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to live

Darebin City Council

2021-2022 Annual Report

This report contains a summary of the performance of Darebin City Council over the 2021–2022 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 financial year.

Arabic

يتضمن هذا التقرير ملخصاً لأداء مجلس مدينة داربين خلال السنة المالية.

Chinese

本报告包含戴瑞宾市议会整个财政年度的绩效概要。

Greek

Η παρούσα έκθεση περιέχει περίληψη της απόδοσης του Δήμου Darebin για το οικονομικό έτος.

Hindi

इस रिपोर्ट में वित्तीय वर्ष के दौरान Darebin सिटी काउंसिल के प्रदर्शन का सारांश दिया गया है।

Italian

Questa relazione contiene un resoconto della performance del Comune della City di Darebin nel corso dell'anno finanziario.

Macedonian

Ovoj izvешtaј содржи краток преглед на сработеното од страна на Општината на Даребин во текот на финансиската година.

Nepali

यस प्रतिवेदनमा यस आर्थिक वर्षमा डारेबिनका नगर परिषद्को कार्यसम्पादनको सारांश समावेश छ।

Punjabi

ਇਸ ਰਿਪੋਰਟ ਵਿੱਚ ਪੂਰੇ ਵਿੱਤੀ ਸਾਲ ਦੌਰਾਨ ਡਾਰਬਿਨ ਸਿਟੀ ਕੌਂਸਲ ਦੇ ਪ੍ਰਦਰਸ਼ਨ ਦਾ ਸਾਰ ਸ਼ਾਮਲ ਹੈ।

Spanish

Este informe contiene un resumen del desempeño del Concejo Municipal de la ciudad de Darebin durante el año fiscal.

Somali

Warbixintaani waxay ka kooban tahay waxqabad kooban oo Golaha Degmada Darebin ee sanad dhaqaalaadka.

Urdu

اس رپورٹ میں ڈیرین (Darebin) سٹی کاؤنسل کی مالی سال کے دوران کارکردگی کا خلاصہ شامل ہے۔

Vietnamese

Bản báo cáo này có phần tóm tắt thành tích của Hội đồng Thành phố Darebin trong năm tài chính.

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TRADITIONAL OWNERS AND ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE

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, practicing 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 and Torres Strait Islander 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 2021–2022 reviews our strategic, operational and financial performance for the financial year 1 July 2021 to 30 June 2022. 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 2021–2022. 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 in the first year of its implementation.

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 148)

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 2021–2022 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 Local Government Act 2020 set a new approach for all local governments in Victoria, aiming to bring all communities back into the core of local government and the services we provide. This has required deeper engagement, with more voices heard that truly represent the communities we serve in a process called deliberative engagement. It has also embedded stronger accountability and transparency to the community we serve, ensuring that our focus is on the long-term interests of the municipal community in the decisions that we make and the services we provide.

The 2041 Darebin Community Vision, 2021-2025 Council Plan and 2021-2031 Financial Plan were developed through deliberative engagement with our community in the first year of the Council term. In 2022, Council established the 2022-2032 Asset Plan and reviewed the 2021-2025 Revenue and Rating Plan through engagement with our community.

We have embraced the changes associated with the new *Local Government Act 2020*, bringing the people of Darebin closer to our strategic planning through active participation and deliberative engagement. The 2021-2025 Council Plan (incorporating our Municipal Public Health and Wellbeing Plan) is our Council's 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

This is the first year of reporting against the Council Plan 2021-2025. More information about the plan and the Council Plan Action Plan 2021-2022 and the Council Plan Action Plan 2022-2023 can be found on our website at:

▶ www.darebin.vic.gov.au/CouncilPlan.

2. THE YEAR IN REVIEW



2021-2022 HIGHLIGHTS

STRATEGIC DIRECTION 1 (pages 56 - 63)

Vibrant, Respectful and Connected

Highlights

Provided 1,000 residents/carers or significant others with free, tailored and independent support and advice about the aged care system and other community supports.

Delivered the Love Local Card program, injecting more than \$570,000 into Darebin's small business community.

More than 40 Equity Impact Assessments of Council policies, programs, facilities and services were undertaken to ensure planning and implementation included human rights considerations.

Results

93% of people from the community satisfaction survey believe Darebin values inclusiveness, up from 92% in previous year

(On track)

37 Council policies and programs apply a gender lens, up from 33 in previous year

(On track)

12 reported incidents of racism and hate speech in the community, down from 15 in previous year

(On track)

Looking Forward

Develop stronger strategic partnerships with social enterprise, community organisations, education and learning providers, and our business community.

Launch the newly located Darebin Intercultural Centre at its premier site at 350 High Street, Preston.

Strengthen partnerships with Wurundjeri Woi-wurrung through co-designed and co-delivered ecological restoration works with their Narrap Conservation Division.

STRATEGIC DIRECTION 2 (pages 64 - 75)

Prosperous, Liveable and Flourishing

Highlights

Commenced construction of Northcote Aquatic and Recreation Centre, with 40% of construction now complete.

Completed Narrandjeri Stadium and opened it to the public.

The Retail Activity Centre (RAC) program saw the design and delivery of 24 centre upgrades.

Results

78.4% of respondents were satisfied with Council's efforts in managing the issue of graffiti, up from 71.7% in previous year

(On track)

Provision of social housing dwellings increased from 2,472 in 2016 to 2,534 in 2021

(On track)

63 people obtained a housing outcome through Darebin's assertive outreach program, up from 36 in the previous year

(On track)

Looking Forward

Complete construction of the Dole Wetlands.

Complete construction of the Northcote Aquatic and Recreation Centre.

Opening of the Reservoir East Primary School Kindergarten.

STRATEGIC DIRECTION 3 (pages 76 - 81)

Climate, Green and Sustainable

Highlights

Planted 200,000 indigenous plants through Council's Rewilding Program.

Rolled out 22,000 additional food and garden organics waste bins and a supporting education campaign, all aimed at reducing waste to landfill and greenhouse gas emissions.

Switched to 100% renewable energy for Council electricity via our electricity contracts as part of the Victorian Energy Collaboration (VECO).

Results

Key actions were taken to protect the built environment from climate risks such as flooding and extreme heat

(On track)

100% of Council electricity now supplied from renewable sources

(On track)

2% reduction in total amount of waste generated compared with previous year

(On track)

Looking Forward

A Council-operated Darebin Resource Recovery Centre that will provide a reliable facility to effectively and efficiently recycle materials and dispose of waste items.

Expansion of Council's electric fleet into the Infrastructure and Waste Operations teams.

Installation of solar systems and efficient heating and cooling systems for vulnerable households through a new round of our Solar Saver Program.

STRATEGIC DIRECTION 4 (pages 82 - 89)

Responsible, Transparent and Responsive

Highlights

Council adopted Amendment C170dare to implement a new Development Contributions Plan that will contribute \$28 million to 70 infrastructure projects across the municipality.

Established the Edwardes Lake Taskforce, focusing on improving water quality within Edwardes Lake and Edgars Creek catchment.

Rollout and implementation of the Community Engagement Policy and internal toolkit has resulted in more than 20 strategic engagements successfully planned and delivered.

Results

Council has secured key improvements in major State Government projects, such as the Preston level crossing project and the Preston Market development project, and continues to advocate for the community

(On track)

There were 10 active planning projects aimed at helping to improve local planning controls in 2021-2022, an increase from nine in the previous year

(On track)

Looking Forward

Continue to improve our website useability and online user experience for statutory planning matters.

Improved focus on incoming grants to provide additional funding to deliver on Council's strategic direction.

Ongoing integration of planning, budgeting and reporting processes will continue to be a focus in the year ahead, along with embedding the use of the new IT system.

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

MESSAGE FROM THE MAYOR

During this year, our community continued to demonstrate great resilience and strength through connection in the face of ongoing challenges. I'm inspired by the way our community pulls together during tough times to support one another and come out the other side stronger.



The impacts of the pandemic have continued to weigh on the community and Council, affecting the ways we all live, work and play. These challenges have been compounded by rising costs of living, concerning effects of the climate emergency and the cumulative stresses of ongoing uncertainty. It has been imperative that we not only support our community through these challenges, but that we also ensure our people and systems are robust enough to meet them.

Over this past year, I've gladly welcomed the return to in-person Council meetings and reconnecting directly with members of our diverse community. It is so important to me to meet directly with residents and engage with them openly in face-to-face discussions.

The year there have also been several changes within Council leadership and I look forward to welcoming our new CEO, Peter Smith, who is set to come on board in October. Peter was the CEO of the City of Port Phillip and brings with him more than 25 years' experience across all three levels of government in Australia. Peter has a strong track record in successfully delivering strategies similar to those set out in our Council Plan and I look forward to working closely with him to serve our community.

As we welcome our new CEO, I'd like to acknowledge our previous substantive CEO, Sue Wilkinson. Sue served as Darebin's CEO for five years and achieved much during her time with Council, providing strong, unwavering leadership until her departure in April 2022. I'd also like to thank our interim CEO Rachel Ollivier, who has ensured the business of Council continued to run smoothly and that we were able to achieve our strategic priorities this year.

Meaningful engagement with the community we serve is essential to Council's work. I'd like to acknowledge everyone who took the time to participate in community engagement activities and community advisory committees to inform Council's decision-making throughout the year. Community input was especially valuable through our budget consultations to inform key pillars of our work.

Our diverse local businesses are also at the heart of our community. The past year has continued to be challenging for small businesses and I'm proud of the way Council has supported them through some trying times. A key example of this support was our Love Local Cards, which encouraged the broader community to shop locally and discover the variety of local businesses in Darebin. Council also provided assistance grants to local businesses through the community grants program, totalling \$322,000 of investment in the community.

A home to many local businesses and a cultural hub of our area, the Preston Market is central to the character of Darebin. The State Government is considering a new planning scheme for the privately owned Preston Market, which would mean significant construction and most of the market being rebuilt in a different part of the site. Council shares the community's concern this change could destroy 'the heart' of the market and of Preston. Council is advocating to preserve the market in its current location, so that it continues to offer fresh, affordable and diverse food and a diverse community hub for generations to come. This remains a key priority for Council.

Reflecting the diversity of our vibrant community, Council also supports a range of creative endeavours through our arts program. Headlining the program is the FUSE Festival, which runs twice during the year in autumn and spring. In 2021–2022, the FUSE Fund Arts Grants program awarded a total of \$35,000 to 21 local artists. FUSE Festival connects Darebin artists with the community and encourages a deeper engagement with home-grown arts. There were at least 5,500 participants in FUSE Festival events in 2021–2022.

Sport and recreation are an important part of people's lives right across Darebin. In 2021, Council conducted community consultation on the use of Northcote Golf Course to develop a vision and plan for shared use of the site. More than 7,000 community views were submitted in a community survey. Responding to this engagement at its May 2022 meeting, Council endorsed the site continuing to operate as a dedicated nine-hole golf course, while also setting aside 5.72 hectares of the site as dedicated open space for the wider community to enjoy. Council was also proud to open the new Narrandjeri Stadium in June 2022. The stadium is designed to boost people's participation in sport and community activities, especially women and girls. This sustainably designed sports and leisure facility provides an exciting new hub for the diverse community to play sport and connect.

Council is committed to addressing the climate crisis through reducing Darebin's collective carbon footprint. This is why Council started the green waste program, because one of the easiest ways we can reduce our impact on the environment is to recycle food scraps. If everyone in Darebin recycled their food scraps, we could save 9,000 tonnes from landfill and 17,800 tonnes of greenhouse gas emissions from entering the atmosphere every year. That is the same as taking 6,130 cars off the road.

I'm also extremely proud of Council for receiving the 2021 Collaboration Award in the Cities Power Partnership's fourth annual national Climate Awards. The award acknowledged the innovative collaboration project spearheaded by Darebin City Council, the Victorian Energy Collaboration (VECO). VECO is the largest emissions reduction project ever undertaken in the Australian local government sector. Investing in clean, renewable energy generated right here in Victoria, the VECO power purchase agreement is a collaboration between 46 Victorian councils that pooled their electricity needs into one long-term contract with Red Energy.

During the past year, Council has invested \$66.5 million in capital works across Darebin. A key investment over this period has been the redevelopment of the Northcote Aquatic and Recreation Centre, which has reached its end-of-life and is being redeveloped to better meet the needs of Darebin's growing population well into the future. Council is building a 6-star Green Star rated facility, which is the highest rating possible in the Green Building Council of Australia's sustainability rating system. The renewal of the Northcote Aquatic and Recreation Centre is part of Council's plan to expand opportunities for participation and social connection through sport, physical activity and other leisure activities.

In April 2022, Council endorsed a vision for significant investment in community health and wellbeing facilities in Reservoir over the next 10 years, including redevelopment of the Reservoir Leisure Centre. Reservoir Leisure Centre will be developed into a wellness hub to provide the community with a high-quality health, wellbeing and recreation experience, with access to allied and community health services, a free outdoor water splash park, expanded hydrotherapy pools and continuation of lap swimming facilities.

We are now undertaking investigation and early design work on options, with planned Council investment over 10 to 20 years of around \$60 million. This is a major investment that Council plans to implement progressively over time. Council is seeking support from other levels of government to fund this major and necessary investment in community infrastructure.

Also in April, we were proud to join with the cities of Merri-bek and Yarra, the Inner North Community Foundation and IntoWork Australia to announce a long-term partnership to address disadvantage through employment opportunities in the inner north of Melbourne. An annual contribution of more than \$200,000 for the next 30 years via a 30-year partnership is designed to support pathways for job seekers in the inner north. This further strengthens the existing partnership between the five organisations and recognises the value of the Foundation's role to grant funds, create opportunities for employment and provide support in helping people to find work in the inner north.

Underpinning the broad range of work undertaken at Council are our strategic plans, designed to deliver results for our community. During the 2021-2022 financial year, Council established a range of key strategies, including our 10-year Asset Plan and Asset Management Strategy. During the year we also undertook a review of Council's Revenue and Rating Plan. Developing and reviewing these plans ensures we deliver the greatest value possible for our community in line with our Darebin 2041 Community Vision.

I look forward to working with my councillor colleagues, the officers and the community to continue delivering on this vision.

Cr Lina Messina
Mayor

MESSAGE FROM THE INTERIM CHIEF EXECUTIVE OFFICER



One of the things I love about working in local government is the dedication and commitment from people in the sector to serving community. This year we've seen that commitment shine through across the organisation.

I'm immensely proud of our staff, who have lived and worked through the challenges of the pandemic while continuing to support and deliver for our community. Their collective resilience has been inspiring and leading our cohort of more than 1,300 staff has been an absolute privilege.

I'd like to thank Council staff for their flexibility, adapting to many continually changing circumstances over the past year. I greatly appreciate everyone's efforts. I'm so proud of the way we have continued to adapt and step up as an organisation for our community during challenging times.

Supporting our staff who work so hard for Darebin to stay well and stay connected has been an important focus. We have programs in place to provide support; however, it is the care for colleagues that happens day-to-day that can often have the biggest impact. Thank you to all our staff for your support for each other. This has been a vital part of Council's recovery from the pandemic and will serve as an important support for our people into the future.

There are also many achievements to celebrate across our work from the past year. We continued to deliver high-quality core services for our community, spanning work in essential areas such as maintenance, building safety, health services, social programs and much more.

Some highlights include:

- ▶ the redevelopment of 6-star Green Star rated Northcote Aquatic and Recreation Centre to foster opportunities for participation and social connection through sport, physical activity and leisure
- ▶ holding the Darebin Schools' Yarning 2021 Conference on the NAIDOC theme of 'Heal Country!' More than 700 Year 5 students from 16 local schools took part in the online conference.
- ▶ building our new Intercultural Centre, which has been co-designed with the community to support and celebrate our diverse multicultural identity
- ▶ our continued focus on accessibility through Age Friendly Darebin, Darebin's Access and Inclusion Plan, and our Libraries and Early Years strategies
- ▶ Council's groundbreaking Victorian Energy Collaboration (VECO) project, which resulted in 100% of Council's operational electricity supply being generated from renewables
- ▶ delivering a community-minded and fiscally responsible budget that delivers on strategic priorities for the needs of the community.

Our work over the past year and plans for the future have been guided by Darebin's Council Plan 2021-2025. Based on the Darebin 2041 Community Vision, which we commenced delivering against over the past year, I am confident it is guiding us well to meet community needs and future challenges and to help shape a vibrant, respectful and connected future for Darebin. In a first for Council, the community developed the 2041 Community Vision to set the aspirations for the community we want to be 20 years from now.

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 our vision. Having the community directly contribute to and shape our vision ensures our north star is aligned to community needs for all our priorities, strategic plans, investments, services, partnerships and activities.

Alongside Darebin's Council Plan 2021-2025 are a range of other plans and strategies to help us best serve our vibrant community with our organisational values in mind. These include our four-year Workforce Plan, our Workforce and Inclusion Strategy, and our Gender Equity Action Plan. It's important Council is diverse and representative of the community we serve.

Thanks again to all our staff for their commitment and hard work over the past year. I look forward to working with our staff over the year ahead towards Council's goals and the Community Vision and overcome challenges together.

Rachel Ollivier
Interim Chief Executive Officer

CAPITAL WORKS 2021-2022

Darebin's capital works program continues its strong focus on investment in new and renewed infrastructure. In 2021-22 Council has spent approximately \$66.5 million against its capital works program, demonstrating a significant investment across our local government area.

