b>Total intangible assets</b>	<b>1,241</b>	<b>1,356</b>

	Software	Water rights	Total
	\$'000	\$'000	\$'000
<b>Gross carrying amount</b>			
Balance at 1 July 2022	7,639	127	7,766
Other additions	440	-	440
Balance at 30 June 2023	8,079	127	8,206
<b>Accumulated amortisation and impairment</b>			
Balance at 1 July 2022	(6,410)	-	(6,410)
Amortisation expense	(555)	-	(555)
Balance at 30 June 2023	(6,965)	-	(6,965)
Net book value at 30 June 2022	1,229	127	1,356
Net book value at 30 June 2023	1,114	127	1,241

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life. Amortisation is generally calculated on a straight-line basis at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate. Water-use licences entitle Council to irrigate specific parcels of land within the municipality. Current licences are valued at historical cost.

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2023

	2023 \$'000	2022 \$'000
<b>5.3 Payables, trust funds and deposits and unearned income/revenue</b>		
<b>(a) Trade and other payables</b>		
<b>Current</b>		
Trade payables	11,734	27,579
Employee costs - (payable)	618	264
Accrued expenses	730	2,543
<b>Total current trade and other payables</b>	<u>13,082</u>	<u>30,386</u>
<b>(b) Trust funds and deposits</b>		
<b>Current</b>		
Contractor and security deposits	6,086	5,739
Fire Services Property Levy payable	632	82
Retention amounts	190	117
<b>Total current trust funds and deposits</b>	<u>6,908</u>	<u>5,938</u>
<b>(c) Unearned income/revenue</b>		
<b>Current</b>		
Unspent conditional operating grants	827	152
Grants received on behalf of other entities	320	2,320
Unearned income	107	143
<b>Total current unearned income/revenue</b>	<u>1,254</u>	<u>2,615</u>

Unearned income/revenue represents contract liabilities and reflects consideration received in advance from customers in respect of performances and events held at venues. Unearned income/revenue are derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 3.

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in Council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

*Purpose and nature of items*

Contractor and security deposits - deposits are taken by Council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits, and the use of civic facilities and other Council assets.

Fire Services Property Levy - Council is the collection agent for the 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.

## 5.4 Provisions

	Employee \$'000	Total \$'000
<b>2023</b>		
Balance at beginning of the financial year	22,687	22,687
Additional provisions	5,907	5,907
Amounts used	(6,729)	(6,729)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(499)	(499)
<b>Balance at the end of the financial year</b>	<b>21,366</b>	<b>21,366</b>
Provisions - Current	18,986	18,986
Provisions - Non-current	2,380	2,380
<b>2022</b>		
Balance at beginning of the financial year	24,208	24,208
Additional provisions	7,101	7,101
Amounts used	(8,225)	(8,225)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(397)	(397)
<b>Balance at the end of the financial year</b>	<b>22,687</b>	<b>22,687</b>
Provisions - Current	20,840	20,840
Provisions - Non-current	1,846	1,846
<b>(a) Employee provisions</b>	<b>2023</b>	<b>2022</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Current employee provisions expected to be wholly settled within 12 months</b>		
Annual leave	5,198	5,126
Long service leave	1,715	1,744
Personal gratuity	197	211
	<b>7,110</b>	<b>7,081</b>
<b>Current employee provisions expected to be wholly settled after 12 months</b>		
Annual leave	2,640	2,837
Long service leave	7,474	9,197
Personal gratuity	1,762	1,725
	<b>11,876</b>	<b>13,759</b>
Total current employee provisions	<b>18,986</b>	<b>20,840</b>
<b>Non-current</b>		
Long service leave	<b>2,380</b>	<b>1,846</b>
Total non-current employee provisions	<b>2,380</b>	<b>1,846</b>

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2023

### 5.4 Provisions (continued)

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

#### *Annual leave*

A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:

- nominal value if the Council expects to wholly settle the liability within 12 months
- present value if the Council does not expect to wholly settle within 12 months.

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 the 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. Unconditional LSL is disclosed as a current liability as the Council does not have an unconditional right to defer settlement. Unconditional LSL is measured at nominal value if expected to be settled within 12 months or at present value if not expected to be settled within 12 months. 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 and measured at present value.

#### *Personal gratuity leave*

Liabilities for personal gratuity leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

The following assumptions were adopted in measuring present values of employee benefits:

	2023 \$'000	2022 \$'000
	%	%
Weighted average rates of increase in employee costs	4.2	3.9
Weighted average discount rates	4.1	3.0
Weighted average settlement period	Years	Years
Long service leave	5.5	5.1
Annual leave	2.1	2.1

### 5.5 Interest-bearing liabilities

#### **Current**

Treasury Corporation of Victoria borrowings - secured	4,080	820
	<b>4,080</b>	<b>820</b>

#### **Non-Current**

Treasury Corporation of Victoria borrowings - secured	43,478	9,180
	<b>43,478</b>	<b>9,180</b>

<b>Total</b>	<b>47,558</b>	<b>10,000</b>
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<b>5.5 Interest-bearing liabilities (continued)</b>	<b>2023</b>	<b>2022</b>
Borrowings are secured by a charge over the general rate revenue of Council	<b>\$'000</b>	<b>\$'000</b>

(a) The maturity profile for Council's borrowings is:

Treasury Corporation of Victoria borrowings - secured		
Not later than one year	<b>4,080</b>	820
Later than one year and not later than five years	<b>18,163</b>	3,650
Later than five years	<b>25,315</b>	5,530
	<b>47,558</b>	10,000

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.

## 5.6 Financing arrangements

The Council has the following funding arrangements in place as at 30 June 2023

Credit card facility	<b>100</b>	100
Treasury Corporation of Victoria facilities	<b>47,558</b>	10,000
	<b>47,658</b>	10,100
Used facilities	<b>47,583</b>	10,025
Unused facilities	<b>75</b>	75

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2023

**5.7 Commitments**

Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

**(a) Commitments for expenditure**

	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
<b>2023</b>					
<b>Operating</b>					
Animal welfare services	440	440	1,003	-	1,883
Information systems and technology	1,822	876	88	-	2,786
Internal audit	122	121	121	-	364
Collection/processing of recyclable waste (i)	3,658	3,658	7,585	-	14,902
Community support	2,839	1,193	-	-	4,032
Cleaning contracts for council buildings	497	-	-	-	497
Delivered meals	1,212	1,212	1,212	-	3,636
Golf course management	354	354	354	-	1,062
Insurance	2,389	-	-	-	2,389
Recreational facility management	674	675	675	-	2,024
Traffic signal maintenance	68	68	340	-	475
Tree maintenance	1,504	376	-	-	1,880
Waste disposal	7,558	7,019	8,781	-	23,357
<b>Total</b>	<b>23,137</b>	<b>15,992</b>	<b>20,159</b>	<b>-</b>	<b>59,287</b>
<b>Capital</b>					
Construction works	2,528	-	-	-	2,528
<b>Total</b>	<b>2,528</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,528</b>
<b>2022</b>					
<b>Operating</b>					
Animal welfare services	650	650	867	-	2,167
Information systems and technology	1,633	976	1,493	-	4,103
Internal audit	316	317	-	-	633
Collection/processing of recyclable waste (i)	6,527	3,136	10,453	-	20,115
Cleaning contracts for council buildings	1,581	659	-	-	2,240
Delivered meals	1,355	1,355	-	-	2,710
Insurance	3,650	3,650	-	-	7,300
Traffic signal maintenance	70	70	210	210	561
Tree maintenance	1,587	1,588	397	-	3,572
Waste disposal	8,177	8,177	6,132	-	22,486
<b>Total</b>	<b>25,548</b>	<b>20,577</b>	<b>19,553</b>	<b>210</b>	<b>65,887</b>
<b>Capital</b>					
Construction works	44,685	-	-	-	44,685
<b>Total</b>	<b>44,685</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>44,685</b>

Note (i): All or part of these commitments are calculated based on a contracted rate multiplied by estimated level of service

**(b) Operating lease receivables****Operating lease receivables**

The Council has entered into commercial property leases on its investment property, consisting of surplus freehold office complexes. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 10 years. All leases include a CPI based revision of the rental charge annually.

	<b>2023</b>	2022
	<b>\$'000</b>	\$'000
Not later than one year	<b>531</b>	360
Later than one year and not later than five years	<b>1,294</b>	1,199
Later than five years	<b>731</b>	2,590
	<b><u>2,556</u></b>	<u>4,150</u>

**5.8 Leases**

At inception of a contract, Council would assess whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- the contract involves the use of an identified asset;
- the customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- the customer has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments;
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee; and
- the exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Under *AASB 16 Leases*, Council as a not-for-profit entity has elected not to measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2023

### 5.8 Leases (continued)

<b>Right-of-use assets</b>	Property \$'000	Other P&E \$'000	Total \$'000
Balance at 1 July 2022	37	43	80
Amortisation charge	(22)	(29)	(51)
Balance at 30 June 2023	<u>15</u>	<u>14</u>	<u>29</u>
<b>Lease liabilities</b>		<b>2023</b>	<b>2022</b>
Maturity analysis - contractual undiscounted cash flows		<b>\$'000</b>	<b>\$'000</b>
Less than one year		38	54
More than five years		-	32
Total undiscounted lease liabilities as at 30 June:		<u>38</u>	<u>86</u>
Lease liabilities included in the Balance Sheet at 30 June:			
Current		32	52
Non-current		-	32
Total lease liabilities		<u>32</u>	<u>84</u>

#### Short-term and low value leases

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of AUD\$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

<b>Expenses relating to:</b>	<b>2023</b>	2022
	<b>\$'000</b>	<b>\$'000</b>
Short-term leases	4	2
Leases of low-value assets	306	380
Total	<u>310</u>	<u>382</u>

#### Non-cancellable lease commitments - short-term and low-value leases

Commitments for minimum lease payments for short-term and low-value leases are payable as follows:

Payable:	2023	2022
Within one year	118	359
Later than one year but not later than five years	-	117
Total lease commitments	<u>118</u>	<u>476</u>



**Note 6 Assets we manage**  
**6.1 Property, infrastructure, plant and equipment**

**Summary of property, infrastructure, plant and equipment**

	Carrying amount 30 June 2022	\$'000	Additions	\$'000	Contributions	\$'000	Revaluation	\$'000	Depreciation	\$'000	Disposal	\$'000	Write-off	\$'000	Transfer	Carrying amount 30 June 2023
Land	861,743	-	-	53	-	-	-	-	-	-	-	-	-	-	-	861,796
Buildings	246,150	3,716	-	-	(7,679)	-	-	-	-	-	-	-	(275)	257	-	242,169
Plant and equipment	18,125	3,286	-	-	(3,183)	-	-	-	-	-	(183)	-	-	(2,200)	-	15,845
Infrastructure	473,729	8,088	638	-	(15,387)	-	-	-	-	-	-	-	(14)	5,774	-	472,828
Work in progress	33,450	38,810	-	-	-	-	-	-	-	-	-	-	(925)	(3,831)	-	67,504
	1,633,197	53,900	691	-	(26,249)	(183)	(1,214)	-	-	-	-	-	-	-	-	1,660,142