Narrandjeri Stadium

Completion of Narrandjeri Stadium and opening to the public. Narrandjeri Stadium, located at John Cain Memorial Park in Thornbury, is a new 6-star Green Star purpose-built multi-sports premier facility for women's sport and the wider Darebin community. The facility boasts three multi-purpose courts plus a show court, meeting rooms and onsite café. In addition to the stadium, four outdoor netball courts have been constructed and the intersection entrance to the precinct has been upgraded to meet traffic demand, including traffic signals for safer access.

Project cost in 2021-2022: \$12.18 million

Project budget: \$30 million

(completed)

Northcote Aquatic and Recreation Centre

Commenced construction of Northcote Aquatic and Recreation Centre (NARC) with 40% of construction now complete, which will deliver a 6-star Green Star indoor/outdoor aquatic facility.

NARC will boast 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.

Project cost in 2021-2022: \$20.65 million

Project budget: \$63.5 million

(not completed)

Intercultural Centre

Commenced construction of Intercultural Centre, with 60% of construction complete. In December 2019, Council decided to relocate the Darebin Intercultural Centre from its current position at the former Preston Courthouse to the municipal buildings on the corner of High and Gower streets, Preston, as a central and visible expression of Council's commitment to a more just society. Council worked with Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and a community reference group, which provided advice to the architect on key design elements for the relocated centre.

Project cost in 2021-2022: \$0.79 million

Project budget: \$2 million

(not completed)

Dole Wetlands

Commenced construction of the Dole Wetlands with 65% of construction complete. The wetlands will enable 25 megalitres per year of stormwater to be harvested.

Project cost in 2021-2022: \$2.17 million

Project budget: \$3.6 million, including a \$1.8 million grant from Melbourne Water

(not completed)

Victoria Street Preston Road Rehabilitation

The Victoria Street/Preston Road Rehabilitation between Neale and Raglan streets, Preston, has been completed. The project aims to improve the condition, safety and appearance of the overall streetscape of Victoria Street. The existing road was in poor condition and major works were required to bring it back to new condition and improve the safety and amenity of the area. Approximately 300 linear metres were reconstructed.

Project cost in 2021–2022: \$0.7 million

Project budget: \$1 million

(completed)

All-abilities playground at Penders Park

Construction of the all-abilities playground at Penders Park has reached stage two completion. Works consisted of installation of various accessible and challenging play equipment for children of all abilities, accessible picnic shelters and settings with electric barbecues, and soft and hard landscaping. Stage one, which caters for children aged 2 to 14 years, was completed in 2020–2021. Stage two caters for older children. Both stages are seamlessly integrated into one playground.

Project cost in 2021–2022: \$0.68 million

Project budget: \$600,000

(completed)

Darebin Resource Recovery Centre

Commenced construction of the Darebin Resource Recovery Centre retaining wall. Works consisted of the demolition and removal of existing structures, concrete pavements, supply and installation of precast retaining wall panels, and underground drainage. 60% of works completed in 2021–2022.

Project cost in 2021–2022: \$1.21 million

Project budget: \$2.4 million

(not completed)

Sports field lighting

Construction of sports field lighting at JE Moore Reserve, IW Dole Reserve and JC Donath Field, and GH Mott Reserve has enabled better use of sports facilities and improved participation.

Project cost in 2021–2022: \$1.24 million

Project budget: \$1.4 million

(completed)

BT Connor Pavilion

Completed construction of the BT Connor Pavilion. New pavilion includes four change rooms and shower/toilet facilities; two umpire change rooms; a medical room; commercial kitchen and two function rooms; storage and plant rooms; and a viewing area.

Project budget in 2021–2022: \$1.55 million

Project budget: \$2.4 million

(completed)

COVID RESPONSE TRANSITION PLAN

The pandemic has affected the way we work and how we serve our community for the past two years. Council continued to use an emergency management approach to deal with an ever-evolving COVID-19 context.

In 2021-2022 the impact of the pandemic continued to shape our services and connections with the community, in particular with vulnerable community members among young people, seniors and people from culturally and linguistically diverse backgrounds. With our partners Your Community Health, work included Council-provided targeted information sessions and house visitations to promote vaccination awareness in areas of low uptake, and delivering pop-up vaccination clinics in places of easy access for these community members.

In all, 125 vaccination clinics were held in Darebin. Of these, 74 were public and an additional 46 were in reach to more vulnerable members of our community. Council was also required to dispatch emergency food, which included direct provision to 150 households and more than 3,000 people received emergency food support through Council-subsidised programs.

Council also secured a supply of free rapid antigen tests (RATs) and cloth masks through the State Government. More than 25,000 RATs were distributed via key community leaders.

With the easing of government restrictions, Council focused on supporting community members to return to activities safely and businesses as they recovered from the prolonged impact of the pandemic.





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 150,335 (ABS Estimated Resident Population 2021) and this is expected to increase to 230,118 by 2041. There are 68,081 residential properties, 4,661 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 46,684 people living in Darebin in 2021 who were born overseas, of which 15% arrived in Australia in the five years before 2021.

Darebin’s top five largest industries are education and training, health care and social assistance, retail, manufacturing and construction.

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 2016, Darebin’s SEIFA disadvantage score was 1,004, with Greater Melbourne at 1,018 and Victoria at 1,010, indicating that Darebin was relatively disadvantaged compared with Greater Melbourne and Victoria.

In March 2022, Darebin’s unemployment rate was 5%, which was slightly higher than Greater Melbourne (4.9%) and the Victoria overall (4.6%).

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

Aboriginal or Torres Strait Islander

1%



Place of birth of parents

59%
have either one or both parents born overseas



Languages spoken at home

32%
speak a language other than English at home

82
languages in total

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



Households

73%
live with family

12%
live alone

7%
live in group houses

8%
other



Ages

15%
children 0-14

11%
young people 15-24

59%
25-64

15%
64+



Tertiary qualifications

50,038

39.6% bachelor degree
(compared with 32.8% Greater Melbourne)



Religion

religions in total

No religion 45%
Christianity 38%
Islam 4%
Buddhism 2.5%
Hinduism 2.5%



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)



Income

\$879

personal
weekly median income
(\$803 Victoria)

\$2,369

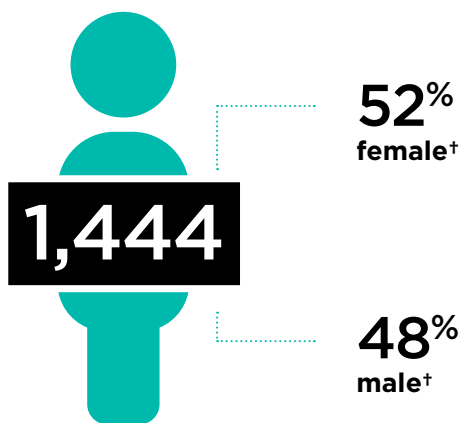
family
weekly median income
(\$2,136 Victoria)

OUR COMMUNITY

Population



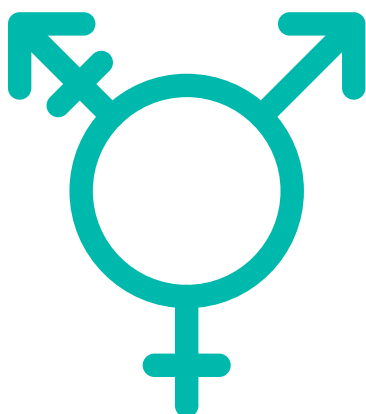
Aboriginal and Torres Strait Islander people



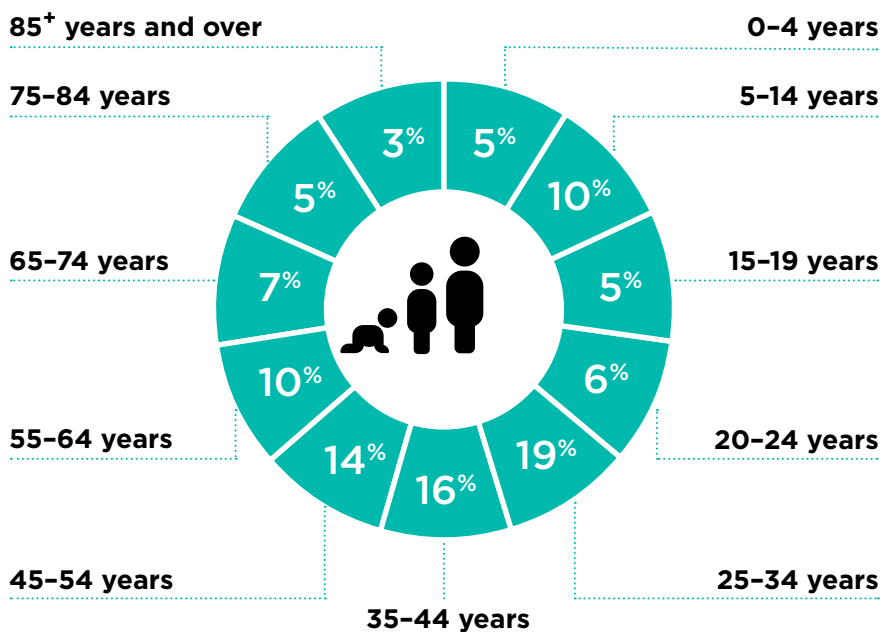
Gender

49%
72,162
identify as male[†]

51%
76,410
identify as female[†]

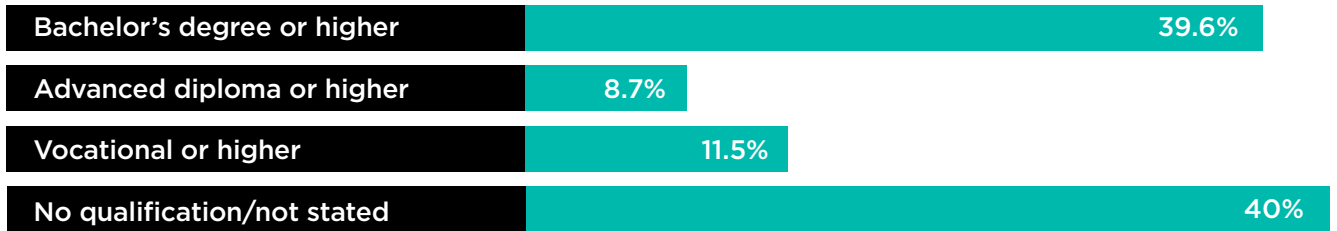


Age structure

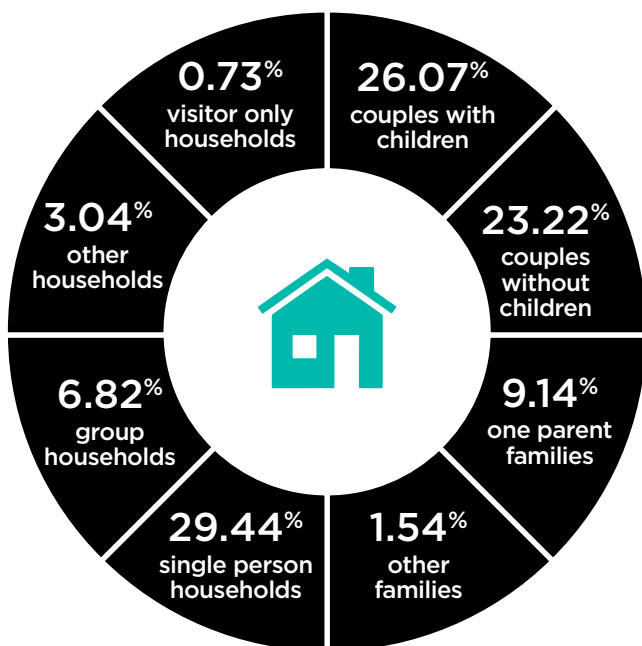


[†]Council acknowledges that this does not capture the full spectrum of gender and gender identities in our community as not all residents identify as male or female. Council has long advocated for ABS Census data to include more gender options, as recommended by peak human rights and LGBTIQ+ bodies.

Highest education qualification achieved

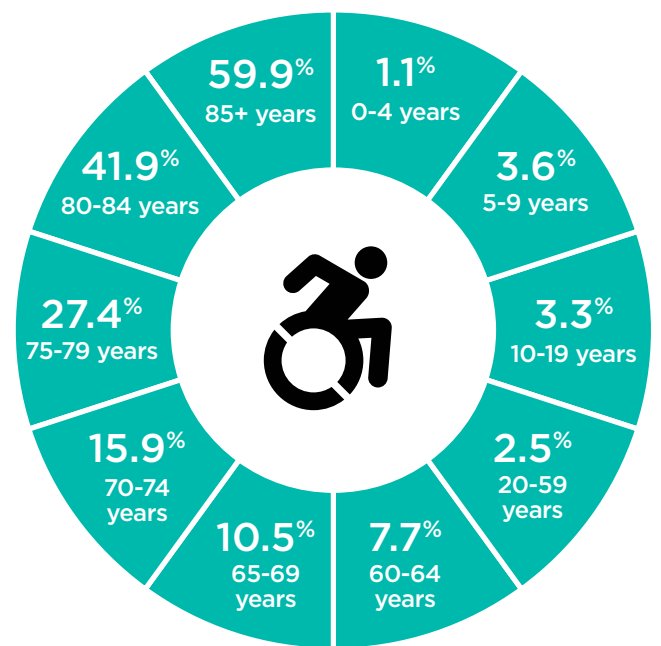


Households



People with a disability and needing assistance








9,855



HEALTH AND WELLBEING INDICATORS

How we compare to the Victorian average for key indicators of health and wellbeing.

KEY LEAST   MOST FAVOURABLE 








| | Darebin Proportion of adults (18+) | Outcome | Victoria Proportion of adults (18+) |
|---|--|---------|---|
|  Pre-obese | 30.9% | | 31.5% |
| Obese | 16.7% | | 19.3% |
|  Daily consumption of sugar sweetened beverages | 6.3% | | 10.1% |
|  Take away food consumed more than once a week | 11.5% | | 15.3% |
| Met vegetable consumption guidelines only | 5.1% | | 5.4% |
|  Met fruit consumption guidelines only | 42.8% | | 43.2% |
| Did not meet fruit and veg consumption guidelines | 52.9% | | 51.7% |
|  Current (occasional) smoker | 19.8% | | 16.7% |
| Daily smoker | 13.4% | | 14.7% |
|  Increased lifetime risk of alcohol- related harm | 62.5% | | 59.5% |
| Increased risk of injury from a single occasion of drinking | 47.1% | | 43.0% |
|  High/very high levels of psychological distress | 19.8% | | 15.4% |
| Ever been diagnosed with anxiety or depression | 29.5% | | 27.4% |

Source: Victorian Agency for Health Information (2017) Victorian Population Health Survey www2.health.vic.gov.au/public-health/population-health-systems/health-status-of-victorians/survey-data-and-reports/victorian-population-health-survey/victorian-population-health-survey-2017

A range of datasets in addition to the Victorian Population Health Survey, including employment levels, income and losses from electronic gaming machines are available in the Darebin Health and Wellbeing Profile Report: www.darebin.vic.gov.au/Services-and-business/Community-health-and-wellbeing/Health-and-wellbeing-plan

KEY

LEAST  MOST FAVOURABLE

| | Darebin Proportion of adults (18+) | Outcome | Victoria Proportion of adults (18+) |
|---|---|---------|---|
|  | Sedentary (no exercise) | 4.1% | 2.5% |
| | Some, but insufficient exercise | 48.5% | 44.1% |
|  | Self-reported health status – fair/poor | 24.2% | 20.3% |
| | Satisfaction with life – low or medium (0-6) | 22.9% | 20.5% |
| | Life being worthwhile – low or medium (0-6) | 16.4% | 16.7% |
|  | Blood pressure check in the past 2 years | 78.5% | 79.6% |
| | Blood lipids check in the past 2 years | 55.9% | 56.8% |
| | Blood glucose check in the past 2 years | 46.9% | 50.7% |
|  | Bowel cancer – completed and returned FOBT kit | 56.2% | 60.1% |
| | Bowel cancer – examination in the past 5 years | 43.1% | 46.8% |
|  | Ever had a mammogram | 92.3% | 88.0% |
| | Mammogram in the past 2 years | 81.0% | 79.2% |
|  | One chronic disease | 27.7% | 32.3% |
| | Two or more chronic diseases | 27.6% | 25.5% |
|  | Dental health – fair/poor | 27.7% | 24.4% |
| | Avoided/delayed visiting dental professional because of cost | 30.2% | 33.9% |

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.

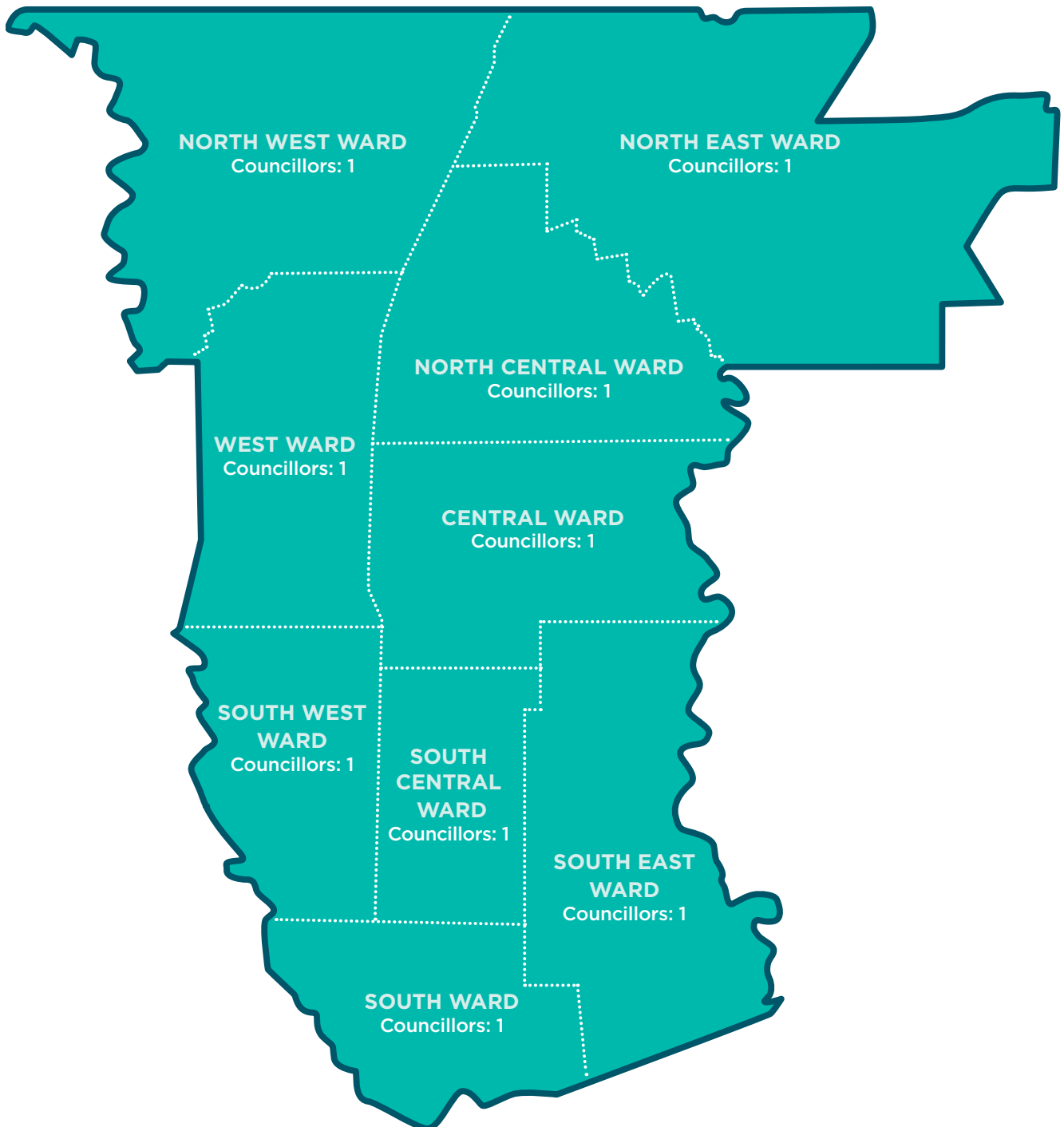
When formally assembled through a meeting of Council, the councillors collectively set Council's direction by making decisions on key issues and policies. Council is responsible for making statutory decisions, adopting policy, advocacy, and the appointment of the Chief Executive Officer (CEO). Councillors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

CENTRAL WARD



Cr Lina Messina, Mayor

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

Committees

- Municipal Association of Victoria (proxy)
- Metropolitan Local Government Waste Forum
- Global Covenant of Mayors for Climate and Energy
- Northern Council Alliance
- Darebin Aboriginal Advisory Committee
- Darebin Community Awards Advisory Committee
- CEO Employment Matters Committee
- Audit and Risk Committee
- Melbourne Innovation Centre
- Darebin Nature Trust

Terms as Councillor

2016–2020, current term 2020–2024

Terms as Mayor

2020–2021, 2021–2022

SOUTH WEST WARD



Cr Trent McCarthy, Deputy Mayor

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

Committees

- Northern Alliance for Greenhouse Action
- Climate Emergency Darebin Advisory Committee
- Darebin Nature Trust
- CEO Employment Matters Committee
- Melbourne Innovation Centre
- Darebin Aboriginal Advisory Committee

Terms as Councillor

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

SOUTH EAST WARD



Cr Emily Dimitriadis

0437 918 708 | Emily.Dimitriadis@darebin.vic.gov.au

Committees

- Metropolitan Transport Forum (proxy)
- Darebin Education Network (proxy)
- Darebin Interfaith Council (proxy)
- Darebin Women's Advisory Committee
- CEO Employment Matters Committee
- Welcoming Cities Community Reference Group (proxy)
- Darebin Creek Management Committee Inc

Term as Councillor

Current term 2020-2024

NORTH WEST WARD



Cr Gaetano Greco

0419 750 214 | Gaetano.Greco@darebin.vic.gov.au

Committees

- Active and Healthy Ageing Advisory Committee
- Darebin Aboriginal Advisory Committee
- Darebin Interfaith Council
- CEO Employment Matters Committee
- Welcoming Cities Community Reference Group
- Merri Creek Management Committee Inc (proxy)
- Northern Alliance for Greenhouse Action (proxy)
- Arts & Heritage Advisory Committee (proxy)
- Edwards Lake 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

Committees

- Darebin Nature Trust
- CEO Employment Matters Committee
- Audit and Risk Committee
- Merri Creek Management Committee Inc

Term as Councillor

Current term 2020-2024

OUR COUNCILLORS

NORTH EAST WARD



Cr Tim Laurence

0419 750 234 | Tim.Laurence@darebin.vic.gov.au

Committees

- Darebin Aboriginal Advisory Committee
- Darebin Disability Advisory Committee (proxy)
- Darebin Domestic Animal Management Reference Group (proxy)
- CEO Employment Matters Committee

Terms as Councillor

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

Terms as Mayor

2000-2001, 2012-2013

WEST WARD



Cr Susanne Newton

0419 764 245 | Susanne.Newton@darebin.vic.gov.au

Committees

- Darebin Aboriginal Advisory Committee (proxy)
- Sexuality, Sex and Gender Diversity Advisory Committee
- Arts and Heritage Advisory Committee
- Friends of Baucau Inc
- Metropolitan Transport Forum
- Edwardes Lake Task Force (proxy)

Terms as Councillor

2016-2020, current term 2020-2024

SOUTH CENTRAL WARD



Cr Susan Rennie

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

Committees

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

Terms as Councillor

2016–2020, current term 2020–2024

Terms as Mayor

2018–2019, 2019–2020

NORTH CENTRAL WARD



Cr Julie Williams

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

Committees

- Darebin Disability Advisory Committee
- Darebin Domestic Animal Management Reference Group
- CEO Employment Matters Committee
- Active and Healthy Ageing Advisory Committee (proxy)

Terms as Councillor

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

4. OUR PEOPLE



ORGANISATION STRUCTURE (as at 30 June 2022)



► 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 Management team, led by the Chief Executive Officer. The Executive Management team plans, coordinates and monitors the progress of Council's strategic direction and goals.

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

The Executive Management team operates in accordance with our values:

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

INTERIM CHIEF EXECUTIVE OFFICER



Rachel Ollivier

Qualifications: Master of Finance (Economic Policy); Graduate Diploma of Public Relations; Bachelor of Applied Science (Environmental); AICD Company Directors' course; and Executive Leadership Program (LGPro).

Rachel Ollivier joined Darebin Council as General Manager City Sustainability and Strategy on 1 March 2018 and stepped into the interim CEO role on 25 April 2022 while recruitment for a permanent CEO was undertaken. Rachel has previously held various positions in the private and government sectors, nationally and internationally, and was also a Lecturer on Environmental Regulation and Policy at RMIT University. The City Sustainability and Strategy Division includes the following departments: City Development; City Futures; City Safety and Compliance; and Climate Change and Sustainable Transport.

Sue Wilkinson to 22 April 2022

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

GENERAL MANAGERS

As at 30 June 2022, Darebin City Council had four general managers.



Sam Hewett
General Manager
Operations and Capital

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

Sam Hewett joined Darebin Council in April 2019 and from September 2019 has held the position of General Manager Operations and Capital. With more than 20 years in local government, Sam has held leadership positions at three other local councils and has extensive major project and capital works planning and delivery experience.

The Operations and Capital division includes: Capital and Major Projects; Parks and Environment; and City Works.



Jodie Watson
General Manager
Governance and
Engagement

Qualifications: *Master of Business Administration (Corporate Governance); Graduate Diploma of Management; Graduate Certificate of Corporate Management; Bachelor of Applied Science; and AICD Company Directors' Course.*

Jodie Watson joined Darebin Council as General Manager Governance and Engagement on 1 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 and Engagement; Finance; Information Services; People and Culture; Governance and Corporate Strategy; and Property and Asset Strategy.



Shadi Hanna
Acting General Manager
Community

Qualifications: *Master of Business Administration; Graduate Diploma of Health Services Management; and Bachelor of Physiotherapy.*

Shadi Hanna has been with Darebin Council since August 2016 as the Manager Supported and Connected Living and was appointed Acting General Manager Community in January 2022. Before this, Shadi held senior roles in health and the not-for-profit sector.

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.



Vanessa Petrie
Acting 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 and was Acting General Manager City Sustainability and Strategy from 25 April 2022. Vanessa has previously held various leadership positions in the private and government sectors.

The City Sustainability and Strategy Division includes the following departments: City Development; City Futures; City Safety and Compliance; and Climate Emergency and Sustainable Transport.

WORKPLACE REPORT

At 30 June 2022, Council employed 1,223 people across the organisation. This figure comprised permanent full-time, part-time, temporary and casual employees. There were 783.05 full-time equivalent (FTE) employees.

| Structure | CEO's Office | City Sustainability & Strategy | Community | Governance & Engagement | Operations & Capital | Total |
|------------------------|--------------|--------------------------------|------------|-------------------------|----------------------|--------------|
| Permanent FT | 3 | 92 | 145 | 84 | 184 | 508 |
| Permanent PT | 0 | 96 | 220 | 29 | 5 | 350 |
| Temporary | 1 | 35 | 41 | 14 | 4 | 95 |
| Casual | 0 | 8 | 250 | 8 | 0 | 266 |
| Total headcount | 4 | 231 | 656 | 139 | 193 | 1,223 |

Workforce by classification and gender at 30 June 2022

| Structure | Band 1 | Band 2 | Band 3 | Band 4 | Band 5 | Band 6 | Band 7 | Band 8 | Nurses | SO/SEO*/other | Total FTE |
|------------------|--------------|-------------|---------------|---------------|---------------|---------------|---------------|--------------|--------------|---------------|---------------|
| Classification | FTE | FTE | FTE | FTE | FTE | FTE | FTE | FTE | FTE | FTE | |
| Permanent FT - W | 0.00 | 0.00 | 7.00 | 26.80 | 55.61 | 63.00 | 32.60 | 18.00 | 5.00 | 14.00 | 223.00 |
| Permanent FT - M | 0.00 | 1.00 | 56.84 | 50.84 | 39.00 | 53.00 | 44.00 | 17.00 | 0.00 | 18.00 | 280.00 |
| Permanent FT - X | 0.00 | 0.00 | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1 |
| Permanent PT - W | 11.76 | 0.00 | 56.26 | 17.63 | 24.24 | 15.10 | 6.20 | 3.00 | 14.61 | 1.00 | 149.80 |
| Permanent PT - M | 10.63 | 1.24 | 12.50 | 4.13 | 4.78 | 4.40 | 0.00 | 0.00 | 0.00 | 0.00 | 37.68 |
| Permanent PT - X | 0.00 | 0.00 | 0.50 | 0.00 | 0.40 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.90 |
| Temporary - W | 0.00 | 0.00 | 1.00 | 4.23 | 11.84 | 17.80 | 13.50 | 3.40 | 1.00 | 2.00 | 54.77 |
| Temporary - M | 0.00 | 0.00 | 1.67 | 5.75 | 5.99 | 9.00 | 7.00 | 0.00 | 0.00 | 0.00 | 30.20 |
| Temporary - X | 0.00 | 0.00 | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 |
| Total FTE | 22.39 | 2.24 | 135.77 | 111.38 | 141.86 | 163.10 | 104.30 | 42.40 | 20.61 | 35 | 783.05 |

*SO = Senior Officer; SEO = Senior Executive Officer

Number of FTE employees by organisational structure, employment type and gender at 30 June 2022

| Structure | CEO's Office | City Sustainability & Strategy | Community | Governance & Engagement | Operations & Capital | Total FTE |
|------------------|--------------|--------------------------------|--------------|-------------------------|----------------------|---------------|
| Classification | FTE | FTE | FTE | FTE | FTE | |
| Permanent FT - W | 3.00 | 44.60 | 95.57 | 49.84 | 30.00 | 223.01 |
| Permanent FT - M | 0.00 | 47.00 | 47.00 | 33.84 | 152.84 | 280.68 |
| Permanent FT - X | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 |
| Permanent PT - W | 0.00 | 15.56 | 112.40 | 19.45 | 2.39 | 149.80 |
| Permanent PT - M | 0.00 | 10.44 | 22.38 | 3.26 | 1.60 | 37.68 |
| Permanent PT - X | 0.00 | 0.00 | 0.90 | 0.00 | 0.00 | 0.90 |
| Temporary - W | 1.00 | 19.60 | 27.17 | 5.00 | 2.00 | 54.77 |
| Temporary - M | 0.00 | 11.64 | 7.56 | 9.00 | 1.79 | 30.21 |
| Temporary - X | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 | 1.00 |
| Total FTE | 4.00 | 149.84 | 313.2 | 124.39 | 191.62 | 783.05 |

Number of FTE employees by classification at 30 June 2022

| Classification | Female | Male | Non-binary/ gender diverse | Total FTE |
|----------------------------|------------|------------|-------------------------------|--------------|
| Band 1 | 55 | 45 | 0 | 100 |
| Band 2 | 13 | 8 | 0 | 21 |
| Band 3 | 223 | 149 | 3 | 375 |
| Band 4 | 73 | 74 | 2 | 149 |
| Band 5 | 114 | 56 | 1 | 171 |
| Band 6 | 104 | 68 | 0 | 173 |
| Band 7 | 55 | 52 | 0 | 107 |
| Band 8 | 26 | 17 | 0 | 42 |
| Immunisation Nurse Level 1 | 43 | 3 | 0 | 46 |
| Senior Executive Officer | 4 | 10 | 0 | 14 |
| Senior Officer Contract | 13 | 8 | 0 | 21 |
| Grand Total | 727 | 490 | 6 | 1,223 |

WORKPLACE REPORT

INDUSTRIAL RELATIONS

During 2021–2022 Council worked consistently with the Darebin City Council Enterprise Agreement 2018–2022.

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.

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 |
|------------|------|------|------|------|------|------|-------|
| Percentage | 0.9% | 0.8% | 0.7% | 0.5% | 0.6% | 1.4% | 0.98% |

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 |
|------------|-------|-------|-------|-------|-------|------|--------|
| Percentage | 15.5% | 14.6% | 17.5% | 15.7% | 15.2% | 21% | 20.61% |

Employees' country of birth

| Country of birth | % | Country of birth | % |
|------------------|------|------------------|-----|
| Australia | 60.5 | Macedonia | 0.8 |
| India | 2.1 | Sri Lanka | 1.1 |
| New Zealand | 1.3 | Lebanon | 0.8 |
| Britain | 1.3 | Greece | 0.4 |
| Italy | 1.0 | China | 0.5 |

*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 2022.

WORKFORCE PLAN

The Darebin Workforce Plan was developed during 2021. This 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 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 sets out the standards of behaviour that we expect from all employees. This code was refreshed in December 2021. 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.

Combined with our Code of Conduct (2021), The Workforce Plan (2021) and OHS Policy (2022), we 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 2021-2022 Council commenced development of 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.

As we continue to develop as an organisation, focus areas include:

- ▶ implementing audit findings
- ▶ improving incident data quality
- ▶ an ongoing commitment to develop Council's safety management system
- ▶ prioritising management of operational safety risks.

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

WORKPLACE REPORT

HEALTH, SAFETY AND WELLBEING (Cont.)

With continued uncertainty for our workforce operating during COVID-19, Council has worked to ensure a safety-conscious, healthy and resilient workplace. We have reshaped our staff wellbeing program 'Stay Well, Stay Connected' to include a greater focus on the broad spectrum of factors that support health and wellbeing, culture, connection and a changing way of work. The program includes wellbeing seminars and wellbeing resources, such as e-learning modules, surveys, videos, podcasts and tip sheets. The program also encourages employees to actively seek treatment and support early, working closely with our Employee Assistance Program provider on more tailored features of our services.

Council continued to be agile and flexible to ensure COVID-safe practices within the public health restrictions. COVID-related incident reporting processes were accessible and understood, and applicable protocols (e.g. infection control) were readily available.

No significant incidents were reported during this period, with all areas of Council working together to get the best outcomes for the organisation and community.

INCIDENT AND INJURY REPORTING

During 2021-2022, Council employees continued to report hazards, near-misses and incidents in accordance with Council policy and legislative obligations. There was an increase in the number of reports, including hazards and near-misses, indicating a good understanding of Council hazard and incident reporting. This led to improved hazard control processes overseen by OHS committees and the Safety and Wellbeing team. The incident reporting system is continuously reviewed for improvements and to provide accurate and targeted safety performance reports.

CHILD SAFETY

During 2021-2022 Council responded to the Commission for Children and Young People's changes to the Child Safe Standards. The key areas of change within these standards were to:

- ▶ involve families and communities in organisations' efforts to keep children and young people safe
- ▶ ensure a greater focus on safety for Aboriginal children and young people
- ▶ manage the risk of child abuse in online environments
- ▶ create greater clarity on the governance, systems and processes to keep children and young people safe.