**Summary of Work in Progress**

	Opening WIP	\$'000	Additions	\$'000	Transfers	\$'000	Write-offs	\$'000	Closing WIP	\$'000
Buildings	28,072	35,722	(3,683)	(437)	-	-	-	-	59,674	
Plant and equipment	52	273	-	(52)	-	-	-	-	273	
Infrastructure	5,326	2,816	(148)	(436)	-	-	-	-	7,557	
Total	33,450	38,810	(3,831)	(925)	-	-	-	-	67,504	

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2023

**Note 6 Assets we manage**  
**6.1 Property, infrastructure, plant and equipment**

**(a) Property**

	Land - specialised \$'000	Land - non specialised \$'000	Total Land \$'000	Buildings - heritage \$'000	Buildings - specialised \$'000	Buildings - non specialised \$'000	Work in progress \$'000	Total Buildings \$'000	Total Property \$'000
At fair value 1 July 2022	811,893	49,850	861,743	51,770	384,468	16,634	28,072	480,944	1,342,687
Accumulated depreciation at 1 July 2022	-	-	-	(31,251)	(166,625)	(8,846)	-	(206,722)	(206,722)
	811,893	49,850	861,743	20,519	217,843	7,788	28,072	274,222	1,135,965
<b>Movements in fair value</b>									
Additions	-	-	-	1,555	2,161	-	35,722	39,438	39,438
Contributed assets	53	-	53	-	-	-	-	-	53
Write-off	-	-	-	-	(431)	-	(437)	(868)	(868)
Transfers	-	-	-	902	(1,390)	-	(3,683)	(4,171)	(4,171)
	53	-	53	2,457	340	-	31,602	34,399	34,452
<b>Movements in accumulated depreciation</b>									
Depreciation and amortisation	-	-	-	(338)	(7,047)	(294)	-	(7,679)	(7,679)
Accumulated depreciation of write-off	-	-	-	-	156	-	-	156	156
Transfers	-	-	-	-	745	-	-	745	745
	-	-	-	(338)	(6,146)	(294)	-	(6,779)	(6,779)
At fair value 30 June 2023	811,946	49,850	861,796	54,227	384,808	16,634	59,674	515,344	1,377,139
Accumulated depreciation at 30 June 2023	-	-	-	(31,589)	(172,771)	(9,140)	-	(213,501)	(213,501)
Carrying amount	811,946	49,850	861,796	22,638	212,037	7,494	59,674	301,843	1,163,639

**Note 6 Assets we manage**  
**6.1 Property, infrastructure, plant and equipment**  
**(b) Plant and Equipment**

	Plant machinery and equipment	Computers and telecomms	Fixtures fittings and furniture	Library books	Artwork & historical collections	Other	Work in progress	Total plant and equipment
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2022	33,679	11,137	6,883	10,771	2,092	8,314	52	72,928
Accumulated depreciation at 1 July 2022	(24,194)	(9,385)	(6,145)	(9,155)	-	(5,872)	-	(54,751)
	9,485	1,752	738	1,616	2,092	2,442	52	18,177
<b>Movements in fair value</b>								
Additions	2,351	259	83	593	-	-	273	3,559
Fair value of assets disposed	(2,071)	-	-	-	-	-	-	(2,071)
Write-off	-	-	-	-	-	-	(52)	(52)
Transfers	(8,451)	-	-	-	-	(6,147)	-	(14,598)
	(8,171)	259	83	593	-	(6,147)	221	(13,162)
<b>Movements in accumulated depreciation</b>								
Depreciation and amortisation	(1,425)	(945)	(155)	(470)	-	(188)	-	(3,183)
Accumulated depreciation of disposals	1,888	-	-	-	-	-	-	1,888
Transfers	7,263	-	-	-	-	5,135	-	12,398
	7,726	(945)	(155)	(470)	-	4,947	-	11,103
At fair value 30 June 2023	25,508	11,396	6,966	11,364	2,092	2,167	273	59,766
Accumulated depreciation at 30 June 2023	(16,468)	(10,330)	(6,300)	(9,625)	-	(925)	-	(43,648)
Carrying amount	9,040	1,066	666	1,739	2,092	1,242	273	16,118

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2023

**Note 6 Assets we manage**  
**6.1 Property, infrastructure, plant and equipment**

**(c) Infrastructure**

	Roads	Footpaths and cycleways	Bridges	Drainage	Recreation, leisure and community	Land improvements	Parks, open spaces and streetscapes	Off street car parks	Waste Management	Work in progress	Total Infrastructure
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2022	312,273	128,443	11,576	191,723	297	71,696	41,854	8,402	-	5,326	771,590
Accumulated depreciation at 1 July 2022	(92,574)	(56,345)	(3,224)	(85,318)	(3)	(25,691)	(26,584)	(2,796)	-	0	(292,535)
	219,699	72,098	8,352	106,405	294	46,005	15,270	5,606	-	5,326	479,055
<b>Movements in fair value</b>											
Additions	4,256	251	-	338	-	459	1,555	-	1,229	2,816	10,904
Contributed assets	60	295	-	283	-	-	-	-	-	-	638
Write-off	-	-	-	-	-	-	(23)	-	-	(437)	(460)
Transfers	20	21	-	-	(6)	(1,008)	45	(1)	19,846	(148)	18,769
	4,336	567	-	621	(6)	(549)	1,577	(1)	21,075	2,231	29,851
<b>Movements in accumulated depreciation</b>											
Depreciation and amortisation	(5,445)	(2,572)	(143)	(1,598)	(6)	(2,022)	(2,703)	(186)	(712)	-	(15,387)
Accumulated depreciation of write-off	-	-	-	-	-	-	9	-	-	-	9
Transfers	-	-	-	-	-	138	(2)	-	(13,279)	-	(13,143)
	(5,445)	(2,572)	(143)	(1,598)	(6)	(1,884)	(2,696)	(186)	(13,991)	-	(28,521)
At fair value 30 June 2023	316,609	129,010	11,576	192,344	291	71,147	43,431	8,401	21,075	7,557	801,441
Accumulated depreciation at 30 June 2023	(98,019)	(58,917)	(3,367)	(86,916)	(9)	(27,575)	(29,280)	(2,982)	(13,991)	-	(321,056)
Carrying amount	218,590	70,093	8,209	105,428	282	43,572	14,151	5,419	7,084	7,557	480,385

## 6.1 Property, infrastructure, plant and equipment

### Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

### Asset recognition thresholds and depreciation periods

	Depreciation Period	Threshold Limit \$
<b>Land and land improvements</b>		
land	-	5,000
land improvements	10 - 50 years	5,000
<b>Buildings</b>		
heritage buildings	50 - 225 years	5,000
buildings	20 - 80 years	5,000
building improvements	20 - 80 years	5,000
leasehold improvements	Life of lease	5,000
<b>Plant and equipment</b>		
vehicles	3 to 10 years	5,000
plant, machinery and parks equipment	5 - 20 years	3,000
fixtures, fittings and furniture	5 - 10 years	3,000
computers and telecommunications	3 - 10 years	3,000
library books, tapes, videos and DVDs	3 - 8 years	All
Artworks and historical objects	-	All
<b>Infrastructure</b>		
road pavements and seals	20 - 30 years	All
road substructure	80 - 120 years	All
road kerb, channel and minor culverts	40 - 60 years	All
bridges deck	50 - 100 years	All
bridges substructure	50 - 100 years	All
footpaths and cycleways	30 - 50 years	All
drainage 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	30 - 75 years	5,000
<b>Intangible assets</b>		
software and system development costs	3 - 5 years	1,000
<b>Right-of-use assets</b>		
land	Life of lease	5,000
plant, machinery and equipment	Life of lease	5,000

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2023

### 6.1 Property, infrastructure, plant and equipment

#### **Land under roads**

Council recognises land under roads it controls at fair value.

#### **Depreciation and amortisation**

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to Council in a manner that reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight-line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed below and are consistent with the prior year unless otherwise stated.

#### **Repairs and maintenance**

Routine maintenance, repair costs and minor renewal costs are expensed as incurred. Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

#### **Leasehold improvements**

Leasehold improvements are recognised at cost and are amortised over the unexpired period of the lease or the estimated useful life of the improvement, whichever is the shorter. At balance date, leasehold improvements are amortised over the lease period.

#### **Valuation of land and buildings**

Valuations of land and buildings were undertaken by a qualified valuer Mr D Archer, AAPI (Matheson Stephen Valuations). The last valuation was undertaken as at 30 June 2022. 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. A full revaluation of these assets will be conducted in 2023/24.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2023 are as follows:

<b>Assets measured at fair value</b>	<b>Level 1 \$'000</b>	<b>Level 2 \$'000</b>	<b>Level 3 \$'000</b>	<b>Total \$'000</b>	<b>Date of Valuation</b>	<b>Type of Valuation</b>
Land	-	49,850	811,946	<b>861,796</b>	June 2022	Full
Buildings	-	7,494	234,675	<b>242,169</b>	June 2022	Full
	-	57,344	1,046,621	<b>1,103,965</b>		

No transfers between levels occurred during the year.

## 6.1 Property, infrastructure, plant and equipment

### Valuations of infrastructure

Infrastructure includes road surface and substructures, footpaths, kerbs and channels, traffic devices, parking bays, off-street car parks, drainage pipes, pits, gross pollutant traps and bridges. The valuations for infrastructure assets were determined by Mr P Shah, B Eng (Civil), Co-ordinator Infrastructure Planning. The valuations were performed as at 30 June 2021 on fair value based on current replacement cost less accumulated depreciation at the date of the valuation.

Road, footpath and cycleway and off-street car park replacement costs are 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 current 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 current replacement cost calculation.

Land improvements includes playing surfaces, retarding basins and other land improvements. The valuations for land improvements were determined by Mr P Shah, B Eng (Civil), Co-ordinator Infrastructure Planning. The valuations were performed as at 30 June 2021 on the basis of fair value being the current replacement cost less accumulated depreciation at the date of the valuation.

The next scheduled full revaluation for this purpose will be conducted in 2023/24.

There were no changes in valuation techniques throughout the period to 30 June 2023.

For all assets measured at fair value, the current use is considered the highest and best use.

Details of Council's infrastructure and information about the fair value hierarchy as at 30 June 2023 are as follows:

### 6.1 Property, infrastructure, plant and equipment

Assets measured at fair value	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000	Date of Valuation	Type of Valuation
Roads	-	-	218,590	<b>218,590</b>	June 2021	Full
Footpaths and cycleways	-	-	70,093	<b>70,093</b>	June 2021	Full
Bridges	-	-	8,209	<b>8,209</b>	June 2021	Full
Drainage	-	-	105,428	<b>105,428</b>	June 2021	Full
Recreation, leisure and community	-	-	282	<b>282</b>	June 2021	Full
Land improvements	-	-	43,572	<b>43,572</b>	June 2021	Full
Parks, open spaces and streetscape	-	-	14,151	<b>14,151</b>	June 2021	Full
Off-street carparks	-	-	5,419	<b>5,419</b>	June 2021	Full
Waste management	-	-	7,084	<b>7,084</b>	June 2021	Full
	-	-	472,827	<b>472,827</b>		

No transfers between levels occurred during the year.