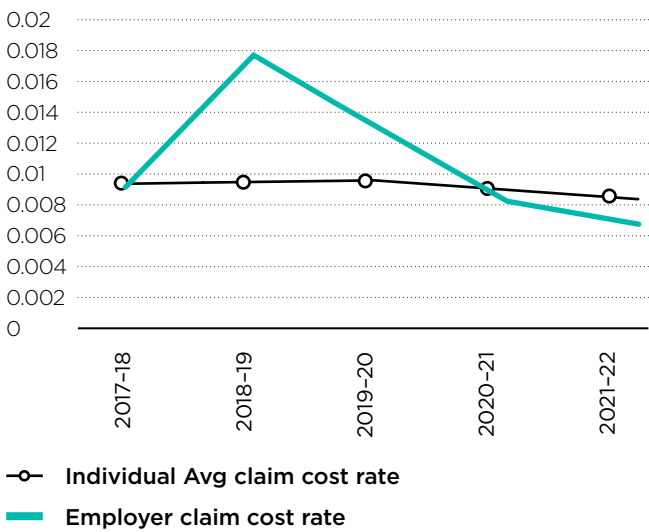
In accordance with Council policy, legislative obligations and our commitment for Darebin Council to be a Child Safe Organisation, we have:

- ▶ reviewed our Safeguarding Children Policy and Code of Conduct
- ▶ ensured mandatory training of all Council staff on being a Child Safe Organisation
- ▶ reviewed our documentation to ensure that Council is meeting its commitment and legislative obligations.

WORKCOVER PREMIUM

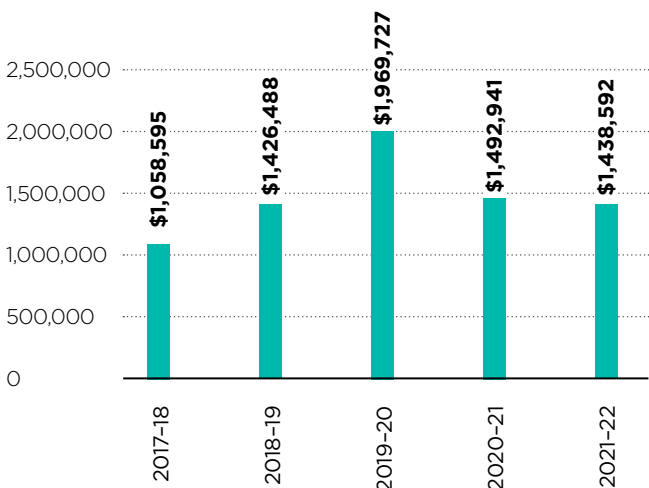
Council's WorkCover premium for 2021-2022 was \$1.43 million. This represents a decrease on the previous year's premium. In line with the previous financial year, the employer performance rating remained better than the comparable industry rate.

Comparable industry rates



The premium cost is influenced by several factors such as remuneration, a rolling three-year claims history and costs, industry comparison and the performance of Council's WorkCover insurance agent.

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 impacts 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 data 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 2022-2026. This is the framework that 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 governance arrangements and support for those who volunteer with Council. We look forward to reporting back on our implementation and impact throughout the coming year.

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

(REPORT OF OPERATIONS)



OVERVIEW

The Report of Operations outlines our 2021–2022 performance against the major initiatives in Council’s 2021–2022 Budget. It also reports on the Darebin Council Plan 2021–2022 strategic directions and its 10 Big Actions. Big Actions also form the majority of the major initiatives of the Budget 2021–2022.

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 2020–2021.

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. The Strategic Resource Plan 2018–2022 complemented the Council Plan 2017–2021 and described how key projects and objectives would be resourced. Please note: the Strategic Resource Plan 2018–2022 has been superseded by the Financial Plan 2021–2031 adopted on 28 June 2021 alongside the new Council Plan 2021–2025.

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 2021–2022 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).

5. OUR COUNCIL PLAN PERFORMANCE



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 2021-2022 Annual Report is the first 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 56)

■ **Strategic Direction 2:**

Prosperous, Liveable and Flourishing
(pg 64)

■ **Strategic Direction 3:**

Climate, Green and Sustainable
(pg 76)

■ **Strategic Direction 4:**

Responsible, Transparent and Responsive
(pg 82)

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 current Council Plan are bundles of actions that cut across the strategic directions.

Progress in implementing the Big Actions is summarised on the following pages.

We have reported on our progress for 2021-2022 against each of the actions in the Council Plan Action Plan Progress Report 2021-2022, which can be found on our website at

▶ darebin.vic.gov.au/CouncilPlan.

BIG ACTION HIGHLIGHTS

Out of the 56 year-one actions that contribute to the achievement of the 10 Big Actions in the Council Plan as at 30 June 2022, 40 were completed, eight have been deferred to the next action plan and eight were not completed (are ongoing). This is a significant achievement given the challenges the organisation has faced over the past 12 months.

1. BUILD INFRASTRUCTURE FOR THE FUTURE

The new senior soccer pavilion at BT Connor Reserve was completed and construction commenced on both the new Northcote Aquatic and Recreation Centre and the Intercultural Centre in Preston. Completion of these two new centres is due in 2022–2023.

2. PLAN INFRASTRUCTURE FOR DECADES TO COME

Planning was undertaken for the future redevelopment of the Reservoir Leisure Centre through feasibility studies and health and wellbeing reports.

The Edwardes Lake Task Force was established.

The Early Years Infrastructure Framework 2021–2041 was endorsed and Council continued to work with the State Government to expand our city's kindergarten capacity, including a new 99-place kindergarten in Reservoir East with work due to commence in August 2022.

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

In July 2021, Darebin switched to 100% renewable energy. This was made possible by the Victoria Energy Collaboration (VECO), the biggest Australian local government emissions reduction project, led by Darebin.

A partnership with Village Power and funding from the Department of Environment, Land, Water and Planning (DEWLP) delivered an engineering investigation into community batteries.

The green and food waste service was extended to all Darebin households that received a Council service, recycling this valuable material into compost while reducing landfill and greenhouse gases.

Council undertook a review of the 2017 Climate Emergency Action Plan ahead of community consultation for the new plan, which will include a pathway to zero emissions.

Council supported solar installation with the establishment of the first 12-month solar saver supply contract.

The Your Street, Your Say program saw more than 7,000 people participate in Council's review of transport improvement priorities for the north-west section of the city, including safety, cycling, walking and wheeling improvements.

Darebin has partnered with Yarra City Council, City of Melbourne and other metropolitan councils to form the Business Renewables Buying Group, to support local businesses to access renewable energy and its lower costs.

Delivery of 22,000 food and green organics (FOGO) waste bins to residents began in June to support the new universal FOGO service from July 2022 across the municipality.

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

Council is already working in partnership with Wurundjeri's NARRAP team in various places across the municipality such as Bundoora Park.

Darebin Council has committed to entering into discussions with Traditional Owners about the possibilities of transfer or shared ownership or management of some parcels of council land. At a meeting in April, councillors resolved to work with the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation to identify council land, including places of cultural significance, that could be handed back to or co-managed with the Traditional Owners.

5. SUPPORT VULNERABLE MEMBERS OF THE COMMUNITY

In partnership with Bridge Darebin and RMIT, Council delivered a digital divide program that included digital literacy training to participants at East Preston Community Centre and Reservoir Neighbourhood House. Our Assertive Outreach Program continued to support people sleeping rough and experiencing homelessness and Council has endorsed the continuation of the program until 2027.

The Community Shower Access Program continued to operate at the Reservoir Leisure Centre. There was an increase in the number of people accessing the service and planning is underway to expand the program.

6. CHAMPION LOCAL BUSINESS AND CREATIVE INDUSTRIES

Through the Love Local Card program, Council supported eligible businesses heavily affected by the pandemic and encouraged residents to shop locally and explore what their neighbourhoods had to offer.

Council was successful in obtaining almost \$1 million from the Victorian Government to support local businesses affected by the pandemic. Outdoor performance and creative installations were programmed throughout the summer months, while semi-permanent and permanent works at activity centres were completed using this funding.

A program of retail activity centre improvements was delivered in full, with 24 sites benefiting from works in 2021-2022 including ongoing maintenance and cleaning.

The FUSE Autumn festival was a huge success, beginning with The Molly Hadfield Social Oration and closing with the Out of the Park picnic attended by more than 2,000 people.

BIG ACTION HIGHLIGHTS

7. BUILD A MORE INCLUSIVE COMMUNITY FOR ALL

Council's Disability Access and Inclusion Plan 2021–2026 was co-designed with community members with a lived experience of disability and outlines goals for improving access and inclusion.

A plan to achieve Rainbow Tick accreditation has been developed and services and programs have been identified for the first stage of the accreditation process.

Council held a celebration for Refugee Week, celebrating and supporting people of all backgrounds to have equal opportunity to belong, contribute and participate in social, cultural, economic and civic life. Council also promoted the Back Your Neighbour campaign.

8. IMPROVE THE QUALITY OF DEVELOPMENT

In November, Council's Protect Preston Market petition was submitted to the Minister with more than 10,200 signatures to reiterate Council's call to protect the market and to demonstrate the strength of the community's response. Council submitted to Amendment C182 in July – reflecting Council's 'Heart of Preston' – and in November the VPA updated plans based on feedback, reducing the tallest building height from 20 to 14 stories and reducing dwellings from 2,200 to 1,200.

Council has rolled out a major advocacy and communications campaign, 'Protect Preston Market', and commissioned a series of detailed renders to demonstrate how the market can be retained in the context of a significant redevelopment of the site.

Planning amendments progressed for several priorities including to protect heritage in the Thornbury Park Estate; in Fairfield, to establish a Developer Contributions Plan and Levy that will help fund community infrastructure to meet the needs of the growing population; and to update the Preston Structure Plan and the Housing Strategy to ensure that as Darebin grows, the place thrives and neighbourhood character is protected.

A 10-year plan of strategic planning reforms has been developed and used to inform the strategic planning priorities for 2022–2023. This includes a continued focus on expanding the availability of affordable and social housing, protection of local character and updating and improving structure plans for Preston Central and Northland.

9. PROTECT OUR NATURAL ENVIRONMENT AND BIODIVERSITY

Council’s Street Tree Planting Program ensured more than 6,000 street trees were planted in areas requiring additional canopy cover over the past two years. Rewilding included 200,000 (on top of the 300,000 planted the year before) plants, shrubs and grasses planted across the city.

A total of seven ecological burns were undertaken this year in Council’s bushland and grassland reserves, helping to promote native vegetation growth and reduce weed threats.

The Environment Protection Agency (EPA) is a member of the Edwardes Lake Taskforce, which has begun work towards improving the water quality and biodiversity of the lake.

10. EXPAND OUR DELIVERY OF QUALITY UNIVERSAL SERVICES

Council provided a range of initiatives throughout the year to support early years services to plan for and deliver expanded three-year-old kindergarten programs.

Council advocated to increase local investment in early intervention and tertiary mental health services with partners including M9 (inner city councils) and Northern Council Alliance and facilitated and funded training of 12 instructors for Teen Mental Health First Aid (MHFA).

Council contributed to the development of the Women’s Health in the North’s new Sexual Reproductive Health Strategy (2022–2026), which promotes women’s sexual and reproductive health.

Council was successful in its advocacy to the State Government to co-fund a drug and alcohol outreach pilot program.

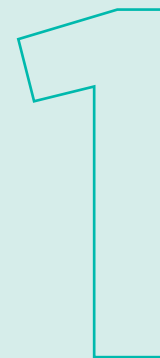
STATUS OF ACTIONS CONTRIBUTING TO THE 10 BIG ACTIONS



- Not completed
- Deferred
- Completed

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 69 year-one actions to deliver throughout 2021-2022.

Progress comments on all 69 actions relating to this goal can be found at

► darebin.vic.gov.au/CouncilPlan.

BUDGET ALLOCATED TO STRATEGIC DIRECTION 1

| Net cost | 2021-2022 \$'000 |
|-----------------|---------------------|
| Budget | 10,540 |
| Actual | 10,129 |
| Variance | 411 |

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 2021-2022 Budget and are consistent with the Council Plan 2021-2022.

| Service area | Description of services provided | Net cost of providing this service in 2021-2022 | |
|--------------|----------------------------------|---|-----------------|
| | | Budget \$'000 | Actual \$'000 |
| | | | Variance \$'000 |

VIBRANT, RESPECTFUL AND CONNECTED

| | | | |
|--|--|-------|--------------|
| Community wellbeing, equity and diversity | This service develops policy and implements projects that address disadvantage and make Darebin a healthier, safer and more inclusive place for all residents. | 4,467 | 4,104 |
| | | | 363 |
| Creative culture and community facilities | 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. | 6,073 | 6,025 |
| | | | 48 |

OVERVIEW OF ACTIONS FOR STRATEGIC DIRECTION 1

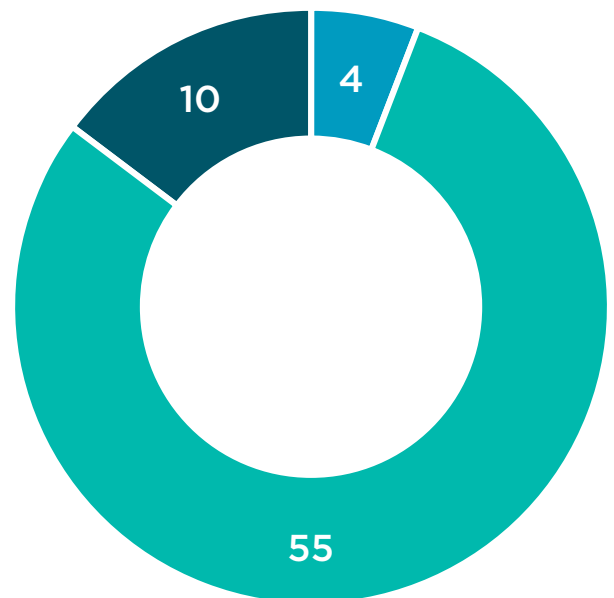
The following chart illustrates that 80% (55) of the year-one actions connected to Strategic Direction 1 have been completed. Highlights for the final quarter include:

- ▶ the sports club performance subsidy program was finalised for implementation in 2022–2023. This will support sports clubs in Darebin that demonstrate and encourage inclusiveness and access to Aboriginal and Torres Strait Island peoples, women, girls, people of all abilities, and multicultural and diverse communities
- ▶ a Memorandum of Understanding (MOU) between Aboriginal Housing Victoria (AHV) and Council, which was endorsed in April 2022. The MOU provides a commitment between Council and AHV to progress three priority areas – local tenant benefits, improving housing stock and provision of a rates concession, setting a precedent for local councils across Victoria
- ▶ Council's Four-Year Volunteer Program was established and endorsed. Its implementation will facilitate an increase in connectedness of our diverse communities and provide opportunities for participants to develop new skills.

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-ONE ACTIONS FOR STRATEGIC DIRECTION 1



- Not completed (4)
- Deferred (10)
- Completed (55)

STRATEGIC DIRECTION 1

VIBRANT, RESPECTFUL AND CONNECTED

HIGHLIGHTS AND ACHIEVEMENTS FOR STRATEGIC DIRECTION 1

- ▶ A Memorandum of Understanding between Aboriginal Housing Victoria and Council was endorsed in April 2022. Rates concessions for the 84 Aboriginal Housing Victoria (AHV) properties in Darebin were confirmed under the 2022–2023 Revenue and Rating Plan.
- ▶ A target of providing 1,000 residents/carers or significant others with free, tailored and independent support and advice about the aged care system and other community supports was achieved.
- ▶ Acquired six works of art for the Darebin Art Collection by five artists.
- ▶ Championing culturally and linguistically diverse (CALD) voices in Council engagements with purposely designed approaches and clear and accessible communications to target and increase responses in engagement from culturally diverse community members.
- ▶ Completed the installation of site-specific public artwork at Narrandjeri Stadium by local artist Esther Stewart.
- ▶ 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.
- ▶ Continued to support the local business community as it grappled with the impacts of the pandemic. In addition to providing welfare support and educating businesses on contemporary health and safety measures, Council has delivered many initiatives on behalf of the Victorian Government as our community felt the effects of the pandemic.
- ▶ Council supported a pilot digital literacy training program for participants at East Preston Community Centre and Reservoir Neighbourhood House.
- ▶ Darebin Arts Centre hosted Speak Percussion's new production 'Orbit' in June, a cutting-edge live music presentation. Speak Percussion, an internationally renowned, Darebin-based experimental live music organisation, became a licensee at Darebin Arts Centre in 2020.
- ▶ Darebin Intercultural Centre Programming Think Tank gathered to co-design the principles to guide programming at the centre. Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation shaped the principles from the perspective of Aboriginal culture and peoples. The Think Tank has endorsed a Programming Framework to be presented to Council.
- ▶ Delivered the Love Local Card program, which offered eligible residents an opportunity to spend a Council-funded \$30 or \$50 card with local businesses. By the conclusion of the program, Council had injected more than \$570,000 into Darebin's small business community.
- ▶ Developing a cross-Council response to aged care reforms – namely, the introduction of Support At Home on 1 July 2024.
- ▶ For almost five months, Darebin Arts Centre hosted a COVID testing site operated by Your Community Health. More than 50,000 PCR tests were undertaken, with 5,435 positive results; more than 12,500 RATs were distributed; 63% percent of testing clients resided in Darebin; zero cases of COVID transmission occurred onsite; Your Community Health provided testing, advice and referral in 13 different languages; referrals were made to services including a GP respiratory clinic, hospital emergency department for severe COVID symptoms, emergency food relief, family violence services and social work support.
- ▶ Funding to the Darebin Neighbourhood House Network delivered a range of projects, including assistance for residents to gain employment skills; increased social connections; participation in community events; and increased awareness of COVID restrictions.

- ▶ Held Darebin Schools' Yarning 2021 Conference on the NAIDOC theme of 'Heal Country!' More than 700 Year 5 students from 16 local schools took part in the online conference. Students watched a series of 10 videos from First Nations cultural educators, Elders, writers and artists.
- ▶ Negotiated the resetting of a major commercial lease for Sullivan Stadium.
- ▶ Northcote Town Hall Arts Centre staff provided technical and event safety expertise to a diverse range of Darebin artists to support a wide range of performing arts experiences to the community. Drawing on their expertise in event safety, staff worked with artists to negotiate a return to live performance and to develop COVID-safe plans.
- ▶ More than 40 Equity Impact Assessments of Council policies, programs, facilities and services were undertaken to ensure planning and implementation included human rights considerations.
- ▶ Overall visitation at the Reservoir Leisure Centre increased as the year progressed and COVID restrictions reduced, with average daily attendance for 2021–2022 at 953 visits per day. The average daily attendance for the last five months of the financial year was 1,050 visits, which is better than the average daily attendance circa 2019–2020 (1,036).
- ▶ Participatory training of community volunteers was undertaken to support people experiencing discrimination or isolation and promote social and emotional wellbeing and reduce isolation in East Preston and East Reservoir residents.
- ▶ Supported artists and audiences throughout Darebin with a range of innovative, diverse and inclusive programs, including: more than 1,500 visitors to Bundoora Homestead Art Centre's galleries and café; eight exhibitions across Bundoora Homestead Art Centre's galleries, showing the work of 80 artists; Darebin Art Prize 2021, with 31 finalists from more than 400 applications; 2022 Darebin Mayor's Writing Awards; publication of *N-Scribe 15*; Speakeasy performances; more than 250 artists supported and 18 Green Room Award nominations; hosted a series of public programs, including heritage tours and the Darebin Art Prize Closing Event featuring talks, performative action and music; hosted a weekly program with Arts Access Victoria's Nimbus group; awarded the 2022 Midsumma Art Prize to Jack Lee, with an exhibition outcome in late 2022.
- ▶ Supported seven advisory committees and three networks to facilitate community participation and input into policy and service development, or to assist with facility, project and event management.
- ▶ Supported the re-engagement of older people with the things they love, such as catching up with friends at the Preston Market, heading down to their local seniors' clubs and participating in the many programs through the social support groups at Yanada House, following many months of isolation. The long-term impact and experience of social isolation and loneliness for many older residents remains a significant issue for our community.
- ▶ Supported outdoor staff to manage the impacts of COVID, especially the hybrid meeting models that are challenging for field-based employees.
- ▶ The Reservoir Leisure Centre also experienced an increase in personal training compared with pre-COVID data.
- ▶ The Reservoir Leisure Centre Swim School achieved record enrolments in the Learn to Swim program following the reopening of the centre in November 2021. Enrolments peaked at 1,781 in May 2022.
- ▶ Truth Telling displays have been developed across the Bundoora Homestead Art Centre and Bundoora Park Farm, with Elders and emerging leaders from the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation engaged to guide this project over the past 18 months.

STRATEGIC DIRECTION 1

VIBRANT, RESPECTFUL AND CONNECTED

CHALLENGES FOR STRATEGIC DIRECTION 1

- ▶ Aged care reforms – introduction of Support At Home on 1 July 2024.
- ▶ Bundoora Park Farm, Reservoir Leisure Centre and Darebin Libraries continued to operate successfully and safely throughout the year, adapting to changing restrictions and staffing availability.
- ▶ The impacts of COVID continue to challenge outdoor staff. Hybrid meeting models are challenging for field-based employees.
- ▶ The past year has been incredibly challenging as services have adapted to a living-with COVID approach – huge communication, staff management, service redesign workload that is often invisible to others but has a massive impact on leadership teams.



PERFORMANCE INDICATORS AND RESULTS FOR STRATEGIC DIRECTION 1

| Ref. | Strategic indicator | Accountability (DCC or CoD) | Result 2021-22 | 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 available | Data to be requested in 2023 |
| 1.2.1 | % of people from the community satisfaction survey that believe Darebin values inclusiveness | Darebin City Council | 93% | On track | Community satisfaction has increased from 92% to 93% for 2021-2022. |
| 1.2.2 | % of people from community satisfaction survey from diverse backgrounds that believe Darebin values inclusiveness | Darebin City Council | 7.89/10 | On track | This score is an average from multilingual households. The percentage of people from diverse backgrounds who believe Darebin values inclusiveness has increased from 77.3% (7.73) to 78.9% (7.89) for 2021-2022. |
| 1.3.1 | Rainbow Tick Accreditation is achieved by 2023 | Darebin City Council | — | Data not available | Data to be requested in 2023 |
| 1.3.2 | % increase in user satisfaction with Council's website | Darebin City Council | — | Data source in development | In development |
| 1.4.1 | Broader diversity participation (including culturally and linguistically diverse) in Council services and venues (> over 4 years) | Darebin City Council | — | Data source in development | In development |
| 1.4.2 | Darebin volunteering rate over four years (> to 20%) | City of Darebin | — | Data not available | Awaiting Census data release in October 2022 |
| 1.5.1 | Amount of funding provided to Aboriginal Community Controlled Organisations over four years | Darebin City Council | \$16,000 grants | Baseline data collected | |

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 |
|-------|---|-----------------------------|----------------|----------------------------|---|
| 1.5.2 | Aboriginal and Torres Strait Islander peoples living in Darebin that are working/employed (> in four years) | City of Darebin | — | Data not available | Awaiting Census data release in October 2022 |
| 1.5.3 | Aboriginal and Torres Strait Islander-led businesses and organisations in Darebin (> in four years) | City of Darebin | 18 | Baseline data collected | |
| 1.6.1 | Number of partnerships with community-based organisations | Darebin City Council | — | Data source in development | Data source in development for 2022–2023 |
| 1.7.1 | Number of gender and community safety audits across Darebin at relevant consultation/project sites (2 per year) | Darebin City Council | 4 | On track | |
| 1.7.2 | Number of Council policies and programs that apply a gender lens (> each year) | Darebin City Council | 37 | On track | Darebin has increased the number of policies and programs that apply a gender lens from 33 in 2020–2021 to 37 in 2021–2022. |
| 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 | On track | |
| 1.7.4 | Proportion of women and girls participating in sports and recreation (> over four years) | City of Darebin | 24% | Baseline data collected | Total sport club participation across Darebin for 2021–2022 is 14,137, including 23.96% participation by women and girls. |

PERFORMANCE INDICATORS AND RESULTS FOR STRATEGIC DIRECTION 1

| Ref. | Strategic indicator(s) | Accountability (DCC or CoD) | Result 2021-22 | Status | Comments |
|-------|---|-----------------------------|---|----------|---|
| 1.8.1 | Welcoming Cities Standard level (mentoring achieved by June 2022) | Darebin City Council | Council has commenced the accreditation submission for 'Excelling' level as a requirement to achieve mentoring accreditation. | On track | Mentoring level now expected to be achieved by June 2024. |
| 1.8.2 | Number of Council policies and programs that apply a gender lens (> each year) | Darebin City Council | 37 | On track | Darebin has increased the number of policies and programs that apply a gender lens from 33 in 2020-2021 to 37 in 2021-2022. |
| 1.8.3 | Reported incidents of racism and hate speech sourced from Human Rights and Equal Opportunity Commission (< in four years) | City of Darebin | 12 | On track | Number of reported incidents has reduced from 15 in 2020-2021 to 12 in 2021-22. |

LOOKING FORWARD

- ▶ Assist the creative sector in Darebin to present, make, connect and recover.
- ▶ Development of several action plans to implement Council's commitment to working towards a discrimination-free and systemic racism-free Darebin and reduce the impact of disadvantage. Actions will include development of a Cultural Diversity Action Plan; delivery of a racism survey; accreditation to Welcoming Cities; and development of a Sexuality, Sex and Gender Diverse Action Plan.
- ▶ Launch of the newly located Darebin Intercultural Centre at its premier site at 350 High Street, Preston. The community members who have co-designed the space and the program for the centre will be welcomed through a series of establishment activities and events to encourage diverse and participatory inclusion.
- ▶ Strengthen partnerships with Wurundjeri Woi-wurrung through co-designed and co-delivered ecological restoration works with their Narrap Conservation Division.
- ▶ Stronger strategic partnerships with social enterprise, community organisations, education and learning providers, and our business community.
- ▶ Work closely 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.

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 developing partnerships to support local businesses and community to drive growth and economic sustainability. Strategic Direction 2 has 11 strategic objectives that span the four years and 126 actions to deliver throughout 2021-2022.



Progress comments on all 126 actions can be found at

► darebin.vic.gov.au/CouncilPlan

BUDGET ALLOCATED TO STRATEGIC DIRECTION 2

| Net cost | 2021-2022 \$'000 |
|-----------------|---------------------|
| Budget | 35,730 |
| Actual | 32,969 |
| Variance | 2,761 |

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 2021-2022 Budget and are consistent with the Council Plan 2021-2022.

| Service area | Description of services provided | Net cost of providing this service in 2021-2022 | | |
|--------------|----------------------------------|---|----------------------|------------------------|
| | | Budget \$'000 | Actual \$'000 | Variance \$'000 |

PROSPEROUS, LIVEABLE AND FLOURISHING

| | | | | |
|---------------------------------------|--|-------|--------------|--------------|
| Economic development | 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. | 4,050 | 308 | 3,742 |
| Supported and connected living | 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. | 5,346 | 4,514 | 832 |

SERVICES FOR STRATEGIC DIRECTION 2

| Service area | Description of services provided | Net cost of providing this service in 2021-2022 | |
|---|---|---|----------------------------------|
| | | Budget \$'000 | Actual \$'000 Variance \$'000 |
| PROSPEROUS, LIVEABLE AND FLOURISHING | | | |
| Family, youth and children | 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. | 5,399 | <u>5,247</u> 152 |
| Libraries and learning | 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 www.darebinlibraries.vic.gov.au . | 4,671 | <u>4,271</u> 400 |
| Recreation and leisure | 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. | 3,238 | <u>4,173</u> (935) |
| Facilities and infrastructure management and maintenance | 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. | 10,990 | <u>12,209</u> (1,219) |
| Sustainable transport | 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, 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. | 2,036 | <u>2,247</u> (211) |

STRATEGIC DIRECTION 2

PROSPEROUS, LIVEABLE AND FLOURISHING

OVERVIEW OF ACTIONS FOR STRATEGIC DIRECTION 2

The following chart illustrates that 75% (95) of the year-one actions connected to Strategic Direction 2 have been completed.

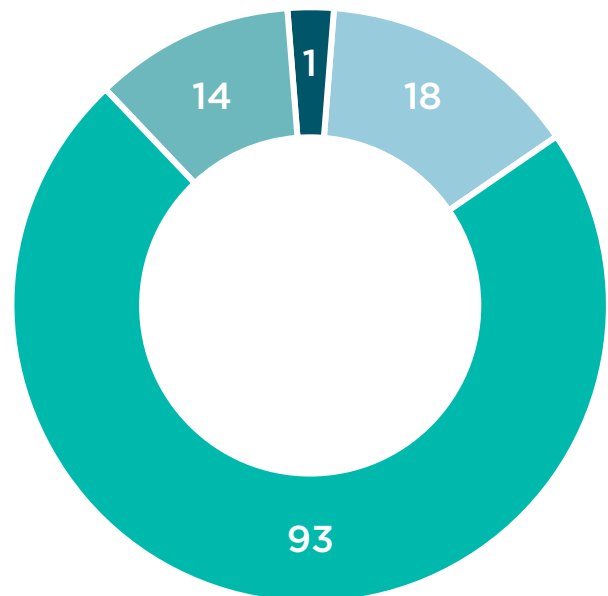
Highlights include:

- ▶ the new Ruthven Playspace in Reservoir, which was completed and opened by Mayor Lina Messina
 - ▶ the Early Years Infrastructure Planning Framework 2021–2041, which was adopted by Council in May 2022. The framework will guide Council’s planning and investment to provide buildings and spaces for young children and families to access services that will be needed over the next 20 years
 - ▶ completion of works to improve physical access to numerous Council-owned community buildings, such as improved entries and accessible bathrooms at BT Connor Pavilion and TW Blake Pavilion; a new handrail at Fairfield Civic Centre Arcade Station Street entry; improved accessibility across various public toilets; new accessible ramp at Alfred Nuttall Kindergarten; new sealed concrete path to the Girl Guides Pavilion at Edwardes Lake Park; and improved kitchen accessibility at Mayer Park Pavilion
 - ▶ the start of construction on the new Intercultural Centre in Preston, which is on track to be completed later in 2022
- Council’s review and updating of the Darebin Transport Strategy, informed by community feedback and emerging trends and technologies. The updated strategy was endorsed by Council on 27 June 2022

- ▶ the Love Local Card program, which injected more than \$570,000 into the local economy through \$30 and \$50 cards issued to eligible residents. Almost 380 businesses actively participated.

Strategic Direction 2 has 14 actions that were unable to commence or be delivered during 2021–2022. These have been deferred to the 2022–2023 Council Plan Action Plan. There were 16 actions that were not completed by 30 June 2022.

STATUS OF YEAR-ONE ACTIONS FOR STRATEGIC DIRECTION 2



- Not completed (18)
- Completed (93)
- Deferred (14)
- Discontinued (1)

HIGHLIGHTS AND ACHIEVEMENTS FOR STRATEGIC DIRECTION 2

- ▶ Adopted the Early Years Infrastructure Planning Framework 2021–2041 to provide a strategic framework for the planning and delivery of critical early years infrastructure over the next 20 years.
- ▶ Commenced construction of Intercultural Centre, with 60% of construction complete.
- ▶ Commenced construction of Northcote Aquatic and Recreation Centre, with 40% of construction complete. This project will deliver a 6-star Green Star indoor/outdoor aquatic facility.
- ▶ Commenced construction of the Darebin Resource Recovery Centre retaining wall.
- ▶ Commenced construction of the Dole Wetlands with 65% of construction complete. The wetlands will enable 25 megalitres a year of stormwater to be harvested.
- ▶ Commenced review of combustible cladding audits on buildings within the municipality.
- ▶ Completed construction of the BT Connor Pavilion.
- ▶ Completed construction of the new concrete paths, gravel road, drainage and fencing at Bundoora Park Farm.
- ▶ Completed Narrandjeri Stadium and opened to the public. Narrandjeri Stadium, located at John Cain Memorial Park in Thornbury, is a new 5-Star Green Star purpose-built multi sports premier facility for women's sport and the wider Darebin community.
- ▶ Completed the first stage of design work for the new bridge at Bundoora Park.
- ▶ Completed Victoria Street/Preston Road rehabilitation between Neale and Raglan streets, Preston. The project improves the condition, safety and appearance of the overall streetscape of Victoria Street, Preston.
- ▶ Constructed a new raised pedestrian crossing at Hickford Street and Banff Street, Reservoir, and installed new speed cushions at Darebin Boulevard and Greenock Street, Reservoir.
- ▶ Constructed a new raised zebra crossing at Ethel Street, Thornbury, and improved the pedestrian crossing at Herbert Street and Beavers Road, Thornbury, under the Streets for People initiative.
- ▶ Construction has commenced on a 41-dwelling affordable housing development on Council land at 52–60 Townhall Avenue, Preston.
- ▶ Construction of accessible parking spaces at St Gabriel's Primary School and Penders Grove Primary School.
- ▶ Construction of sports field lighting at JE Moore Reserve, IW Dole Reserve and JC Donath Field, and GH Mott Reserves, enabling better use of sports facilities and improved participation.
- ▶ Construction of the All Abilities Playground at Penders Park (stage 2). Works consisted of installation of various accessible and challenging play equipment for children of all abilities, accessible picnic shelters and settings with electric barbecues, and soft and hard landscaping.
- ▶ Continued delivery of health protection services through changing times, including 2,102 inspections of businesses.
- ▶ Council continued to support the High-Risk Accommodation Response Program, which provided people living in public and community housing properties and rooming houses with access to emergency relief. Support was provided to people living in more than 900 dwellings across Darebin.