### Description of significant unobservable inputs into level 3 valuations

#### Specialised land and land under roads

Specialised land and land under roads are valued using a market-based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 10% and 90%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$10 and \$6,810 per square metre.

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2023

### 6.1 Property, infrastructure, plant and equipment

#### Specialised buildings

Specialised buildings are valued using current replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis and range from \$400 to \$10,750 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 80 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

#### Infrastructure assets

Infrastructure assets are valued based on the current 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 10 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 \$47 to \$507 per square metre.

Shared paths and cycleways range between \$49 to \$244 per square metre.

Drainage assets range between \$92 to \$5,273 per unit.

Bridge assets range varies depending on construction type.

	2023 \$'000	2022 \$'000
<b>Reconciliation of specialised land</b>		
Land under roads	1,454	1,402
Community facilities	76,346	76,346
Council administration and depots	31,737	31,737
Off-street carparks	17,722	17,722
Parks and reserves	684,686	684,686
<b>Total specialised land</b>	<b>811,945</b>	<b>811,893</b>

### 6.2 Investment property

	2023 \$'000	2022 \$'000
Balance at beginning of financial year	2,643	2,714
Fair value adjustments	6,627	(71)
Balance at end of financial year	<b>9,270</b>	<b>2,643</b>

Investment property is held to generate long-term rental yields. Investment property is measured initially at cost, including transaction costs. Costs incurred subsequent to initial acquisition are capitalised when it is probable that future economic benefit in excess of the originally assessed performance of the asset will flow to Council. Subsequent to initial recognition at cost, investment property is carried at fair value, determined annually by independent valuers. Changes to fair value are recorded in the Comprehensive Income Statement in the period that they arise. Rental income from the leasing of investment properties is recognised in the Comprehensive Income Statement on a straight line basis over the lease term.

#### Valuation of investment property

The valuation of investment property has been determined by Mr A Lee, AAPI (Westlink Consulting), 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 7 People and relationships****7.1 Council and key management remuneration****(a) Related parties**

Darebin City Council is the parent entity. Caouncil has no interests in subsidiaries and associates.

**(b) Key management personnel**

Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of Darebin City Council. The Councillors, Chief Executive Officer and General Managers are deemed KMP.

Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:

**Councillors**

Emily Dimitriadis (1/7/2022 - current)	Gaetano Greco (1/7/2022 - current)
Tom Hannan (1/7/2022 - current)	Tim Laurence (1/7/2022 - current)
Lina Messina (1/7/2022 - current)	Trent McCarthy (1/7/2022 - current)
Susanne Newton (1/7/2022 - current)	Susan Rennie (1/7/2022 - current)
Julie Williams (Mayor 1/7/2022 - current)	

**Chief Executive Officer**

Peter Smith (10/10/2022 - current)  
Rachael Ollivier (Acting 1/7/2022 - 9/10/2022)

**Other key management personnel****GM City Sustainability and Strategy**

Rachael Ollivier (10/10/2022 - 16/6/2023)  
Vanessa Petrie (Acting 1/7/2022 - 9/10/2022, 17/6/2023 - current)

**GM Operations and Capital**

Sam Hewett (1/7/2022 - 16/6/2023)  
Rachael Ollivier (Acting 17/6/2023 - current)

**GM Community**

Kylie Benetts (5/12/2022 - current)  
Shadi Hanna (Acting 1/7/22 - 4/12/2022)

**GM Governance and Engagement**

Jodie Watson (1/7/2022 - current)

	2023	2022
	Number	Number
<b>Total number of councillors</b>	<b>9</b>	9
<b>Chief Executive Officer and other key management personnel</b>	<b>7</b>	7
<b>Total key management personnel</b>	<b>16</b>	16

**(c) Remuneration of key management personnel**

Remuneration comprises employee benefits including all forms of consideration paid, payable or provided by Council, or on behalf of the Council, in exchange for services rendered. Remuneration of Key Management Personnel and Other senior staff is disclosed in the following categories.

**Short-term employee benefits** include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

**Other long-term employee benefits** include long service leave, other long service benefits or deferred compensation.

**Post-employment benefits** include pensions, and other retirement benefits paid or payable on a discrete basis when employment has ceased.

**Termination benefits** include termination of employment payments, such as severance packages.

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2023

### 7.1 Council and key management remuneration

	2023 \$'000	2022 \$'000
Total remuneration of key management personnel was as follows:		
Short-term employee benefits	2,045	2,093
Long-term employee benefits	50	52
Post-employment benefits	158	169
<b>Total</b>	<b>2,253</b>	<b>2,314</b>

The numbers of key management personnel whose total remuneration from Council and any related entities, falls within the following bands:

	2023 Number	2022 Number
\$30,000 - \$39,999	5	7
\$40,000 - \$49,999	2	1
\$70,000 - \$79,999	1	-
\$80,000 - \$89,999	1	-
\$110,000 - \$119,999	-	1
\$150,000 - \$159,999	1	-
\$160,000 - \$169,999	1	-
\$180,000 - \$189,999	-	1
\$190,000 - \$199,999	-	1
\$230,000 - \$239,999	-	1
\$240,000 - \$249,999	1	-
\$270,000 - \$279,999	-	1
\$280,000 - \$289,999	-	1
\$290,000 - \$299,999	1	1
\$310,000 - \$319,999	2	-
\$320,000 - \$329,999	1	-
\$390,000 - \$399,999	-	1
	<b>16</b>	<b>16</b>

#### (d) Remuneration of other senior staff

	2023 \$'000	2022 \$'000
Total remuneration of other senior staff was as follows:		
Short-term benefits	2,831	2,289
Long-term benefits	89	73
Post-employment benefits	348	238
<b>Total</b>	<b>3,268</b>	<b>2,600</b>

Other senior staff are officers of Council, other than Key Management Personnel, whose total remuneration exceeds \$160,000 and who report directly to a member of the KMP. \*

\* Due to definitional change the comparative figures in this note may not align with the previous year's annual report, which included disclosure of senior officers as defined in the *Local Government Act 1989*.

## 7.1 Council and key management remuneration

	2023 Number	2022 Number
The number of other senior staff is shown below in their relevant income bands:		
\$160,000 - \$169,999	1	1
\$170,000 - \$179,999	2	3
\$180,000 - \$189,999	4	3
\$190,000 - \$199,999	6	3
\$200,000 - \$209,999	2	3
\$210,000 - \$219,999	2	-
	<u>17</u>	<u>13</u>
	<b>\$'000</b>	<b>\$'000</b>
Total remuneration for the year for other senior staff included above amounted to:	<u><b>3,267</b></u>	<u><b>2,600</b></u>

## 7.2 Related party disclosure

### (a) Transactions with related parties

During the period Council had no reportable transactions with related parties.

### (b) Outstanding balances with related parties

There are no balances outstanding at the end of the reporting period in relation to transactions with related parties.

### (c) Loans to/from related parties

Council does not make loans to or receive loans from related parties. No guarantees have been provided.

### (d) Commitments to/from related parties

Council has no outstanding commitments to/from other related parties.

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2023

### Note 8 Managing uncertainties 8.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed by way of a note and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

#### (a) Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council. At balance date the Council are not aware of any contingent assets.

#### LXRP Infrastructure Assets

Council may be the beneficiary of certain infrastructure assets constructed along the Northern Pipe Trail by the Level Crossing Removal Project (LXRP). A Memorandum of Understanding that establishes the relationship between Council and LXRP and the mechanism for the asset transfer and maintenance agreements is currently under review.

#### (b) Contingent liabilities

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council; or
- present obligations that arise from past events but are not recognised because:
  - it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
  - the amount of the obligation cannot be measured with sufficient reliability.

#### Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme. Matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

#### Contaminated sites

Council has inherited a range of potential contaminated land matters that warrant appropriate investigation per the Environmental Protection Act 2017 as regulated by the Environment Protection Authority Victoria (EPA).

In accordance with the Act, the EPA determines contaminated sites based on the risk to human health, the environment and environmental values. Council may have a liability in respect of remediation for sites that are classified as contaminated.

Council currently has one open matter with the EPA in respect to a potential contamination site. As the matter is still ongoing, Council is unable to assess the likely outcome of the matter. Accordingly, it is not practicable to estimate the potential financial effect or to identify the uncertainties relating to the amount or timing of any outflows.

Council is conducting a comprehensive risk assessment of all possible contaminated sites under its responsibility. While the Council is still in the process of assessing the potential impact of contaminated sites, a contingent liability may exist at year end for the sites which have not yet been assessed.

## 8.1 Contingent assets and liabilities (continued)

### Legal matters

Council is presently involved in several confidential legal matters, which are being conducted through Council's solicitors. As these matters are yet to be finalised, and the financial outcomes are unable to be reliably estimated, no allowance for these contingencies has been made in the financial report. Any disclosure may prejudice Council's position in these matters.

### Building cladding

Council has several buildings that may require rectification works as a result of flammable building cladding. Council is currently working with the Victorian Building Authority and Cladding Safety Victoria on monitoring and potential remediation of non-compliant cladding.

### Liability Mutual Insurance

Council is a participant of the MAV Liability Mutual Insurance (LMI) scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

## 8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2023 reporting period. Council assesses the impact of these new standards. As at 30 June 2023 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2024 that are expected to impact Council.

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2023

### 8.3 Financial instruments

#### (a) Objectives and policies

Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and TCV borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument are disclosed in the notes of the financial statements. Risk management is carried out by senior management under policies approved by Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

#### (b) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Council's exposures to market risk are primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

##### **Interest rate risk**

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Our interest rate liability risk arises primarily from long term loans and borrowings at fixed rates that expose us to fair value interest rate risk. Council does not hold any interest-bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 2020*. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product
- monitoring of return on investment
- benchmarking of returns and comparison with budget.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

#### (c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause us to make a financial loss. We have exposure to credit risk on some financial assets included in our balance sheet. To help manage this risk, Council:

- has a policy for establishing credit limits for the entities it deals with;
- may require collateral where appropriate; and
- only invests surplus funds with financial institutions that have a recognised credit rating specified in our investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets that are individually determined to be impaired.

Council may also be subject to credit risk for transactions that are not included in the balance sheet, such as when we provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1.

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral against these financial assets.