STRATEGIC DIRECTION 2

PROSPEROUS, LIVEABLE AND FLOURISHING

HIGHLIGHTS AND ACHIEVEMENTS FOR STRATEGIC DIRECTION 2

- ▶ Council launched 'Your Street Your Say', a Local Area Place Making project. Community engagement was conducted in Reservoir West, Preston West and Thornbury West to identify high-priority actions to improve road safety, access and amenity.
- ▶ Delivered 12 drainage projects to mitigate flooding in residential properties and roads, including a collaboration with a La Trobe University wildlife organisation.
- ▶ Delivered a new playspace for Ruthven Reserve along with five other significant playspace renewals throughout the municipality.
- ▶ Delivered more than 7,058m² of asphalt reinstatements, 262 sign replacements, 10,123 linear metres of line marking, 548m² of footpath renewal works, 1,113m² of shared path renewal and 1,426 lineal metres of kerb and channel repairs.
- ▶ Delivered services for Council's civil infrastructure assets. This includes the inspection, maintenance, repair and cleaning of assets.
- ▶ Delivered great recreation opportunities for the community by opening Stage 2 of the Penders Park All-abilities Playspace, Thornbury; the Ruthven Playspace, Reservoir; and the new Oakover Pocket Park, Preston.
- ▶ Designed and delivered new playspaces at Clyde Jones and JS Grey reserves.
- ▶ Determined 982 planning permit applications and 995 other planning-related matters.
- ▶ During COVID lockdowns, waived footpath trading fees for businesses as part of the COVID Recovery and Resilience package.
- ▶ Education and volunteer programs at Bundoora Park Farm were heavily booked soon after lockdowns ended, thereby confirming the outstanding reputation of these programs and the positive impact and benefit they have for the community.
- ▶ Fairfield Library was refreshed over December 2021-January 2022. It now looks fantastic with new carpet, fresh paint and new floorplan, influenced by community feedback.
- ▶ Finalised the lease to Housing Choices Australia for the social housing development at 52-60 Townhall Avenue, Preston.
- ▶ Implemented swimming pool compliance program, ensuring pools and spas are registered in accordance with new legislation.
- ▶ Installed a new pedestrian-operated traffic signal crossing along Edwardes Street near Harbury Street, Reservoir.
- ▶ Launched Priority Development program to accelerate the planning assessment process for selected planning applications that provide community benefit, employment and critical infrastructure.
- ▶ Renewal of public toilets at HLT Oulton Reserve, John Hall Reserve, Mayer Park, Merri Park, Arch Gibson Reserve, KP Hardiman Reserve, IW Dole Reserve, Penders Park, No.2 Raleigh Street Car Park Toilet Block, Edwardes Lake Athletics Track and Bundoora Park Block B.
- ▶ Replaced roofs at Northcote Senior Citizens Centre, HP Zwar Reserve Pavilion, Merrilands Community Centre and Darebin International Sports Centre.
- ▶ Responded to more than 45,000 planning and building phone calls.
- ▶ Successful activation/opening of Narrandjeri Stadium, which included allocation of court usage via EOI process, contract award and new partnership with Clublinks as operators of the stadium, practical completion of building and handover/induction of services, cleansing of facility ceremony, community open day and official opening of facility by Minister Ros Spence.

- ▶ Supported community-based early years services to enhance their programs and respond effectively to State Government early years reforms, including funding three-year-old kindergarten, infrastructure and inclusion grants.
- ▶ The HIGH ON BROADWAY project has been completed, including the following projects: construction of new public realm and streetscape improvements including custom furniture on the corner of High Street and Broadway, Reservoir; reconstruction of footpath along High Street from Broadway to Howard Street, Reservoir; reconstruction of footpath along Spring Street from Edwardes Street to Cleeland Street and Edwardes Street to Kenilworth Street, Reservoir; supply and installation of tree pits along Spring Street from Edwardes Street to Cleeland Street and Edwardes Street to Kenilworth Street, Reservoir; supply and installation of wayfinding signage throughout the shopping precinct; and supply and installation of flag poles along Broadway, Reservoir.
- ▶ The Retail Activity Centre (RAC) program saw the design and delivery of 24 centre upgrades, including tree plantings, garden beds, signage, furniture, footpath renewal/extensions for greater footpath trading opportunities, and pedestrian safety upgrades.
- ▶ The suite of projects delivered in partnership with the State Government, under the banner of the Reservoir Revitalisation Board, has had a direct and meaningful impact on the physical appearance of Reservoir while also improving connections within the local community and creating a greater sense of pride in their suburb.
- ▶ There has been an increase in the number of people experiencing homelessness accessing the Assertive Outreach Program due to the pandemic and other associated factors. In May 2022, Council endorsed the continuation of the Assertive Outreach Program until 2027.
- ▶ Through its Jobs for the Future program, Council has forged very strong relationships with local training and education providers, along with the local Aboriginal and Torres Strait Islander community and other members of the diverse Darebin community.
- ▶ Upgrade of ageing electrical infrastructure at Reservoir Scout Hall, BT Conner Junior Pavilion, Northcote Town Hall, Preston Youth Club and Northcote Family Services.
- ▶ Upgrade of security lighting to parks and buildings in East Preston and East Reservoir, including TW Andrews Park, Bedform Street carpark, Edwardes Lake Scout Hall, Darebin Community Sports Stadium, and pavilions at JE Moore North, JC Donath West and West, TW Andrews, IW Dole, Kirkwood.
- ▶ Upgrade works to pavilions at CH Sullivan, Crispe Park, TW Blake and Mayer Park to improve the condition of the buildings and provide better amenities.
- ▶ Upkeep, enhancement and improved amenity of 154 parks, reserves and sports field areas within Council's open space network.
- ▶ Works have been completed to improve physical access to numerous Council-owned community buildings, including improved entries and accessible bathrooms at BT Connor Pavilion and TW Blake Pavilion; new handrail at Fairfield Civic Centre Arcade Station Street entry; improved accessibility across various public toilets; new accessible ramp at Alfred Nuttall Kindergarten; new sealed concrete path to the Girl Guides Pavilion at Edwards Lake Park; and improved kitchen accessibility at Mayer Park Pavilion.

STRATEGIC DIRECTION 2

PROSPEROUS, LIVEABLE AND FLOURISHING

CHALLENGES FOR STRATEGIC DIRECTION 2

- ▶ Continuing to deliver services to our community during times of lockdown and changing restrictions.
- ▶ Difficulty in attracting and retaining qualified and experienced technical staff in the competitive job market.
- ▶ Impact of the pandemic on the supply chain and labour availability, causing delays for capital works projects.
- ▶ Sports facility operations, community sport and volunteer workforce also felt the effects of changing restrictions and requirements.
- ▶ Limited ability to directly influence employment opportunities and attract business investment. We are, however, focusing on establishing stronger partnerships within the community to help broker positive outcomes and remove barriers that may have historically been in place.

PERFORMANCE INDICATORS AND RESULTS FOR STRATEGIC DIRECTION 2

| Ref. | Strategic indicator(s) | Accountability (DCC or CoD) | Result 2021-22 | Status | Comments |
|-------|---|-----------------------------|----------------|----------------------------|---|
| 2.1.1 | Improved occupancy of buildings by community groups and/or for community wellbeing purposes | Darebin City Council | — | Data source in development | In development for 2022–2023 reporting |
| 2.1.2 | Increase in the number of [new] 3-year-old kindergarten places | City of Darebin | — | On track | Planning and design work is underway to deliver an additional 99 new kindergarten places at Reservoir East Primary School Kindergarten in 2022–2023. |
| 2.2.1 | Increase in the city-wide perceptions of safety over four years (> by 1%) | Darebin City Council | 85.35% | Off track | <p>To understand city-wide perceptions of safety, two datasets are reviewed: citywide perception during the day and citywide perception during the night. Scores are then combined to give one holistic score. City-wide perceptions of safety during the daytime increased by just over 1%.</p> <p>However, city-wide perceptions of safety during the night time decreased by just over 2%.</p> <p>The overall result is a slight decrease to 55% in city-wide perceptions of safety between 2020–2021 and 2021–2022.</p> |

PERFORMANCE INDICATORS AND RESULTS FOR STRATEGIC DIRECTION 2

| Ref. | Strategic indicator(s) | Accountability (DCC or CoD) | Result 2021-22 | Status | Comments |
|-------|---|-----------------------------|----------------|----------------------------|--|
| 2.2.2 | <p>% of respondents who feel that graffiti is a problem in the City of Darebin (< to 40% or less)</p> <p>[Here reported as satisfaction with Council's efforts in managing the issue of graffiti]</p> | Darebin City Council | 78.40% | On track | <p>To understand percentage of the community who feel that graffiti is a problem, the dataset used is the satisfaction levels with Council's efforts in managing the issue.</p> <p>In 2020–2021 this was at 71.70% and it increased to 78.40% in 2021–2022.</p> |
| 2.2.3 | Zero deaths of vulnerable road users on Darebin's roads and streets | City of Darebin | 0 | On track | In 2020–2021 there was one road death of a vulnerable road user on Darebin roads and streets. This decreased to zero in 2021–2022. |
| 2.2.4 | Increase proportion of trips made by active and public transport (from baseline of 2016 levels) | City of Darebin | — | Data not available | Not available until 2024. |
| 2.2.5 | Amount of private vehicle use (from baseline of 2016 levels) | City of Darebin | — | Data not available | Not available until 2024. |
| 2.3.1 | Amount of affordable and social housing facilitated through planning decisions | Darebin City Council | — | Data source in development | In development for 2022–2023 reporting |
| 2.3.2 | Increase in affordable, social and public housing in Darebin | City of Darebin | 2,534 | On track | <p>To understand affordable, social and public housing, Census data is used to identify social housing statistics in Darebin.</p> <p>For 2016, Darebin had 2,472 social housing dwellings and in 2021 this increased to 2,534.</p> <p>Further work will be progressed over 2022–2023 to help drive initiatives to increase the numbers of social housing dwellings in Darebin.</p> |

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 | Status | Comments |
|--------|---|-----------------------------|----------------|-------------------------|---|
| 2.4.1 | Number of trees planted in activity centres | Darebin City Council | 51 | Baseline data collected | No recent trend line. |
| 2.4.2 | Community satisfaction with streetscapes 'look and feel' | Darebin City Council | 83.70% | Off track | Community satisfaction has decreased from 87.50% in 2020-2021 to 83.70% in 2021-2022. |
| 2.5.1 | Increased number of accessible car parking spaces | Darebin City Council | 2 | On track | |
| 2.6.1 | Participation rate of people experiencing homelessness in Council services (> over four years) | Darebin City Council | 22 | On Track | To understand people experiencing homelessness participation rate in Council services, we look at two datasets (registered and accessed). In 2020-2021 this combined score was 12, which has increased to 22 in 2021-2022. |
| 2.6.2 | Number of people that obtain a housing outcome through Darebin's Assertive Outreach program (> over four years) | Darebin City Council | 63 | On track | The number of people that obtain a housing outcome through Darebin's Assertive Outreach program has increased from 36 in 2020-2021 to 63 in 2021-2022. |
| 2.7.1a | East Preston and East Reservoir residents' satisfaction with local amenity to improve | Darebin City Council | 7.63/10 | Baseline data collected | To understand East Preston and East Reservoir residents' satisfaction with local amenity we look at the suburb-specific information first before bringing it together. East Preston residents' satisfaction levels with local amenity for 2021-2022 was 7.55, whereas East Reservoir was slightly higher at 7.71. |
| 2.7.2 | East Preston and East Reservoir residents' satisfaction with Council services to improve | Darebin City Council | 7.42 | Baseline data collected | To understand East Preston and East Reservoir residents' satisfaction with Council services we look at the suburb-specific information first before bringing it together. East Preston residents' satisfaction levels with Council services were 7.5 for 2021-2022, whereas East Reservoir was slightly lower at 7.35. |

PERFORMANCE INDICATORS AND RESULTS FOR STRATEGIC DIRECTION 2

| Ref. | Strategic indicator(s) | Accountability (DCC or CoD) | Result 2021-22 | Status | Comments |
|-------|--|-----------------------------|----------------|----------------------------|--|
| 2.7.3 | Selected social and wellbeing indicators from SEIFA index in East Reservoir and East Preston (> improvement over four years) | City of Darebin | — | Data not available | Data will be available after the 2021 Census data is released in the coming months. The 2016 data is available. |
| 2.8.1 | Sporting groups and clubs using a Darebin facility that are free of electronic gaming machine income or sponsorship (100% within four years) | Darebin City Council | (87.5%) | Baseline data collected | 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. |
| 2.8.2 | Number of programs supported, including through partner agencies, that encourage smoking cessation | Darebin City Council | 0 | Baseline data collected | No programs were delivered to encourage smoking cessation due to impacts of COVID-19. |
| 2.8.3 | Reports relating to public drinking (< over four years) | City of Darebin | 2 | On track | The number of reports relating to public drinking has decreased from five in 2020-2021 to two in 2021-2022. |
| 2.9.1 | Increased community satisfaction with management of natural and cultural attractions and local amenity | Darebin City Council | — | Data source in development | Data source in development for 2022-2023 reporting |
| 2.9.2 | Increase the number of local jobs by 2025 | City of Darebin | — | Data not available | Data not available |
| 2.9.3 | Maintain or increase the number of local businesses by 2025 | City of Darebin | 17,332 | On track | The number of local businesses has increased from 15,584 (as of December 2020) to 17,332 (as of December 2021). |
| 2.9.4 | Increase the number of employed residents by 2025 | City of Darebin | 85,927 | Off track | The number of employed residents has decreased from 88,236 in 2020 to 85,927 in the year ending June 2021, which can be attributed to the ongoing impacts of COVID-19. |

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 | Status | Comments |
|--------|---|-----------------------------|---|----------------------------|---|
| 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 | — | Data not available | Data not available. |
| 2.10.1 | Increase in our procurement expenditure with Darebin businesses and suppliers. | Darebin City Council | \$12.484 million (13% increase) Total supplier payments (less statutory obligations) | On track | There has been an increase of 13% in the procurement spend with Darebin businesses and suppliers from \$11.45 million in 2020-2021 to \$12.48 million in 2021-2022. |
| 2.10.2 | Increase in the local employment of our community members within Darebin by 2025 | City of Darebin | — | Data not available | 2021 Census data expected in October 2022 |
| 2.11.1 | 80% level of satisfaction with industry and business programs that support the growth of the local economy. | Darebin City Council | — | Data source in development | Data source in development for 2022-2023 |
| 2.11.2 | Increase in the number of community-led festivals/events, including culturally diverse, across Darebin. | Darebin City Council | 24 | Off track | The impact of COVID-19 has greatly affected the number of community-led festivals/events across Darebin during 2021-2022. This number is expected to increase over 2022-2023. |
| 2.11.3 | Increase in the proportion of knowledge-intensive and innovative industries | City of Darebin | — | Data not available | 2021 Census data expected in October 2022 |

PERFORMANCE INDICATORS AND RESULTS FOR STRATEGIC DIRECTION 2

| Ref. | Strategic indicator(s) | Accountability (DCC or CoD) | Result 2021-22 | Status | Comments |
|--------|--|-----------------------------|-------------------|--------------------|---|
| 2.11.4 | Increase in the number and diversity of jobs | City of Darebin | — | Data not available | 2021 Census data expected in October 2022 |
| 2.11.5 | Mix of businesses/industry | City of Darebin | Not yet available | Data not available | 2021 Census data expected in October 2022 |
| 2.11.6 | Increase in local employment opportunities | City of Darebin | — | Data not available | 2021 Census data expected in October 2022 |

LOOKING FORWARD

- ▶ Commence construction of the Bill Lawry Oval pavilion redevelopment.
- ▶ Complete construction of the Dole Wetlands.
- ▶ Complete construction of the Northcote Aquatic and Recreation Centre.
- ▶ Complete the construction of the Intercultural Centre.
- ▶ Continue to deliver services to the community and improve time frames for statutory planning decision-making.
- ▶ Develop an economic recovery strategy for Darebin that will inform decisions that affect our business community.
- ▶ Facilitate and expand the provision of more affordable housing throughout the municipality, including exploring the use of other Council sites.
- ▶ Initiating work on several under-utilised Council assets to improve the delivery of Council services and community benefit.
- ▶ Opening of the Reservoir East Primary School Kindergarten – a partnership with the Victorian School Building Authority to deliver a new kindergarten and integrated early years hub in Reservoir East.
- ▶ Progress several recreation and leisure projects, including Reservoir Leisure Centre design, Northcote Aquatic and Recreation Centre construction and operational model contract, Northcote Public Golf Course reconfiguration and operating model contract, KP Hardiman Pavilion design, and Bill Lawry Oval pavilion redevelopment.
- ▶ Review City of Darebin General Local Laws 2015.
- ▶ Undertake the design of the Ruthven Wetlands.
- ▶ Undertake the Hearts and Minds project – a partnership between Darebin Libraries and Youth Services, Yarra Libraries and Youth Services – by working with a group of young people of colour to develop and deliver a project addressing the challenge of how libraries can support youth mental health and wellbeing.

▶ [The detailed Council Plan Action Plan for 2022-2023 can be found at darebin.vic.gov.au/CouncilPlan](https://www.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 infrastructure are 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 the four years and 47 actions to deliver throughout 2021–2022.

Progress comments on all 47 actions relating to this goal can be found at

► darebin.vic.gov.au/CouncilPlan

BUDGET ALLOCATED TO STRATEGIC DIRECTION 3

| Net cost | 2021-2022 \$'000 |
|-----------------|---------------------|
| Budget | 34,114 |
| Actual | 35,352 |
| Variance | (1,238) |

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 2021–2022 Budget and are consistent with the Council Plan 2021–2022.

| Service area | Description of services provided | Net cost of providing this service in 2021–2022 | |
|--------------|----------------------------------|---|-----------------|
| | | Budget \$'000 | Actual \$'000 |
| | | | Variance \$'000 |

CLIMATE, GREEN AND SUSTAINABLE

| | | | |
|--|--|--------------|--|
| Climate emergency and environment | Leads reform and improvement projects, and management of risk relating to climate, energy, waste, biodiversity, contaminated land and water. | 3,817 | |
| | 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. | 3,356 | |
| | Delivers Solar Saver program, where Council installs solar panels on residents' roofs and is paid back via rates. | 461 | |

SERVICES FOR STRATEGIC DIRECTION 3

| Service area | Description of services provided | Net cost of providing this service in 2021-2022 | |
|---|--|---|----------------------------------|
| | | Budget \$'000 | Actual \$'000 Variance \$'000 |
| CLIMATE, GREEN AND SUSTAINABLE | | | |
| Open spaces, parks and environment | <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> | 14,967 | 15,883 (916) |
| Waste management | 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. | 15,329 | 16,113 (784) |

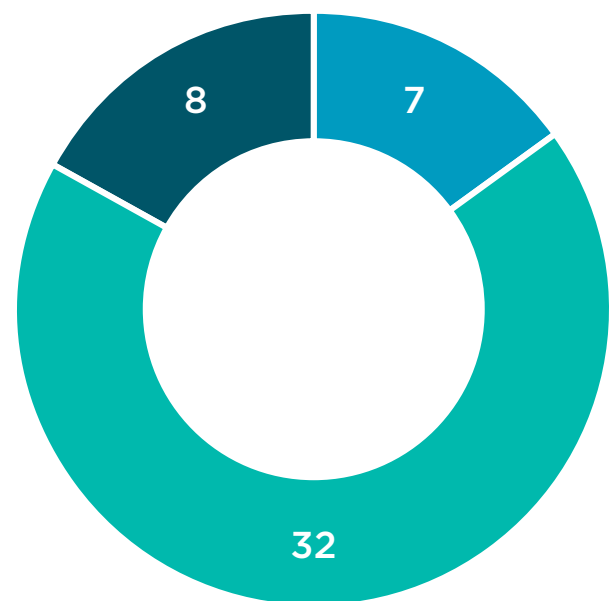
OVERVIEW OF ACTIONS FOR STRATEGIC DIRECTION 3

The following chart illustrates that 72% (34) of the year-one actions connected to Strategic Direction 3 have been completed. Highlights include:

- ▶ a review of the Climate Emergency Plan, which was completed and will be shared with the community in July ahead of consultation for the new plan starting later in the year. The research stage of the Climate Resilience and Fuel Poverty program was also completed
- ▶ Council's development and endorsement of a key advocacy position whereby Darebin becomes Australia's first Urban Renewable Energy precinct, and that Darebin industries be supported to switch to renewable electrical technologies
- ▶ Council's continued improvement of energy efficiency for its buildings by removing gas appliances and gas boilers at sites where appliances were reaching end of life, upgrading lighting to LEDs and installing lighting controls, replacing control gear in various HVAC systems, and replacing single glazing with double glazing where windows were replaced.

Strategic Direction 3 has eight actions that were unable to start or be delivered during 2021-2022 and have been deferred to 2022-2023. Five actions were not completed by 30 June 2022.

STATUS OF YEAR-ONE ACTIONS FOR STRATEGIC DIRECTION 3



- Not completed (7)
- Completed (32)
- Deferred (8)

STRATEGIC DIRECTION 3

CLIMATE, GREEN AND SUSTAINABLE

HIGHLIGHTS AND ACHIEVEMENTS FOR STRATEGIC DIRECTION 3

- ▶ Acquired 3,989m² of open space in Wood Street, Preston.
- ▶ Council rolled out 22,000 additional food and garden waste bins and a supporting education campaign, all aimed at reducing waste to landfill and greenhouse gas emissions.
- ▶ Council updated the Darebin Transport Strategy and adopted an Electric Vehicle Policy to support the transition to electric vehicles.
- ▶ Darebin, as lead council for the VECO project, won the Cities Power Partnership Award for Collaboration and the Local Government Professionals award for a sustainability initiative for the VECO project.
- ▶ Delivered 200,000 indigenous plants through Council's Rewilding program.
- ▶ Increased Council's capacity for ecological burning throughout remnant grasslands. Seven ecological burns were undertaken to assist in grassland regeneration.
- ▶ Planted approximately 1,700 semi-mature street trees as part of the Green Streets Streetscape program.
- ▶ Provided more than 1,900 vital services for the servicing and management of Council's fleet, small plant and equipment.
- ▶ Removal of gas appliances at the Preston Maternal Child Health Centre, Yanada House, Crispe Park Pavilion, as well as upgrading to energy efficiency appliances at Northcote Town Hall and Reservoir Leisure Centre.

- ▶ Switched to 100% renewable energy for Council electricity via our electricity contracts as part of the Victorian Energy Collaboration (VECO).
- ▶ Through the Small Business Energy Saver program, Council engaged local businesses with 1-19 employees to identify opportunities for eligible upgrades of equipment that would reduce their energy bills and CO₂ emissions. Darebin exceeded all goals and targets set for it in this program, engaging with more than 250 businesses and resulting in the completion of 100 upgrades.

CHALLENGES FOR STRATEGIC DIRECTION 3

- ▶ Managing the ageing fleet and ensuring service levels are still being met.
- ▶ Research on Council's Fuel Poverty project shows that the impacts of climate change disproportionately affect vulnerable residents in our community.
- ▶ Council is progressively working to embed climate risk mitigation and adaptation across all operations and services.

PERFORMANCE INDICATORS AND RESULTS FOR STRATEGIC DIRECTION 3

| Ref. | Strategic indicator(s) | Accountability (DCC or CoD) | Result 2021-22 | Status | Comments |
|-------|---|-----------------------------|----------------|-------------------------|--|
| 3.1.1 | Number of residents supported to avoid heat stress and fuel poverty | Darebin City Council | — | Baseline data collected | <p>To understand the number of residents supported to avoid heat stress and fuel poverty, we looked at two datasets: number of residents supported by Solar Saver program and number of residents supported by the Fuel Poverty program.</p> <p>Data for the Solar Saver program was collected in 2020–2021 but not in 2021–2022 as the program was not active. Data was only collected in 2021–2022 for the Fuel Poverty program.</p> <p>Further data will be collected in 2022–2023 to respond to this strategic indicator.</p> |
| 3.1.2 | Number of actions taken to protect the built environment from flooding and extreme heat | Darebin City Council | 147/156 (94%) | On track | <p>Over the next 12 months a new Strategy and Action Plan will be developed, informed by in-depth community consultation. Meanwhile, we will continue to deliver projects and programs to reduce emissions and adapt to climate change, such as our flagship Solar Saver program that has so far helped our community to install more than 1,800 solar systems.</p> <p>In the next 12 months we will start installing heating and cooling systems through this program with a focus on vulnerable households to help make their homes more comfortable and protect them from extreme heat.</p> |
| 3.2.1 | Number of indigenous plants planted | Darebin City Council | 200,000 | Baseline data collected | An additional 200,000 indigenous plants were delivered through Rewilding Program throughout 2021–2022. |
| 3.2.2 | % canopy cover on public land | City of Darebin | — | Data not available | Next reading available in 2023. |

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 | Status | Comments |
|-------|---|-----------------------------|----------------|----------------------------|--|
| 3.3.1 | Significant improvements in the quality of water coming into Edwardes Lake from upstream | City of Darebin | Poor | Baseline data collected | <p>A taskforce has recently been established to coordinate water quality improvements with key stakeholders.</p> <p>Minimal water quality data collected, focused on microalgae with readings indicating poor water quality.</p> |
| 3.4.1 | % Council energy supplied from renewable sources | Darebin City Council | 100% | On track | As a result of Council's ground-breaking Victorian Energy Collaboration (VECO) project, all of Council's electricity supplies come from 100% renewables under a new contract with Red Energy that commenced on 1 July 2021. |
| 3.4.2 | % reduction in community carbon emissions | City of Darebin | — | Data not available | Data not available. |
| 3.5.1 | % of recycled or reused content used in Council-managed services | Darebin City Council | — | Data source in development | Data source in development for reporting in 2022-2023 |
| 3.5.2 | Increase in the number of community-led festivals/events, including culturally diverse, across Darebin. | Darebin City Council | 51,839 tonnes | On track | The total amount of waste generated has reduced by 2% from 2021-2022 to 2021-2022. |

LOOKING FORWARD

- ▶ A Council-operated Darebin Resource Recovery Centre will provide the residents of Darebin and the wider community with a reliable facility to recycle materials and dispose of waste items effectively and efficiently.
- ▶ Expansion of Council's electric fleet into the Infrastructure and Waste Operations teams.
- ▶ Installation of solar systems and efficient heating and cooling systems for vulnerable households through a new round of our Solar Saver program.
- ▶ Transitioning the Rewilding program to a more strategic, habitat requirement-based program that continues to deliver significant ecological and biodiversity outcomes for the community.
- ▶ We will consult with the community and update our Climate Emergency Plan to chart the way forward to tackle this critical challenge.

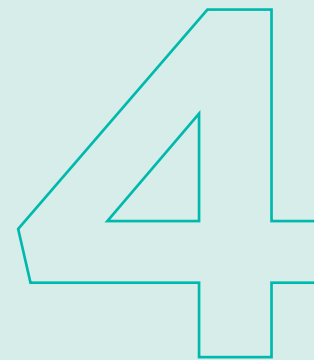


▶ [The detailed Council Plan Action Plan for 2022-2023 can be found at darebin.vic.gov.au/CouncilPlan](https://darebin.vic.gov.au/CouncilPlan)

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 our resources to ensure that 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 the four years and 44 actions to deliver throughout 2021–2022.



Progress comments on all 42 actions relating to this goal can be found at

► darebin.vic.gov.au/CouncilPlan

BUDGET ALLOCATED TO STRATEGIC DIRECTION 4

| Net cost | 2021-2022 \$'000 |
|-----------------|---------------------|
| Budget | 37,394 |
| Actual | 33,408 |
| Variance | 3,986 |

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 2021–2022 Budget and are consistent with the Council Plan 2021–2022.

| Service area | Description of services provided | Net cost of providing this service in 2021–2022 | | |
|--|--|---|---------------|-----------------|
| | | Budget \$'000 | Actual \$'000 | Variance \$'000 |
| RESPONSIBLE, TRANSPARENT AND RESPONSIVE | | | | |
| City development and health | 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 <i>Food Act</i> , <i>Health Act</i> , <i>Tobacco Act</i> and <i>Environment Protection Act</i> and associated regulations). | 6,134 | 5,256 | 878 |
| Civic compliance | Responsible for Council's animal management, local laws, planning enforcement, traffic enforcement and School Crossings Supervision Service. | 974 | 1,115 | (141) |
| Communication, advocacy and engagement | Using demographic data to undertake consultation, facilitation, engagement and evaluation to inform the promotion and advocacy of social justice, community inclusion, infrastructure and equity. Work with other levels of government, partners, stakeholders and media on issues that are important to the Darebin community. | 2,515 | 2,052 | 463 |

SERVICES FOR STRATEGIC DIRECTION 4

| Service area | Description of services provided | Net cost of providing this service in 2021-2022 | |
|--|--|---|----------------------------------|
| | | Budget \$'000 | Actual \$'000 Variance \$'000 |
| CLIMATE, GREEN AND SUSTAINABLE | | | |
| Customer service | 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. | 2575 | 2603 (28) |
| People and culture | Provides support to the organisation on strategic issues such as change management, workforce planning, leadership development and organisation development. | 2,743 | 2,313 421 |
| Mayor and Council | The Mayor and councillors are responsible for the governance and leadership of the community, and for providing strategic direction to the organisation. | 1,135 | 1,118 17 |
| Corporate governance | 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. | 8,067 | 6,182 1,885 |
| Information technology services | 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. | 7,423 | 6,938 485 |
| Financial services | Provides financial services and support to internal and external customers and includes management of Council's finances, raising and collection of rates and charges, and valuation of properties. | 3,004 | 3,430 (426) |
| Fleet services | Responsible for the fleet required to support all Council's in-house service delivery. | 2,834 | 2,399 435 |

STRATEGIC DIRECTION 4

RESPONSIBLE, TRANSPARENT AND RESPONSIVE

OVERVIEW OF ACTIONS FOR STRATEGIC DIRECTION 4

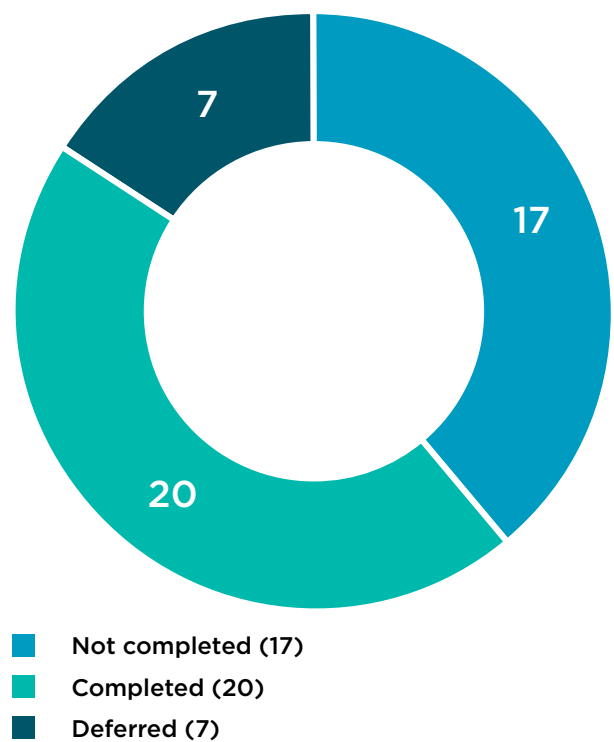
The following chart illustrates that 45% (20) of the year-one actions connected to Strategic Direction 4 have been completed.

Highlights include:

- ▶ a three-year Service Review program, which has been developed and endorsed by the Executive Management team to transform our models of service delivery so that they ensure accessibility and consistency of our customer experience.
- ▶ Council’s continued support for the community and businesses during the construction phase of Preston level crossing, working closely with Preston Market and Central Preston Business Association.
- ▶ development of a 10-year plan for strategic planning reforms, which was used to inform strategic planning priorities for 2022-2023. This includes a continued focus on improving the Housing Policy to expand the availability of affordable and social housing, protection of local character and updating and improving structure plans for Preston Central and Northland.

Strategic Direction 4 has seven actions that were unable to start or be delivered during 2021-2022 and have been deferred to the 2022-2023 Council Plan Action Plan. Seventeen actions were not completed by 30 June 2022.

STATUS OF YEAR-ONE ACTIONS FOR STRATEGIC DIRECTION 4



HIGHLIGHTS AND ACHIEVEMENTS FOR STRATEGIC DIRECTION 4

- ▶ Adopted a revised Risk Management Policy that documents Council's risk appetite for improved transparency.
- ▶ After extensive consultation and working in partnership with Merri-bek City Council and City of Whittlesea, Council adopted a new Domestic Animal Management Plan (DAMP) in February 2022.
- ▶ Commenced a major round of public engagement that will shape how housing will be planned for, delivered and experienced as Darebin continues to grow and change over the next 20 years.
- ▶ Continued implementation of the Customer Experience Strategy by promoting a customer-centric mindset across the organisation and assisting business units to simplify processes with the customer as the focus.
- ▶ Council adopted Amendment C170dare to implement a new Development Contributions Plan that will contribute \$28 million to 70 infrastructure projects across the municipality.
- ▶ Council reviewed the Epping Animal Welfare contract and provided support for an in-house shared animal welfare service model in partnership with Merri-bek City Council and City of Whittlesea.
- ▶ Delivered a full irrigation upgrade to BT Connor Reserve and associated driveway renewal.
- ▶ Delivered a better user experience on the Council website, including simplifying processes and improving accessibility.
- ▶ Design and implementation of a new staff resource, the Diverse Communications and Engagement Toolkit, which supports staff to engage effectively with Darebin's culturally diverse communities.
- ▶ Developed and adopted Darebin's 10-Year Asset Plan.
- ▶ Developed and delivered several high-level campaigns to raise awareness of key projects.
- ▶ Established the Edwardes Lake Taskforce, which comprises key stakeholders focusing on improving water quality within Edwardes Lake and Edgars Creek catchment.
- ▶ Implemented a new IT system for corporate planning, performance reporting, audit and risk functions to reduce duplication, manual reporting and to streamline processes.
- ▶ Implemented new terms of reference for Council community and advisory groups, providing greater consistency for improved governance practices and better alignment to delivering on Council's strategic direction.
- ▶ Improved planning compliance service delivery by working collaboratively with industry stakeholders. This resulted in a quicker compliance service request response time.
- ▶ Improved the integrated planning, budgeting and reporting processes to remove duplication and ensure internal resources are well used.
- ▶ Improved the quarterly performance reporting to Council, ensuring accurate and easy-to-read performance reporting is being presented to the community to show progress against delivering the Council Plan.
- ▶ Introduced images online for transparency so that customers can view images attached to their parking offences on the Council website.
- ▶ Invested in applications, including: Payroll and Learning Management System data integration; an upgrade of the database and the application on Reservoir Leisure Centre computers and laptops, moved Sitecore (Content Management System) from on-premises to cloud, and deployed new releases 3.6, 3.7, 3.8, and 3.9 to the PROD environment; upgraded Pathway to the latest 3.10.20; and made changes to the design of the E-SERVICES community portal to reflect Darebin brand guidelines.