### 8.3 Financial instruments (continued)

#### (d) Liquidity risk

Liquidity risk includes the risk that, as a result of our operational liquidity requirements or when we will not have sufficient funds to settle a transaction when required, we will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- has a liquidity policy that targets a minimum and average level of cash and cash equivalents to be maintained
- has readily accessible standby facilities and other funding arrangements in place
- has a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments
- monitors budget to actual performance on a regular basis
- sets limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1, and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

#### (e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, the Council believes the following movements are 'reasonably possible' over the next 12 months (base rates are sourced from the Reserve Bank of Australia):

- A parallel shift of +2.0% and +3.0% in market interest rates (AUD) from year-end rates of 4.10%.

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.

### 8.4 Fair value measurement

#### Fair value hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, rather, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. *AASB 13 Fair value measurement* aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable

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.

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2023

### 8.4 Fair value measurement (continued)

#### *Revaluation*

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. At balance date, Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from two to three years. The valuation is performed either by experienced Council officers or independent experts.

Asset class	Revaluation frequency
Land	1 to 2 years
Buildings	1 to 2 years
Roads	2 to 3 years
Bridges	2 to 3 years
Footpath and cycleways	2 to 3 years
Drainage	2 to 3 years
Recreational, leisure and community facilities	2 to 3 years
Waste management	2 to 3 years
Parks, open space and streetscapes	2 to 3 years
Other infrastructure	2 to 3 years

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

#### *Impairment of assets*

At each reporting date, Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared with the 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.

### 8.5 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.



**Note 9 Other matters**

9.1 Reserves	Balance at beginning of reporting period \$'000	Increment (decrement) on revaluation \$'000	Balance at end of reporting period \$'000
<b>(a) Asset revaluation</b>			
<b>2023</b>			
<b>Property</b>			
Land	729,085	-	729,085
Land improvements	6,892	-	6,892
Buildings	104,823	-	104,823
	<u>840,799</u>	-	<u>840,800</u>
<b>Plant and equipment</b>			
Other	6,143	-	6,143
<b>Infrastructure</b>			
Roads	129,754	-	129,754
Footpaths and cycleways	6,005	-	6,005
Drainage	71,042	-	71,042
Bridges	1,931	-	1,931
	<u>208,732</u>	-	<u>208,732</u>
<b>Total asset revaluation reserves</b>	<b><u>1,055,675</u></b>	-	<b><u>1,055,675</u></b>
<b>2022</b>			
<b>Property</b>			
Land	581,533	147,552	729,085
Land improvements	6,892	-	6,892
Buildings	95,205	9,618	104,823
	<u>683,630</u>	157,170	840,800
<b>Plant and equipment</b>			
Other	6,143	-	6,143
<b>Infrastructure</b>			
Roads	129,754	-	129,754
Footpaths and cycleways	6,005	-	6,005
Drainage	71,042	-	71,042
Bridges	1,931	-	1,931
	<u>208,732</u>	-	<u>208,732</u>
<b>Total asset revaluation reserves</b>	<b><u>898,505</u></b>	<b><u>157,170</u></b>	<b><u>1,055,675</u></b>

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 2023

## Note 9.1 Reserves (continued)

	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting period \$'000
<b>(b) Other reserves</b>				
<b>2023</b>				
Car park development	228	-	-	228
Capital works	1,775	-	-	1,775
Developer Contribution Scheme	-	76	76	-
Drainage development	23	2	-	25
Information technology	1,422	-	1,422	-
Plant replacement	1,679	1,919	761	2,837
Public open space and recreation	19,739	4,881	14,464	10,156
Unspent grants and contributions	337	-	-	337
<b>Total other reserves</b>	<b>25,203</b>	<b>6,878</b>	<b>16,723</b>	<b>15,358</b>
<b>(b) Other reserves</b>				
<b>2022</b>				
Car park development	228	-	-	228
Capital works	1,775	-	-	1,775
Drainage development	23	-	-	23
Information technology	1,422	-	-	1,422
Plant replacement	1,902	2,099	2,322	1,679
Public open space and recreation	19,541	4,481	4,283	19,739
Unspent grants and contributions	1,151	-	814	337
<b>Total other reserves</b>	<b>26,042</b>	<b>6,580</b>	<b>7,419</b>	<b>25,203</b>

**Note 9.1 Reserves (continued)****Nature and purpose of reserves****Statutory and discretionary reserves:****Car park development**

The Car Park Development reserve is used to provide funding for future development and ongoing maintenance of car parks within the municipality. Funding is derived from unspent contributions from commercial developers for cash in lieu of constructed car parks. This funding is initially recognised in the Comprehensive Income Statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent.

**Capital works**

The Capital Works reserve was established with effect from 19 March 2018 by Council resolution for the purpose of financing future capital works projects. Funding is derived from identified capital works project savings. Council may expend funds from the reserve for the purposes of major capital works.

**Developer Contribution Scheme**

The Developer Contribution Scheme reserve is used to provide for the future funding of Council's asset base. These assets include community facilities, parkland, and the drainage and road networks. Funding is provided by way of a developer's contribution, whereby the developer funds only the renewal of assets from that location. This funding is initially recognised in the Comprehensive Income Statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent.

**Drainage development**

The Drainage Development reserve is used to provide partial funding for the replacement of Council's drainage network. Funding is provided from developer contributions for drainage which are initially recognised in the Comprehensive Income Statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent.

**Information technology**

The Information Technology reserve was established by Council resolution for the purpose of financing Council's IT strategy over the coming years. Funding is derived from identified IT-related capital works project savings. Council may expend funds from the reserve for the purposes of information technology development and implementation projects.

**Plant replacement**

The Plant Replacement reserve was established to ensure adequate funds are available to purchase plant at the optimum replacement point. Transfers to and from the reserve are based upon plant depreciation or replacement charges less the net plant purchases as per the approved plant replacement program.

**Public open space and recreation**

The Public Open Space and Recreation reserve is used to provide funding for future purchases and improvements of open space. Funding is provided from developers' contributions for open space that are initially recognised in the Comprehensive Income Statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent.

**Unspent grant and contributions funding**

The Unspent Grant and Contributions reserve is used to fund future grant funded projects. Grant funding is received in advance from both federal and state government authorities to fund projects. Revenue from grants and contributions is initially recognised in the Comprehensive Income Statement and then transferred to the reserve from accumulated surplus to facilitate the tracking of the total funds received but not yet spent.

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2023

	2023 \$'000	2022 \$'000
<b>9.2 Reconciliation of cash flows from operating activities to surplus</b>		
Surplus for the year	<u>10,549</u>	<u>7,601</u>
Depreciation and amortisation	26,855	24,268
Net (gain)/loss on disposal of property, infrastructure, plant and equipment	(540)	(607)
Fair value adjustments for investment property	(6,627)	71
Contributions - non-monetary assets	(691)	(653)
Write-off of property, plant and equipment	289	8,579
Write-off of other financial assets	55	-
Finance costs	697	6
Other	-	722
	<u>20,038</u>	<u>32,386</u>
Change in operating assets and liabilities		
Decrease (increase) in trade and other receivables	1,901	(4,082)
Decrease (increase) in inventories	35	(43)
Decrease (increase) in other assets	(84)	9
Decrease (increase) in prepayments	(261)	(498)
Decrease (increase) in right-of-use assets	51	74
Increase (decrease) in trade and other payables	(5,366)	5,131
Increase (decrease) in unearned income / revenue	(1,361)	(5,429)
Increase (decrease) in trust funds and deposits	970	815
Increase (decrease) in provisions	(1,322)	(1,522)
	<u>(5,437)</u>	<u>(5,545)</u>
Net cash provided by operating activities	<u>25,150</u>	<u>34,442</u>

**Note 9 Other matters**  
**9.3 Superannuation**

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

**Accumulation**

The Fund's accumulation category, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2023, this was 10.5%) as required under Superannuation Guarantee (SG) legislation (2022: 10.0%).

**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 Actuary.

A triennial actuarial investigation is currently underway for the Defined Benefit category which is expected to be completed by 31 December 2023. Council was notified of the 30 June 2023 VBI during August 2023 (2022: August 2022). The financial assumptions used to calculate the 30 June 2023 VBI were: The financial assumptions used to calculate the VBI were:

Net investment returns 5.7% pa  
 Salary information 3.5% pa  
 Price inflation (CPI) 2.8% pa

As at 30 June 2022, 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 104.1%. The financial assumptions used to calculate the VBI were:

Net investment returns 5.5% pa  
 Salary information 2.5% pa to 30 June 2023, and 3.5% pa thereafter  
 Price inflation (CPI) 3.0% pa

Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021).

Vision Super has advised that the estimated VBI at June 30 2023 was 104.1%.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2022 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.

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2023

### 9.3 Superannuation (continued)

#### *Employer contributions*

##### *(a) Regular contributions*

On the basis of the results of the 2022 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 2023, this rate was 10.5% of members' salaries (10.0% in 2021/22). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2022 interim valuation.

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.

##### *(b) Funding calls*

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound up, the defined benefit obligations of that employer will be transferred to that employer's successor.

#### *The 2022 interim actuarial investigation surplus amounts*

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2022 and the last full investigation was conducted as at 30 June 2020.

The Fund's actuarial investigation identified the following for the Defined Benefit category of which Council is a contributing employer:

	2022 (Interim) \$m	2021 (Interim) \$m
- A VBI surplus	\$44.6	\$214.7
- A total service liability surplus	\$105.8	\$270.3
- A discounted accrued benefits surplus	\$111.9	\$285.2

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 2022.

### 9.3 Superannuation (continued)

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2022.

The discounted accrued benefits surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2022.

#### **The 2023 triennial actuarial investigation**

A triennial actuarial investigation is being conducted for the Fund's position as at 30 June 2023. It is anticipated that this actuarial investigation will be completed by 31 December 2023. The financial assumptions for the purpose of this investigation are:

	2023 Triennial Investigation	2020 Triennial Investigation
Net investment return	5.7 % pa	5.6% pa
Salary inflation	3.50 % pa	2.50 % pa for the first two years and 2.75 % pa thereafter
Price inflation	2.80 % pa	2.00 % pa

#### **(c) Superannuation contributions**

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2023 are detailed below:

<b>Scheme</b>	<b>Type of Scheme</b>	<b>Rate</b>	<b>2023 \$'000</b>	<b>2022 \$'000</b>
Vision Super	Defined benefit	10.5% (2022:10.0%)	<b>357</b>	414
Vision Super	Accumulation fund	10.5% (2022:10.0%)	<b>4,758</b>	4,760
Other funds	Accumulation fund	10.5% (2022:10.0%)	<b>4,747</b>	3,925

In addition to the above contributions, Council has paid unfunded liability payments to Vision Super totalling \$0 paid during the 2022/23 year (2021/22 \$72,254).

There were \$723,769 of contributions outstanding and nil loans issued from or to the above schemes as at 30 June 2023.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2024 is \$446,000.

### 10 Change in accounting policy

There have been no changes to accounting policies in the 2022/23 year.

There are no pending accounting standards that are likely to have a material impact on Council.

# PERFORMANCE STATEMENT

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For the Year Ended 30 June 2023



**DESCRIPTION OF MUNICIPALITY**

The City of Darebin (Darebin) is situated over an area between 5 and 15 kilometres north of Melbourne's Central Business District. This area covers 53 square kilometres of land and stretches from Melbourne's inner northern suburbs of Northcote and Fairfield out to the traditional middle-ring suburbs of Reservoir and Bundoora. Darebin has a population of 150,335, which is projected to increase to 192,142 over the next 20 years. Darebin is home to one of the largest, most diverse communities in Victoria in terms of cultures, languages (148 languages are spoken), religions, socio-economic backgrounds, employment status, occupation and housing needs. Darebin's largest industries include education, training, retail trade, health care and social assistance.

**SUSTAINABLE CAPACITY INDICATORS**

For the Year Ended 30 June 2023

**Key:** ■ Indicator ■ Measure

		Results				
		2020	2021	2022	2023	Material variations
<b>Population</b>						
C1	<b>Expenses per head of municipal population</b> [Total expenses / Municipal population]	\$1,066	\$1,060	\$1,134	\$1,291	Total expenses have increased by 5% over the year, resulting from enterprise agreement movements in employee costs and operational costs of the inhouse operated Darebin Resource and Recovery Centre. The applied ABS population estimate figure used in calculating this indicator has fallen by 12,166 (7%) since 2022.
C2	<b>Infrastructure per head of municipal population</b> [Value of infrastructure / Municipal population]	\$4,571	\$4,405	\$4,747	\$5,310	The applied ABS population estimate figure used in calculating this indicator has fallen by 12,166 (7%) since 2022.
C3	<b>Population density per length of road</b> [Municipal population / Kilometres of local roads]	323	314	260	240	The applied ABS population estimate figure used in calculating this indicator has fallen by 12,166 (7%) since 2022.
<b>Own-source revenue</b>						
C4	<b>Own-source revenue per head of municipal population</b> [Own-source revenue / Municipal population]	\$932	\$896	\$950	\$1,165	Own-source revenue has increased by 9% over the year. The applied ABS population estimate figure used in calculating this indicator has fallen by 12,166 (7%) since 2022.
<b>Recurrent grants</b>						
C5	<b>Recurrent grants per head of municipal population</b> [Recurrent grants / Municipal population]	\$102	\$99	\$135	\$136	No material variation from the previous year
<b>Disadvantage</b>						
C6	<b>Relative socio-economic disadvantage</b> [Index of Relative Socio-economic Disadvantage by decile]	7.0	7.0	7.0	7.0	No material variation from the previous year
<b>Workforce turnover</b>						
C7	<b>Percentage of staff turnover</b> [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	10.5%	13.4%	20.9%	19.1%	Staff turnover has decreased in 2022-23 compared to 2021-22. The number of departures appears to be stabilising compared to levels during and directly after the pandemic.

**Definitions**

“adjusted underlying revenue” means total income other than —

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to in paragraphs (a) and (b)

“infrastructure” means non-current property, plant and equipment excluding land.

“local road” means a sealed or unsealed road for which Council is the responsible road authority under the Road Management Act 2004.

“population” means the resident population estimated by Council.

“own-source revenue” means adjusted underlying revenue other than revenue that is not under the control of Council (including government grants).

“relative socio-economic disadvantage”, in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA.

“SEIFA” means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website.

**SERVICE PERFORMANCE INDICATORS**

For the Year Ended 30 June 2023

**Key:** ■ Service ■ Indicator ■ Measure

		Results				Material variations
		2020	2021	2022	2023	
<b>Aquatic Facilities</b>						
Utilisation						
AF6	<b>Utilisation of aquatic facilities</b> [Number of visits to aquatic facilities / Municipal population]	3.3	1.9	1.6	2.7	Utilisation of Council's aquatic centres increased due to the lifting of COVID restrictions. Higher participation at Reservoir Leisure Centre has been driven by the redevelopment and subsequent closure of Northcote Aquatic and Recreation Centre for the year.
<b>Animal Management</b>						
Health & safety						
AM7	<b>Animal management prosecutions</b> [Number of successful animal management prosecutions / Total number of animal management prosecutions] x100	0.0%	0.0%	100.0%	100.0%	There were two animal management prosecutions in 2022-23, both with successful outcomes in favour of Council.
<b>Food Safety</b>						
FS4	<b>Critical and major non-compliance notifications</b> [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	100.0%	100.0%	100.0%	100.0%	Council has demonstrated its commitment to addressing non-compliance in food safety by continuously achieving 100% for this indicator. There were 104 critical and major non-compliance notifications recorded in 2022-23.
<b>Governance</b>						
Satisfaction						
G5	<b>Satisfaction with Council decisions</b> [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	69.0	68.0	66.0	58.0	There has been a 12% decrease in satisfaction with Council decisions since last year. This result is likely, at least in part, to reflect community concerns around planning decisions, probably including the Preston Market redevelopment.

SERVICE PERFORMANCE INDICATORS

For the Year Ended 30 June 2023

Key:  Service  Indicator Measure

		Results				Material variations
		2020	2021	2022	2023	
<b>Libraries</b>						
Participation						
LB4	<b>Active library borrowers in municipality</b> [Number of active library borrowers in the past three years / The sum of the population for the past three years] x100	14.3%	12.3%	10.9%	11.1%	This measure is seeing a return to pre-pandemic visitation with customers returning and encouraged by the removal of library fines and targeted programming to highlight what Darebin Libraries offers.
<b>Maternal &amp; Child Health</b>						
Participation						
MC4	<b>Participation in the MCH Service</b> [Number of children who attend the MCH Service at least once (in the year) / Number of children enrolled in the MCH Service] x100	76.9%	71.5%	70.4%	74.8%	MCH has adopted an outreach model to ensure all families have the opportunity to re-engage with the service.
MC5	<b>Participation in the MCH Service by Aboriginal children</b> [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	84.1%	76.6%	71.1%	73.9%	The participation rate of Aboriginal children in the MCH service has improved by 3.84% compared to last year. The service continues to focus on making the service culturally safe and appropriate. 65 Aboriginal children attended the Maternal and Child Health service in 2022-23.
<b>Roads</b>						
Satisfaction						
R5	<b>Satisfaction with sealed local roads</b> [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	72.0	70.0	70.0	67.0	There was a small decrease (3%) in satisfaction with sealed local roads. This could be related to higher numbers of potholes needing repair than normal due to very high levels of rainfall during the year. This was a challenge many across Victoria faced and one which climate change forecasts suggest will become a more frequent risk.
<b>Statutory Planning</b>						
Decision making						
SP4	<b>Council planning decisions upheld at VCAT</b> [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	41.2%	47.8%	20.0%	85.7%	This is a very substantial improvement on last year's results. The improvement this year reflects appointment of a new Appeals advisor and a concerted effort to improve our VCAT related processes and procedures. The high number of mediated outcomes has also been a factor, as well as VCAT's scheduling of mediations for more application types. In addition, Council successfully negotiated outcomes on a further 17 decisions and VCAT endorsed Council's position on one declaration proceeding. These outcomes are not included in this indicator, but when taking them into account this result increases to 92.3%.
<b>Waste Collection</b>						
Waste diversion						
WC5	<b>Kerbside collection waste diverted from landfill</b> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	50.8%	63.6%	50.2%	54.1%	The recycling rate improved in 2022-23 by 7.3% largely because Council extended its food and green waste recycling to all households and therefore the amount of waste going to landfill reduced. Council has had challenges with garbage being put into the recycling bins during 2022-23 and will work to address this in the year ahead.

## SERVICE PERFORMANCE INDICATORS

For the Year Ended 30 June 2023

### Definitions

**“Aboriginal child”** means a child who is an Aboriginal person.

**“Aboriginal person”** has the same meaning as in the Aboriginal Heritage Act 2006.

**“active library member”** means a member of a library who has borrowed a book from the library.

**“annual report”** means an annual report prepared by a council under sections 131, 132 and 133 of the Act.

**“CALD”** means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English.

**“class 1 food premises”** means food premises, within the meaning of the Food Act 1984 , that have been declared as class 1 food premises under section 19C of that Act.

**“class 2 food premises”** means food premises, within the meaning of the Food Act 1984 , that have been declared as class 2 food premises under section 19C of that Act.

**“Community Care Common Standards”** means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth.

**“critical non-compliance outcome notification”** means a notification received by Council under section 19N(3) or (4) of the Food Act 1984 , or advice given to Council by an authorised officer under that Act, of a deficiency that poses an immediate serious threat to public health.

**“food premises”** has the same meaning as in the Food Act 1984.

**“local road”** means a sealed or unsealed road for which the Council is the responsible road authority under the Road Management Act 2004.

**“major 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 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 Council to support the health and development of children within the municipality from birth until school age.

**“population”** means the resident population estimated by Council.

**“target population”** has the same meaning as in the Agreement entered into for the purposes of the Home and Community Care Act 1985 of the Commonwealth.

**“WorkSafe reportable aquatic facility safety incident”** means an incident relating to a Council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the Occupational Health and Safety Act 2004.

FINANCIAL PERFORMANCE INDICATORS

For the Year Ended 30 June 2023

Key:   Dimension   Indicator   Measure

	Results				Forecasts				Material variations
	2020	2021	2022	2023	2024	2025	2026	2027	
<b>Efficiency</b> Revenue level	\$				\$				
E2 <b>Expenses per property assessment</b> [Total expenses / Number of property assessments]	\$2,413	\$2,418	\$2,508	\$2,623	\$2,651	\$2,706	\$2,857	\$2,994	Total expenses have increased by 5% over the year, resulting from enterprise agreement movements in employee costs and operational costs of the in-house operated Darebin Resource and Recovery Centre.
Revenue level	\$				\$				
E4 <b>Average rate per property assessment</b> [Total rate revenue / Number of property assessments]	\$1,756	\$1,806	\$1,835	\$1,631	\$1,736	\$1,804	\$1,865	\$1,922	Result has been impacted by the introduction of a waste service charge in 2022-23
Working capital	%				%				
L1 <b>Current assets compared to current liabilities</b> [Current assets / Current liabilities] x100	215.7%	172.0%	140.2%	183.4%	158.3%	169.2%	177.0%	171.7%	Prior year result was impacted by higher than anticipated trade payables, primarily related to the newly construction Northcote Aquatic & Recreation Centre.
Unrestricted cash	%				%				
L2 <b>Unrestricted cash compared to current liabilities</b> [Unrestricted cash / Current liabilities] x100	97.0%	68.6%	25.4%	53.2%	51.0%	60.7%	68.9%	64.4%	Unrestricted cash had increased from prior year, primarily due to lower statutory reserves held which have been utilised to fund various compliant open space improvement works.

FINANCIAL PERFORMANCE INDICATORS

For the Year Ended 30 June 2023

Key:   Dimension   Indicator   Measure

	Results				Forecasts				Material variations
	2020	2021	2022	2023	2024	2025	2026	2027	
<b>Obligations</b>									
Loans & Borrowings			%				%		
O2 <b>Loans and borrowings compared to rates</b> [Interest bearing loans and borrowings / Rate revenue] x100	0.00%	0.00%	7.27%	33.08%	28.65%	24.97%	21.53%	18.24%	Planned new borrowings (\$39M) were executed during the year to fund the redevelopment of Northcote Aquatic and Recreation Centre. Future year estimates are impacted by the servicing of this debt.
O3 <b>Loans and borrowings repayments compared to rates</b> [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	0.00%	0.00%	0.00%	1.34%	3.77%	3.63%	3.51%	3.41%	Borrowings in 21-22 (\$10m) and planned new borrowings (\$39M) were executed during the year to fund the redevelopment of Northcote Aquatic and Recreation Centre. Future year estimates are impacted by the servicing of this debt.
Indebtedness			%				%		
O4 <b>Non-current liabilities compared to own source revenue</b> [Non-current liabilities / Own source revenue] x100	1.3%	1.4%	7.1%	26.2%	22.9%	19.9%	16.9%	14.1%	Planned new borrowings (\$39M) were executed during the year to fund the redevelopment of Northcote Aquatic and Recreation Centre. Future year estimates are impacted by the servicing of this debt.
Asset renewal and upgrade			%				%		
O5 <b>Asset renewal and upgrade compared to depreciation</b> [Asset renewal and upgrade expense / Asset depreciation] x100	140.8%	110.4%	141.6%	128.2%	93.5%	97.6%	86.8%	99.5%	Expenditure on asset renewal and upgrade works was consistent with previous year. Building depreciation expense has increased in line with the 2022 revaluation.
<b>Operating Position</b>									
Adjusted underlying result			%				%		
OP1 <b>Adjusted underlying surplus (or deficit)</b> [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	1.7%	-0.2%	-0.5%	4.0%	4.1%	5.3%	4.1%	2.2%	Underlying revenue has increased by 7% over the period. Prior year underlying surplus was impacted by write-off of assets associated with the redevelopment of Northcote Aquatic & Recreation Centre and capital grants received.
<b>Stability</b>									
Rates concentration			%				%		
S1 <b>Rates compared to adjusted underlying revenue</b> [Rate revenue / Adjusted underlying revenue] x100	73.9%	76.4%	75.1%	71.1%	73.7%	74.1%	73.4%	73.6%	No material variation from the previous year
Rates effort			%				%		
S2 <b>Rates compared to property values</b> [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.23%	0.22%	0.22%	0.20%	0.22%	0.23%	0.23%	0.24%	Total capital improved value has increased by 17% since 2022. Total Rate revenue has increased by 4% during the same period.

FINANCIAL PERFORMANCE INDICATORS

For the Year Ended 30 June 2023

Definitions

**“adjusted underlying revenue”** means total income other than—

(a) non-recurrent grants used to fund capital expenditure; and

(b) non-monetary asset contributions; and

(c) contributions to fund capital expenditure from sources other than those referred to in paragraphs (a) and (b).

**“adjusted underlying surplus (or deficit)”** means adjusted underlying revenue less total expenditure.

**“asset renewal expenditure”** means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability.

**“current assets”** has the same meaning as in the AAS.

**“current liabilities”** has the same meaning as in the AAS.

**“non-current assets”** means all assets other than current assets.

**“non-current liabilities”** means all liabilities other than current liabilities.

**“non-recurrent grant”** means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by Council’s Strategic Resource Plan.

**“own-source revenue”** means adjusted underlying revenue other than revenue that is not under the control of Council (including government grants).

**“population”** means the resident population estimated by Council.

**“rate revenue”** means revenue from general rates, municipal charges, service rates and service charges.

**“recurrent grant”** means a grant other than a non-recurrent grant.

**“residential rates”** means revenue from general rates, municipal charges, service rates and service charges levied on residential properties.

**“restricted cash”** means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which they are 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 2023

### Note 1 Basis of Preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the Local Government Act 2020, the Local Government (Planning and Reporting) Regulations 2020.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from Council information systems or from third parties (e.g. Australian Bureau of Statistics).

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by Council's 2023-24 Annual Budget. The Local Government Act 2020 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 25 June 2023 and which forms part of the Council Plan. The 2023-24 Annual Budget 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 2023

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020*.



Daryl Whitfort FCPA  
Principal Accounting Officer

Melbourne  
25 September 2023

In our opinion, the accompanying performance statement of the Darebin City Council for the year ended 30 June 2023 presents fairly the results of Council's performance in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

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 2020* to certify this performance statement in its final form.



Julie Williams  
Councillor



Susanne Newton  
Councillor



Peter Smith  
Chief Executive Officer

Melbourne  
25 September 2023

## INDEPENDENT AUDITOR'S REPORT

For the Year Ended 30 June 2023



### Independent Auditor's Report

#### To the Councillors of Darebin City Council

<b>Opinion</b>	<p>I have audited the accompanying performance statement of Darebin City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> <li>• description of the municipality for the year ended 30 June 2023</li> <li>• sustainable capacity indicators for the year ended 30 June 2023</li> <li>• service performance indicators for the year ended 30 June 2023</li> <li>• financial performance indicators for the year ended 30 June 2023</li> <li>• other information and</li> <li>• certification of performance statement.</li> </ul> <p>In my opinion, the performance statement of Darebin City Council in respect of the year ended 30 June 2023 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the <i>Local Government Act 2020</i> and <i>Local Government (Planning and Reporting) Regulations 2020</i>.</p>
<b>Basis for Opinion</b>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. 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 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<b>Councillors' responsibilities for the performance statement</b>	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 2020</i> and the <i>Local Government (Planning and Reporting) Regulations 2020</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.</p>

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INDEPENDENT AUDITOR’S REPORT

For the Year Ended 30 June 2023

**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 decisions of users taken on the basis of this performance statement. As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council’s internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

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

MELBOURNE  
2 October 2023



Travis Derricott  
*as delegate for the Auditor-General of Victoria*

**TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES**

Council supports the recommendations of the Task Force on Climate related Financial Disclosures (TCFD), which has developed voluntary, consistent, climate related financial disclosures for organisations.

Council is committed to providing the local community and customers with information in relation to how it is managing climate change risks. Council recognises that it is on a journey to progressively improve its disclosures in line with the TCFD’s recommended framework for voluntary and consistent climate-related reporting.

TCFD recommendation	Darebin City Council disclosure	Disclosure
<b>Governance – Disclose the organisation’s governance around climate-related risks and opportunities.</b>		
	Executive skills and experience – climate change	<ul style="list-style-type: none"> <li>The Executive and Manager teams completed specialised training on the climate emergency 2021.</li> <li>A climate risk training module is available for all staff</li> </ul>
	Governance structure	<ul style="list-style-type: none"> <li>The Climate Risk Governance PCG oversees the organisational response to climate change risks and opportunities.</li> <li>Monthly Strategic Risk and Internal Audit (SRIA) Committee (internal committee) consider reports that provide updates on progress in responding to the Climate Emergency</li> <li>The Executive Leadership Team reviews the climate emergency strategic risk twice annually and receives updates from the Climate Risk Governance PCG.</li> <li>The Climate Emergency Darebin Advisory Committee (advisory committee to Council) provides advice to Council on the impacts and opportunities in relation to the climate emergency.</li> <li>The Audit and Risk Committee (advisory committee to Council) provides oversight on climate related risk.</li> </ul>
<b>Describe management’s role in assessing and managing climate-related risks and opportunities.</b>	Managing performance and risk	<ul style="list-style-type: none"> <li>Enterprise Risk Management Framework established, with Risk Appetite Statements established (including environmental impacts).</li> <li>Risk Management Policy adopted by Council, incorporating risk appetite statements.</li> </ul>
	Climate Emergency – managing risk and opportunities	<ul style="list-style-type: none"> <li>Inclusion of climate emergency mitigation action in 2023/2023 service work plans.</li> <li>A Technical report has been developed that considers Council’s climate risk exposure to inform risk management and the new Climate Emergency Plan.</li> </ul>
	Management Structures	<ul style="list-style-type: none"> <li>The Climate Emergency &amp; Sustainable Transport Department with specialised expertise has primary responsibility.</li> <li>The Executive Leadership Team reviews the climate emergency strategic risk twice annually and receives updates from the Climate Risk Governance PCG.</li> </ul>

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

TCFD recommendation	Darebin City Council disclosure	Disclosure
<b>Governance (Cont.) - Disclose the organisation’s governance around climate-related risks and opportunities.</b>		
	<ul style="list-style-type: none"> <li>FY22/23 performance outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Monthly reporting to SRIA on Climate Risk has been established</li> <li>Unit work plans have had climate risk actions embedded</li> <li>Development of the Open Space and Transport Asset management plans have Climate Risk embedded</li> <li>Engagement has commenced and technical reports sourced in developing the new Climate Emergency Plan</li> </ul>

**Strategy - Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation’s businesses, strategy, and financial planning where such information is material**

<p><b>Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long term.</b></p>	<ul style="list-style-type: none"> <li>Principal risks – external risks</li> </ul>	<p>There are six main risks to Council’s services and assets:</p>
	<ul style="list-style-type: none"> <li>Principal risks – operational risks</li> <li>Principal risks – sustainability risks</li> <li>Climate change – managing risk and opportunity</li> </ul>	<ol style="list-style-type: none"> <li>Increased demand for some services including the emergency management function during heatwaves.</li> <li>Increased cost of construction, maintenance and renewal of assets.</li> <li>Reduction in asset lifetime and resilience which increases asset management costs.</li> <li>Reduction in Council’s capacity to complete work by reducing the number of days each year it is safe for outdoor crews to work in the field.</li> <li>Increased risk of liability if Council does not incorporate climate into risk framework and potential adverse effects of risk mitigation actions</li> <li>Increased costs associated with transition to a zero-carbon economy, and increased adaptation costs arising from a slow global response to the climate emergency.</li> </ol>

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

TCFD recommendation	Darebin City Council disclosure	Disclosure
<b>Strategy (Cont.) – Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation’s businesses, strategy, and financial planning where such information is material</b>		
<b>Describe the impact of climate-related risks and opportunities on the organisation’s businesses, strategy, and financial planning.</b>	<ul style="list-style-type: none"> <li>• Principal risks – external risks</li> <li>• Principal risks – operational risks</li> <li>• Principal risks – sustainability risks</li> <li>• Climate change – managing risk and opportunity</li> </ul>	<p>The impacts the climate-related risks identified on the organisation’s businesses, strategy, and financial planning.</p> <ol style="list-style-type: none"> <li>1. Climate considerations have been included in the standard approach to asset management planning.</li> <li>2. Safe work processes will continue to be reviewed to ensure workers are safe.</li> <li>3. Policies and processes relating to Council’s services will continue to be reviewed.</li> <li>4. The Climate Emergency Strategy that is currently being prepared will provide advice to the annual budget process.</li> <li>5. As impacts of severe weather continue to be experienced there will need to be consideration to the services Council offer to support vulnerable people in our community.</li> </ol>
<b>Describe the resilience of the organisation’s strategy, taking into consideration different climate-related scenarios, including a 2degree or lower scenario</b>	Climate change – evaluating the resilience of our portfolio	<p>Council is currently net zero emissions (certification in progress for 2021/2022).</p> <p>The Climate Emergency Strategy being developed along with supporting technical documents will allow Council to prioritise activities to improve resilience of assets and services.</p>
<b>Risk management – Disclose how the organisation identifies, assesses, and manages climate-related risks</b>		
<b>Describe the organisation’s processes for identifying and assessing climate-related risks</b>	<ul style="list-style-type: none"> <li>• Managing performance and risk</li> <li>• Management of principal risks – sustainability risks</li> </ul>	<ul style="list-style-type: none"> <li>• Climate Emergency Plan 2017-2022</li> <li>• Organisational wide assessment and 6 monthly review of operating risks.</li> </ul>
<b>Describe the organisation’s processes for managing climate-related risks.</b>	<ul style="list-style-type: none"> <li>• Managing performance and risk</li> <li>• Management of principal risks – sustainability risks</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic and operating risk register reviews consider climate risk.</li> <li>• Climate related actions are imbedded into Unit work plans.</li> <li>• Climate Risk training is available to all staff.</li> <li>• Asset management plans and procurement policies include climate risk.</li> </ul>
<b>Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation’s overall risk management.</b>	<ul style="list-style-type: none"> <li>• Managing performance and risk</li> <li>• Non-financial KPI’s – sustainability KPI’s</li> <li>• Management of principal risks – sustainability risks</li> </ul>	<ul style="list-style-type: none"> <li>• Climate related actions are imbedded into Unit work plans</li> </ul>

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

TCFD recommendation	Darebin City Council disclosure	Disclosure
<b>Metrics and targets – Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material</b>		
<b>Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process</b>	<p>Non-financial KPI's – sustainability KPI's</p> <p>Climate Emergency – delivering against our emissions reduction targets</p> <p>Climate Emergency – managing our supply chain emissions</p>	<p>The metrics used are risk analysis that consider likelihood and consequence. Council's risk management process is consistent with AS/NZS ISO 31000:2009</p> <p>Darebin's Climate Emergency Plan 2017-2022 defined Council's commitment to aim for zero greenhouse gas emissions for our Council and community.</p>
<b>Disclose Scope 1, Scope 2, and if appropriate Scope 3 greenhouse gas (GHG) emissions, and related risks.</b>	<p>Non-financial KPI's – sustainability KPI's</p> <p>Climate Emergency – delivering against our emissions reduction targets</p> <p>Climate Emergency – managing our supply chain emissions</p>	<p>Corporate emissions will be accounted in the coming months. And will be disclosed as part of Council's Climate Active certification.</p> <p>The Council Plan commits to developing a plan that sets out how to achieve zero emissions for all of Darebin by 2030. This work is included in the current work being completed in developing the Climate Emergency Strategy.</p>
<b>Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.</b>	<p>Non-financial KPI's – sustainability KPI's</p> <p>Climate Emergency – delivering against our emissions reduction targets.</p>	<p>Council is currently net zero emissions (certification in progress for 2021/2022).</p> <p>2022/2023 emissions will be disclosed as part of Council's Climate Active certification.</p> <p>Sustainability KPIs are currently being developed to be incorporated in the new Climate Emergency Plan.</p>



## INFRASTRUCTURE AND DEVELOPMENT CONTRIBUTIONS

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

### Infrastructure contributions

In 2022/2023, no levies were received, \$53,000 of infrastructure assets were received, and there was no expenditure of funds from Infrastructure Contributions Plans.

### Development contributions

In 2022/2023, \$76,000 in 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 2022/2023 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
	\$	\$	\$	\$	\$	\$	\$
Northcote Aquatic and Recreation Centre (NARC) Redevelopment	Darebin DCP (2023)	76,000	0	34,362,000	26,000	34,464,000	95%

### Total Development Contributions Plan (DCP) levies received in 2022/2023 financial year.

DCP name and year approved	Levies received in 2022-23 financial year
Darebin DCP (2023)	\$76,000
<b>Total</b>	<b>\$76,000</b>

### Total DCP contributions received and expended to date

DCP name and year approved	Total levies received (\$)	Total levies expended (\$)	Total works-in-kind accepted (\$)	Total DCP contributions received (levies and works-in-kind) (\$)
Darebin DCP (gazetted 25 January 2023)	\$76,000	\$76,000	\$0	\$76,000
<b>Total</b>	<b>\$76,000</b>	<b>\$76,000</b>	<b>\$0</b>	<b>\$76,000</b>

## CONTRACTS

This is a list of contracts entered into with a value above Council's Procurement Policy contract value (threshold) for invitation to tender or expression of interest.

Contract no.	Title	Start date	Contract sum
CT202216	Collection and processing of Heavy Inert Waste and Timber	25/07/2022	\$660,000
CT202241	Fleet Consumables - smartfleet	01/08/2022	\$664,500
CT2021118	Homelessness Assertive Outreach Program	01/09/2022	\$1,045,253
CT2021151	Plumbing and Associated Services Panel	1/10/2022	\$7,589,303
CT202352	Animal Welfare Services	16/10/2022	\$1,998,565
CT2021167	Provision of Parks and Open Space Related Services Panel	1/11/2022	\$23,087,273
CT20239	WAN and Firewall upgrade	15/11/2022	\$1,248,513
CT20222	Solar Saver Program 4.2 round 2023-2025	21/11/2022	\$5,818,182
CT202220	Provision of Master Key System and Locksmith Services	1/12/2022	\$498,083
CT2021152	Security Services Panel (Incl. electronic Security, CCTV and Guards)	1/12/2022	\$500,000
CT202243	Management and Operations of Northcote Public Golf Course	01/01/2023	\$1,109,341
CT202333	Provision of Care Finder Services	01/01/2023	\$1,762,800
CT20234	Annual Asphalt Resurfacing Program 2022/2023 Green Product Combination	23/01/2023	\$479,787
CT20232	Annual Asphalt Resurfacing Program 2022/2023 Recycled Plastics	23/01/2023	\$527,730
CT20233	Annual Asphalt Resurfacing Program 2022/2023 Steel Slag	23/01/2023	\$587,819
CT202280	Supply & Delivery of 1 x Side Loading Garbage Compaction Truck	24/01/2023	\$468,164
CT202235	Vehicle Tracking System/ Vehicle Telematics	15/03/2023	\$445,610
CT202249	Management and Operations of Northcote Aquatic and Recreation Centre	20/03/2023	\$2,247,765
CT202251	Internal Audit Services (State Purchasing Contract: SS-04-2019)	15/04/2023	\$331,069
CT20238	Infrastructure and Backup Services	01/05/2023	\$1,768,828
CT202257	Provision of Stormwater Drainage Maintenance	01/06/2023	\$5,850,000
CT202283	Supply and Haulage of Bulk Bins	01/07/2023	\$5,227,5512

CONTRACTS

A contract where Council **did not invite** a tender or seek an expression of interest and which did not meet the conditions to purchase goods or services without inviting a public tender or expression of interest:

Title	Start date	Contract sum
Engagement of Private Building Surveyor as Council’s Municipal Building Surveyor (MBS)	15/07/2022	\$327,000

## GLOSSARY OF FINANCIAL TERMS

Term	Definition
<b>Accrual accounting</b>	System of accounting where items are brought to account and included in the financial statements as they are earned or incurred, rather than as they are received or paid.
<b>Accumulated surplus</b>	The value of all net assets accumulated over time.
<b>AIFRS</b>	Australian equivalents to International Financial Reporting Standards.
<b>Assets</b>	Future economic benefits controlled by Council as a result of past transactions or other past events.
<b>Bad and doubtful debts expenditure</b>	Bad debts written off and the movement in the bad debt provision for infringement debtors and sundry debtors.
<b>Balance sheet</b>	A quantitative summary of Council's financial position at 30 June, including assets, liabilities and net equity.
<b>Cash and cash equivalents assets</b>	Cash and investments readily convertible to cash, including cash on hand, cash held in the bank, deposits at call and highly liquid investments.
<b>Contributions income</b>	Contributions received by Council are received for the purpose of providing and improving public open space, provision/improvement of the drainage system and in relation to specific projects.
<b>Current assets</b>	Assets where Council expects to receive the future economic benefit within the next 12 months.
<b>Current liabilities</b>	Liabilities where Council expects to fulfil its obligation within the next 12 months and Council does not have an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.
<b>Depreciation and amortisation expenditure</b>	An expense that recognises the value of a fixed asset consumed over time.
<b>Employee costs</b>	Relates to wages and salaries, casual staff payments, annual leave, long service leave, superannuation, fringe benefits tax, WorkCover and redundancy payments.
<b>Equity</b>	The residual interest in Council assets after its liabilities are deducted, which is made up of accumulated surplus and reserves. Total equity is also equal to net assets.
<b>Expense</b>	An outgoing payment made by Council.
<b>Finance costs</b>	Interest paid on borrowings.
<b>Financial assets</b>	Cash held in term deposits.
<b>Fixed assets</b>	See property, infrastructure, plant and equipment assets.
<b>Grants - non-recurrent income</b>	Grant income received for a 'one off' specific purpose, generally for a particular project.
<b>Grants - recurrent income</b>	Grant income received on a regular basis (i.e. quarterly, annually) and granted to Council by another entity for specific or general purposes.

## GLOSSARY OF FINANCIAL TERMS

Term	Definition
<b>Comprehensive Income Statement</b>	A financial statement highlighting the accounting surplus or deficit of Council. It provides an indication of whether Council has sufficient revenue to meet expenses in the current year, including non-cash costs such as depreciation and amortisation expenditure. It also includes other comprehensive income items such as net asset revaluation increments (decrements) and a share of other comprehensive income of associates and joint ventures accounted for by the equity method to arrive at a 'comprehensive result'. The comprehensive result equates to the movement in net assets or total equity from the prior year.
<b>Intangible assets</b>	Non-current assets held by Council that are not material assets (such as computer software and licences).
<b>Interest and investment income</b>	Includes interest earned on all cash and investment balances, interest earned on rates and unrealised gains on managed fund investments.
<b>Interest bearing loans and borrowings</b>	Council's borrowings.
<b>Inventories</b>	Includes fuel and consumables located at Council's depot and recreation centres.
<b>Investment property assets</b>	Land or buildings held to earn rentals or for capital appreciation or both, rather than for providing services or for administrative purposes.
<b>Investments in associates accounted for using the equity method</b>	Council's share of the carrying value of its investment in its joint venture partnerships.
<b>Liabilities</b>	Future sacrifices of economic benefits that Council is presently obliged to make to other entities as a result of past transactions or other past events.
<b>Materials and services expenditure</b>	Expenditure incurred in relation to contract payments and trade services, building maintenance, general maintenance, plant and equipment maintenance, utilities, consultants, office and administration, insurance, registration and the Metropolitan Fire Brigade levy, financial and legal costs and information technology costs.
<b>Movement in equity for the period</b>	The net movement in the net surplus (deficit) and asset revaluation increments (decrements). This is also equal to the change in net assets.
<b>Net asset revaluation increment (decrement)</b>	This represents the increase (decrease) between the old valuation and new valuation of property and infrastructure asset classes that were revalued during the year.
<b>Net assets</b>	The difference between total assets and total liabilities, which represents Council's net worth. Net assets are also equal to total equity.
<b>Net gain (loss) on disposal of property, plant and equipment, infrastructure</b>	The net of income received in relation to the sale of assets and the carrying amount of assets sold, replaced or disposed of during the year.

## GLOSSARY OF FINANCIAL TERMS

Term	Definition
<b>Non-current assets</b>	Assets where the future economic benefit is not expected to be received within the next 12 months or where the asset is restricted from being exchanged or used to settle a liability for at least 12 months after the reporting date.
<b>Non-current assets classified as held for sale</b>	Non-current assets that Council intends to sell within the next 12 months.
<b>Non-current liabilities</b>	Liabilities where the obligation is not expected to be fulfilled within the next 12 months or where Council has a right to defer settlement of the liability for at least 12 months after the reporting date.
<b>Other expenses</b>	Includes auditors' remuneration, Councillors' allowances, operating lease rentals, impairment losses, community grants and contributions, training and professional development expenditure, contract settlement expenditure and expenditure incurred in relation to special rate schemes.
<b>Other revenue income</b>	Income received from investment property rental, other rental income, net assets recognised in new entity, waste management, craft markets, local laws and animal management, National Competition Policy dividend, product sales, right-of-way sales, town halls, transport and other sources.
<b>Infringement Court</b>	Refers to Penalty Enforcement by Registration of Infringement Notice – a system established under Schedule 7 of the <i>Magistrates Court Act 1989 (Vic)</i> to deal with unpaid fines.
<b>Prepaid income</b>	Income received by Council in advance of services being performed. This includes prepaid gym memberships at Council's recreation centres.
<b>Prepayments</b>	Payments made by Council in advance of receiving the goods or services.
<b>Property, infrastructure, plant and equipment assets</b>	Often referred to as fixed assets. This is the largest component of Council's asset base or worth and represents the value of all land, buildings, roads, footpaths, drains, bridges, vehicles, plant and equipment and so on that are recorded on Council's asset register.
<b>Provisions</b>	Includes accrued long service leave, annual leave and rostered days off owing to employees at the reporting date.
<b>Rate and charges income</b>	Income received from ratepayers in relation to general rates, garbage rates and special rate schemes.
<b>Reserves</b>	Includes the asset revaluation reserve and the drainage contributions reserve. The asset revaluation reserve includes the net revaluation increments and decrements arising from revaluing fixed assets in accordance with AASB 1041 'Revaluation of Non-Current Assets'. The drainage contributions reserve includes non-refundable contributions sought from developers to upgrade drainage as a result of development in the municipality.

## GLOSSARY OF FINANCIAL TERMS

Term	Definition
<b>Revenue</b>	Revenue is the amount of money that Council actually receives from its activities, mostly from rates and services provided to customers and ratepayers.
<b>Right-of-way</b>	Former laneway no longer required for access to surrounding properties.
<b>Share of net profits (losses) of associates and joint ventures accounted for by the equity method</b>	Council's share of the net profit/loss recognised in its joint venture partnerships.
<b>Statutory fees and fines income</b>	Includes parking infringements and costs, infringement court recoveries, town planning fees, land information certificates and trader parking and street furniture permits.
<b>Surplus (deficit)</b>	Represents the difference between total revenues, expenses, net gain (loss) on disposal of property, plant and equipment, infrastructure and share of net profits (losses) of associates and joint ventures accounted for by the equity method.
<b>Trade and other payables</b>	Monies owed by Council to other entities/individuals.
<b>Trade and other receivables</b>	Monies owed to Council by ratepayers and other parties less provisions for doubtful debts.
<b>Trust funds and deposits</b>	Monies received by Council for a specific purpose, which are to be refunded upon a specific event occurring (e.g. Council assets are not damaged). If that specific event does not occur, Council is entitled to recognise these monies as income.
<b>Underlying operating surplus/(deficit)</b>	Represents the surplus/(deficit) after adjusting for capital contributions including donated assets, the timing differences of grant funding and once-off items, such as superannuation funding calls.
<b>User fees</b>	Income received by Council from a variety of fees and charges such as aged and health services fees, animal and local law fines and registrations, building permits and other charges, childcare/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.

**Communications and Engagement Unit**

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**Feedback details**

We would love to hear your feedback about this report. Comments, concerns or suggestions should be addressed to the Communications and Engagement Unit via [\*\*mailbox@darebin.vic.gov.au\*\*](mailto:mailbox@darebin.vic.gov.au)

**Council Customer Service Centres****Preston Customer Service Centre**

Darebin Civic Centre  
274 Gower Street, Preston  
Hours: 8.30am to 5pm, Monday to Friday

**Northcote Customer Service Centre**

Northcote Library Complex  
32-38 Separation Street, Northcote  
Hours: 8.30am to 5pm, Monday to Friday

**Reservoir Customer Service Centre**

Community and Learning Centre  
23 Edwardes Street, Reservoir  
Hours: 10am to 5pm, Monday to Friday



**English**

This report contains a summary of the performance of Darebin City Council over the last financial year. If you would like a section of this report translated into your language, please call our Multilingual Telephone Line (03) 8470 8470.

**Arabic**

يحتوي هذا التقرير على ملخص لأداء مجلس مدينة داربين خلال السنة المالية الماضية. وإذا كنت ترغب في ترجمة جزء من هذا التقرير إلى لغتك، يُرجى الاتصال بالخط الهاتفي متعدد اللغات على الرقم (03) 8470 8470.

**Chinese Simplified**

本报告包含了戴瑞宾市议会上个财政年度的绩效摘要。如果您希望将本报告的部分内容翻译成您的语言，请致电我们的多语种电话专线 (03) 8470 8470。

**Greek**

Αυτή η έκθεση περιέχει μια σύνοψη των επιδόσεων του Δήμου του Darebin κατά το τελευταίο οικονομικό έτος. Εάν επιθυμείτε να μεταφραστεί ένα τμήμα αυτής της έκθεσης στη γλώσσα σας, παρακαλούμε καλέστε την Πολύγλωσση Τηλεφωνική Γραμμή μας (03) 8470 8470.

**Hindi**

इस रिपोर्ट में पिछले वित्तीय वर्ष के दौरान डारेबिन सिटी काउंसिल के प्रदर्शन का सारांश शामिल है। यदि आप इस रिपोर्ट के किसी भाग का अपनी भाषा में अनुवाद कराना चाहते हैं, तो कृपया हमारी बहुभाषी टेलीफोन लाइन (03) 8470 8470 पर कॉल करें।

**Italian**

Questa relazione contiene un riepilogo della prestazione del Comune della City di Darebin nell'ultimo anno finanziario. Se desiderate che una parte di questa relazione venga tradotta nella vostra lingua, chiamate la nostra linea telefonica multilingue al numero (03) 8470 8470.

**Macedonian**

Овој извештај содржи резиме на работата на Советот на општина Даребин во последната финансиска година. Доколку сакате дел од овој извештај да се преведе на вашиот јазик, ве молиме јавете се на нашата Повеќејазична телефонска линија на (03) 8470 8470.

**Nepali**

यस प्रतिवेदनमा गत आर्थिक वर्षको डारेबिन नगर परिषद्को कार्यसम्पादनको सारांश समावेश गरिएको छ । यदि तपाईंलाई यो रिपोर्टको कुनै भागको तपाईंको भाषामा अनुवाद गराउन चाहनुहुन्छ भने, कृपया हाम्रो बहुभाषी टेलिफोन लाइन (03) 8470 8470 मा फोन गर्नुहोस्।

**Punjabi**

ਇਸ ਰਿਪੋਰਟ ਵਿੱਚ ਪਿਛਲੇ ਵਿੱਤੀ ਸਾਲ ਵਿੱਚ ਡੈਰਾਬਿਨ ਸਿਟੀ ਕੌਂਸਲ ਦੀ ਕਾਰਗੁਜ਼ਾਰੀ ਦਾ ਸੰਖੇਪ ਸ਼ਾਮਲ ਹੈ। ਜੇ ਤੁਸੀਂ ਇਸ ਰਿਪੋਰਟ ਦੇ ਕਿਸੇ ਹਿੱਸੇ ਨੂੰ ਆਪਣੀ ਭਾਸ਼ਾ ਵਿੱਚ ਅਨੁਵਾਦ ਕਰਵਾਉਣਾ ਚਾਹੁੰਦੇ ਹੋ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਸਾਡੀ ਬਹੁਭਾਸ਼ੀ ਟੈਲੀਫੋਨ ਲਾਈਨ (03) 8470 8470 'ਤੇ ਫੋਨ ਕਰੋ।

**Somali**

Warbixintani waxay ka kooban tahay soo koobida waxqabadka Golaha Degaanka Darebin intii lagu jiray sannad xisaabeedkii hore. Haddii aad jeclaan lahayd qaby ka mid ah warbixintan in lagu turjumo luuqadaada, fadlan ka wac Khadka Taleefanka Luuqadaha badan (03) 8470 8470.

**Spanish**

Este informe contiene un resumen del desempeño del Concejo Municipal de Darebin durante el año financiero pasado. Si desea ver una parte de este informe traducido en su idioma, llame a la Línea Telefónica Multilingüe (03) 8470 8470.

**Urdu**

اس رپورٹ میں پچھلے مالی سال میں ڈیڑھ سٹی کاؤنسل کی کارکردگی کا خلاصہ دیا گیا ہے۔ اگر آپ اس رپورٹ کے کسی حصے کا اپنی زبان میں ترجمہ حاصل کرنا چاہتے ہیں تو براہ مہربانی (03) 8470 8470 پر ہمارے مختلف زبانوں کی ٹیلیفون لائن کو فون کریں۔

**Vietnamese**

Nội dung bản báo cáo này có phần tóm tắt thành tích Hội đồng Thành phố Darebin đã đạt được trong năm tài chính vừa qua. Nếu muốn một phần bản báo cáo này dịch sang ngôn ngữ của mình, xin quý vị gọi cho Đường dây Điện thoại Đa ngữ của chúng tôi (03) 8470 8470.

## CITY OF DAREBIN

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T 8470 8888 F 8470 8877  
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[darebin.vic.gov.au](http://darebin.vic.gov.au)



**National Relay Service**  
[relayservice.gov.au](http://relayservice.gov.au)

If you are deaf, or have a hearing or speech impairment, contact us through the National Relay Service.



**Speak Your Language**  
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