STRATEGIC DIRECTION 4

RESPONSIBLE, TRANSPARENT AND RESPONSIVE

HIGHLIGHTS AND ACHIEVEMENTS FOR STRATEGIC DIRECTION 4

- ▶ Invested in cyber hygiene activities through the provision of Cyber Hygiene Improvement Programs (CHIPs). This initiative involves the provision of templates and an Essential 8 maturity know-how document. This is a start to a series of cyber hygiene campaigns to improve the cyber security posture.
- ▶ Preparation of the Darebin Resource Recovery Centre for an in-house operation.
- ▶ Provision of new services and assisting with meeting compliance requirements: 1) created a GIS interactive map for vaccination sites across Darebin, for communication between the public and State Government; 2) assisted with gift cards provisioning in the Love Local program; 3) delivered an images online service.
- ▶ The benefit of the work Information Services carried out in collaboration with IT Networks, Communications and Infringement teams took us one step closer to bringing government transactions online. The benefits of this solution as a result of providing photographic evidence of infringement via the web are related to customer, revenue, OH&S and satisfaction, including reduction in contested fines, reduction in customer contact and wanting to speak to someone, increase in paid fines, reduction in public confrontations, and reduction in client administration time; 4) facilitated swimming pool and spa stage 2 regulations in Pathway and eServices (new laws to improve swimming pool and spa safety). Business partnering exercise with our technology partners Galaxy 42 and Building Business Unit.
- ▶ Replaced end-of-life firewalls with fully supported firewalls; consolidated end-of-life core switches with a fully supported core switch; decommissioned legacy ISDN infrastructure and replaced it with fully supported SIP infrastructure; implemented network connectivity for the Darebin Resource and Recycling Centre, including Microwave WAN capability, and IT requirements for office, gatehouse, and shop.
- ▶ Restructured the Property Services department into four main lines of specialised services. This structure further provided the department with clear lines of roles and responsibilities and enabled additional roles of leadership within the unit.
- ▶ Rolled out new tablets to provide increased functionality to more than 100 direct support staff.
- ▶ Rollout and implementation of the Community Engagement Policy and internal toolkit has resulted in more than 20 strategic engagements successfully planned and delivered.

CHALLENGES FOR STRATEGIC DIRECTION 4

- ▶ A nationwide aged and disability workforce crisis. Difficult to attract and retain staff.
- ▶ Additional maintenance requirements associated with new land acquisition.
- ▶ As part of the level crossing removal projects throughout the municipality, Council is actively involved in advocating for the interests of Darebin's communities.
- ▶ Continued disruption of Council's projects outlined in the Council Plan and inability to deliver community programs. Increased need to pivot programs to online.
- ▶ Continuing to deliver services to our community during times of lockdown and changing restrictions.
- ▶ Council continued to campaign to protect Preston Market through advocacy, representation and a major promotional campaign.
- ▶ Council partners have been hit hard through the pandemic with increasing community need, reduced hours, staff shortages and with no ongoing funding to continue to deliver after 30 June.
- ▶ Engagement and consultation with families, children and early years services have been difficult with the challenges of COVID, particularly as Early Years Services focused on business continuity and staffing challenges.
- ▶ Finding new ways to reach the community without in-person communications and community engagement due to COVID restrictions.
- ▶ Maintaining services levels to the community and internal stakeholders with minimal staff.
- ▶ Maintaining staffing levels at customer service centres through COVID peaks.
- ▶ Ongoing impact of COVID on staff absences and our ability to ensure service delivery.
- ▶ Ongoing impact of COVID on the arts sector: uncertainty of changing restrictions and of rescheduling shows; last-minute cancellations due to illness; and general mental wellbeing of the arts community.
- ▶ Rebuilding the Property Services team.
- ▶ Resourcing of Council Plan strategic actions.
- ▶ School crossing operations have been affected by recruitment challenges.
- ▶ Transitioning back to the Council Chamber for Council meetings post COVID restrictions and continuing to provide an improved service for community members attending and watching virtually.

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 | Status | Comments |
|-------|--|-----------------------------|---|---|---|
| 4.1.1 | Victorian Auditor-General's Office (VAGO) indicators: liquidity; net result; adjusted underlying result; internal financing; indebtedness | Darebin City Council | — | Data not available | Data not available; expected in December 2022. |
| 4.2.1 | Victorian Auditor-General's Office (VAGO) indicator: asset renewal and capital replacement | Darebin City Council | — | Data not available | Data not available; expected in December 2022. |
| 4.2.2 | Increase occupancy of unused and under-utilised Council buildings | Darebin City Council | — | Data source in development | Data source in development for reporting in 2022-2023. |
| 4.3.1 | Decrease in number of days taken to approve planning applications for home owners/small applications | Darebin City Council | 86 | Off track | The number of days taken to approve planning applications for homeowners/small applications has increased from 2020-2021 to 2021-2022 by 21 days. Work is underway to address this issue. |
| 4.3.2 | Increase active library borrowers by 20%, from 14.32% in 2019-2020 to 17.18% in 2024-2025 | Darebin City Council | 10.90% | Off track | Active library borrowers decreased from 12.30% (2020-2021) to 10.90% (2021-2022). COVID-19 affected the ability of library customers to access the library, especially if unvaccinated, despite Libraries offering contactless delivery and collection options. |
| 4.3.3 | Key performance indicators for our key services (based on data submitted to State Government through its Local Government Performance Reporting Framework) | Darebin City Council | Please refer to LGPRF data in this report on page 106 | Please refer to LGPRF data in this report on page 106 | Please refer to LGPRF reporting 2021-2022 in another section of this report. |
| 4.4.1 | Major Council precinct investment designed | Darebin City Council | Yes | On track | The Preston level crossing project and the Preston Market development project are in the design phase. |
| 4.5.1 | % of planning permits issued incorporating sustainability features | Darebin City Council | — | Data source in development | Data source in development for reporting in 2022-2023. |
| 4.5.2 | % of planning permits issued incorporating key design elements | Darebin City Council | — | Data source in development | Data source in development for reporting in 2022-2023. |

PERFORMANCE INDICATORS AND RESULTS FOR STRATEGIC DIRECTION 4

| Ref. | Strategic indicator(s) | Accountability (DCC or CoD) | Result 2021-22 | Status | Comments |
|-------|--|-----------------------------|-----------------------------|-------------------------|--|
| 4.5.3 | Improvements in local planning controls | Darebin City Council | 10 active planning projects | On track | There have been 10 active planning projects in 2021-2022, an increase from nine in 2020-2021, to help improve local planning controls. |
| 4.5.4 | Improvements in state planning and building controls | City of Darebin | 25 | Baseline data collected | |

LOOKING FORWARD

- ▶ Address priority audit and risk actions; streamline the service delivery; develop Council's IT strategy and deliver the outcomes.
- ▶ Art and Collections priorities will include: completion of Curatorial Framework (and accompanying Audience Engagement Framework) outlining strategies for long-term vision including exhibition program and interconnectivity between core programming and site activities; renewal of the Acquisitions Policy to tighten the framework and incorporate a Display Policy Appendix; implementation of the Public Art Toolkit, including making it readily accessible on the Darebin intranet and continuation of Public Art Advisory Group subcommittee meetings; and ongoing support for Darebin's Art and Heritage Advisory Panel.
- ▶ Complete the building of the Property Services team with highly skilled and motivated personnel.
- ▶ Continuing to deliver services to the community and improving time frames for local laws, animal management and internal reviews decision making.
- ▶ Continuing to improve our website useability and online user experience.
- ▶ Development of a draft structure plan to guide the future growth of Preston Central.
- ▶ Establishment of Council's customer service model for Epping Animal Welfare Facility.
- ▶ Improved focus on incoming grants to provide additional funding to deliver on Council's strategic direction.
- ▶ New programming frameworks are in development for the FUSE Festival, Speakeasy program and Exhibition program at the Bundoora Homestead. These frameworks will guide how Council will support and invest in a range of programs to support and enable local creativity and participation.
- ▶ Ongoing integration of planning, budgeting and reporting processes will continue to be a focus in the year ahead, along with embedding the use of the new IT system.
- ▶ Review of the Community Engagement Policy completed following engagement with Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation. This will improve engagement practice.
- ▶ Support and develop a workforce that is person-centred, consumer-focused, flexible and responsive. Offer a diverse range of work and sufficient hours of work to staff.
- ▶ Support Council projects and business units with information services as needed.
- ▶ Support Council projects and organisational business with language methods and communications strategies to elevate reach and response from diverse communities. In particular, implementing the use of the Diverse Communications and Engagement Toolkit across the organisation as best practice in organisational projects and business.
- ▶ The renewal of the Art Acquisitions and Cultural Collections Policy will be a feature of the Art and Heritage Advisory Committee's work with Council.
- ▶ Working with our partners in all Council departments, continuing preparation for the Support at Home reforms and continuing to embed the Aged Friendly Darebin Framework.

▶ **[A detailed Council Plan Action Plan for 2022-2023 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. In reporting for the first year following implementation of the Local Government Act 2020, we have sought to align our reporting against these principles.

This section provides an overview for our community with regard to Council's services and actions in alignment with the Service Performance Principles.

These principles are:

Services should be provided in an equitable manner and be responsive to the diverse needs of the municipal community.

Services should be accessible to the members of the municipal community for whom the services are intended.

Quality and costs standards for services set by the Council should provide good value to the municipal community.

A Council should seek to continuously improve service delivery to the municipal community in response to performance monitoring.

Service delivery must include a fair and effective process for considering and responding to complaints about service provision.

the transparency of Council decisions, actions and information is to be ensured.

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

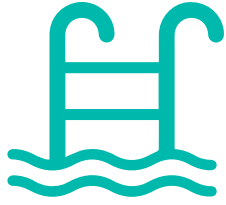
FOR BUSINESSES

- ▶ Library services
- ▶ Support to transition to renewable energy
- ▶ Assist businesses to reduce energy costs, CO2 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
- ▶ Tobacco control
- ▶ 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
- ▶ 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



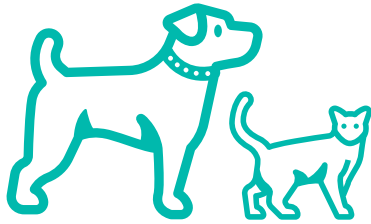
Number of visits to aquatic facilities

253,414



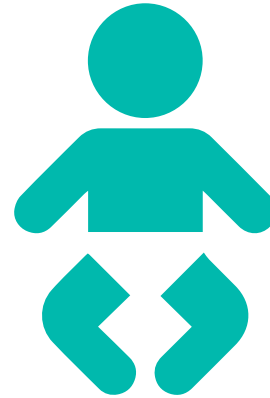
Number of physical library collection loans

537,552



Number of animals collected

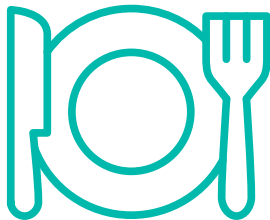
627



Maternal and Child Health (MCH)

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

1,703



Number of registered food premises inspected

822

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

4,644



Local roads requests

Number of sealed local roads requests

429

Square metres of local roads reconstructed

3,835m²

Square metres of sealed local roads resealed

32,919m²



Number of planning application decisions made

743



Waste and recycling

Number of kerbside and recycling bin collection requests

7,936

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

51,839

DESCRIPTION OF OPERATIONS

Various factors have affected Council's performance during 2021-2022, including supply chain disruptions that made the delivery of the capital works program more challenging and the allocation of subsidies and discounts in the budget that resulted in reduced resourcing for other commitments.

Council is proud of its efforts in supporting the community throughout the COVID-19 pandemic. We continued to maintain and deepen relationships with our partners and the community while also achieving significant progress in social housing, community safety and inclusion.

Significant progress has been made in the 2021-2022 Council Plan Action Plan, particularly in respect to leading the way in the climate emergency, delivery of our capital works program, opening of the Narrandjeri Stadium and supporting the community throughout the pandemic.

It is important to recognise the cumulative impact of the pandemic has had over the past two years on Council's workforce, particularly in the first two quarters of 2021-2022 during lockdowns and heavy restrictions.

The lockdowns and restrictions eased in quarters three and four but new challenges presented, particularly around resourcing and community engagement. These challenges have been met with agility and the organisation has been able to pivot appropriately to ensure work has progressed as far as reasonably possible. This is equally true for several partner organisations as their capacity and priorities were affected, which in turn affected Council's ability to achieve some of its priorities.

During the development of the 2021-2025 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 71 strategic indicators.

The first year of the Council Plan is often spent developing the data sources for these strategic indicators as well as baseline data for identifying performance trends in years two, three and four. Even though the data sources for many strategic indicators are in development, there are strategic indicators showing Council is on track to achieving our strategic objectives.

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

EQUITABLE AND RESPONSIVE SERVICES

TOWARDS EQUALITY FRAMEWORK

Forty-seven Equity Impact Assessments were undertaken in 2021-2022 across Council policy, infrastructure and service development. Ten 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. These included an overview of libraries events, a project to enhance digital literacy and reduce the digital divide, volunteering in parks, the Solar Saver program and an outreach program to address homelessness.

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 2021-2022, activities that occurred under the Charter included:

- ▶ the continued implementation of the Towards 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 (as part of the Towards Equality implementation) of the Equity Impact Assessment (EIA) to 40 key Council policies, programs, facilities and services to ensure planning and implementation included human rights considerations.
- The EIA is Council's mechanism to implement a 'Charter check' process to ensure any potential restriction of protected Charter rights are lawful and meet the requirements of the Act
- ▶ the continued implementation of the Workforce Diversity and Inclusion Strategy and the Gender Equality Action Plan, which aim to remove systemic discrimination and barriers with the intent to create inclusive, safe and welcoming workplaces as well as foster a diverse workforce
 - ▶ through the Local Government Mayoral Taskforce Supporting People Seeking Asylum and the Back Your Neighbour campaign, Council provided advocacy-based actions, further progressing campaign initiatives relating to people waiting for support while their claims for refugee status are being processed
 - ▶ the commencement of the Welcoming Cities accreditation process, a set of national standards for cultural diversity and inclusion policy and practice targeted towards 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, an evidence-based quality framework that helps organisations create inclusive, safe and affirming services and environments for the LGBTIQ+ community
 - ▶ continuation of Council's respectful engagement 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. Seeking advice and guidance from the Traditional Owners and Aboriginal and Torres Strait Islander communities provides the foundation for all of Council's work.

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 2021–2022 was implemented. The plan was developed in response to the vision outlined in the Disability Access and Inclusion Plan 2021–2026, which was co-designed with 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. The action plan included 62 actions from teams across Council to achieve these outcomes.
- ▶ The You Am I work experience program was run for the second time at Darebin; this time it was centralised within the Access and Inclusion team. The work experience participants worked with us to plan the International Day of People with Disability event. The ‘Light Up Darebin’ event was held on the weekend of 3 December and saw Northcote Town Hall and the Preston offices lit up in the colours of this celebratory day. A booklet of artwork was produced that expressed what the day meant to the participants.
- ▶ The annual employment forum was run in partnership with Economic Development. This took place online and included guest speakers and an expert panel to discuss employment for people with disability in Darebin.
- ▶ Recruitment was undertaken to appoint new members to the Darebin Disability Advisory Committee (DDAC). The committee met throughout the year to review projects and strategies and provide advice. DDAC continues to be supported to meet virtually.

- ▶ Ongoing support was provided to community networks, including compiling accessible COVID-19 information and resources on the Darebin website and in the monthly Disability Access Update 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). Supports included living at home assessments, provision of personal care, domestic assistance, delivered and café meals, shopping, transport, respite care and home maintenance.
- ▶ Disability awareness training, Good Access is Good Business and reasonable adjustments training was provided to the organisation.
- ▶ Equity Impact Assessments were undertaken with many teams across Council to consider Disability Discrimination Act requirements as well as other equity considerations for many projects across Council.

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. Our Carer Support Group has been suspended since 2020 due to COVID-19 service closures and changes in the way that carers prefer to seek support.

— EQUITABLE AND RESPONSIVE SERVICES

- ▶ Our Positive Ageing Service provides tailored responses to each carer's identified needs. This includes providing access to counselling and support, goods and equipment and coordination of flexible respite. Linkages are made for carers who require ongoing support to ensure carers do not face barriers in accessing services. We offer advocacy, coaching, practical and emotional support to help carers navigate service systems.
- ▶ 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, and offer activity programs for people needing care so they and their carers can have a break. While our social support groups were closed from June 2021 to November 2021 (due to COVID-19), our flexible respite services continued to be delivered in ways that could safely meet the needs of carers and those they care for.
- ▶ Council ensures staff, agents and volunteers are informed about the principles and obligations of the Carers Recognition Act 2012 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 within the community.

— COMMUNICATIONS STRATEGY

- ▶ The Diverse Communications and Engagement business unit was established in December 2021 to help build organisational capability to design communications and engagement activities to better serve our community. We commenced development of a Communications Strategy in 2022 while also delivering a range of strategic improvements for our community.
- ▶ Our website has been redeveloped to make information easier to find and understand. This is supported by accessibility and translation features. In 2021, we published the first online summary of our Annual Report 2020–2021 with translation functionality to improve accessibility and transparency. The Darebin Community News incorporates a regular feature article in a language from among the top 12 languages within our community.

- ▶ Our community engagement activities have been strengthened to incorporate a consistent community engagement plan within all Council reports for oversight and transparency in the way in which we will engage across our diverse community on topics that affect them.
- ▶ Our customer service centres are located in three areas of the municipality and a call centre is available during business hours for assistance.

— 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, the Digital team implemented the Google translation integration, ensuring all pages can be translated into 98+ languages.

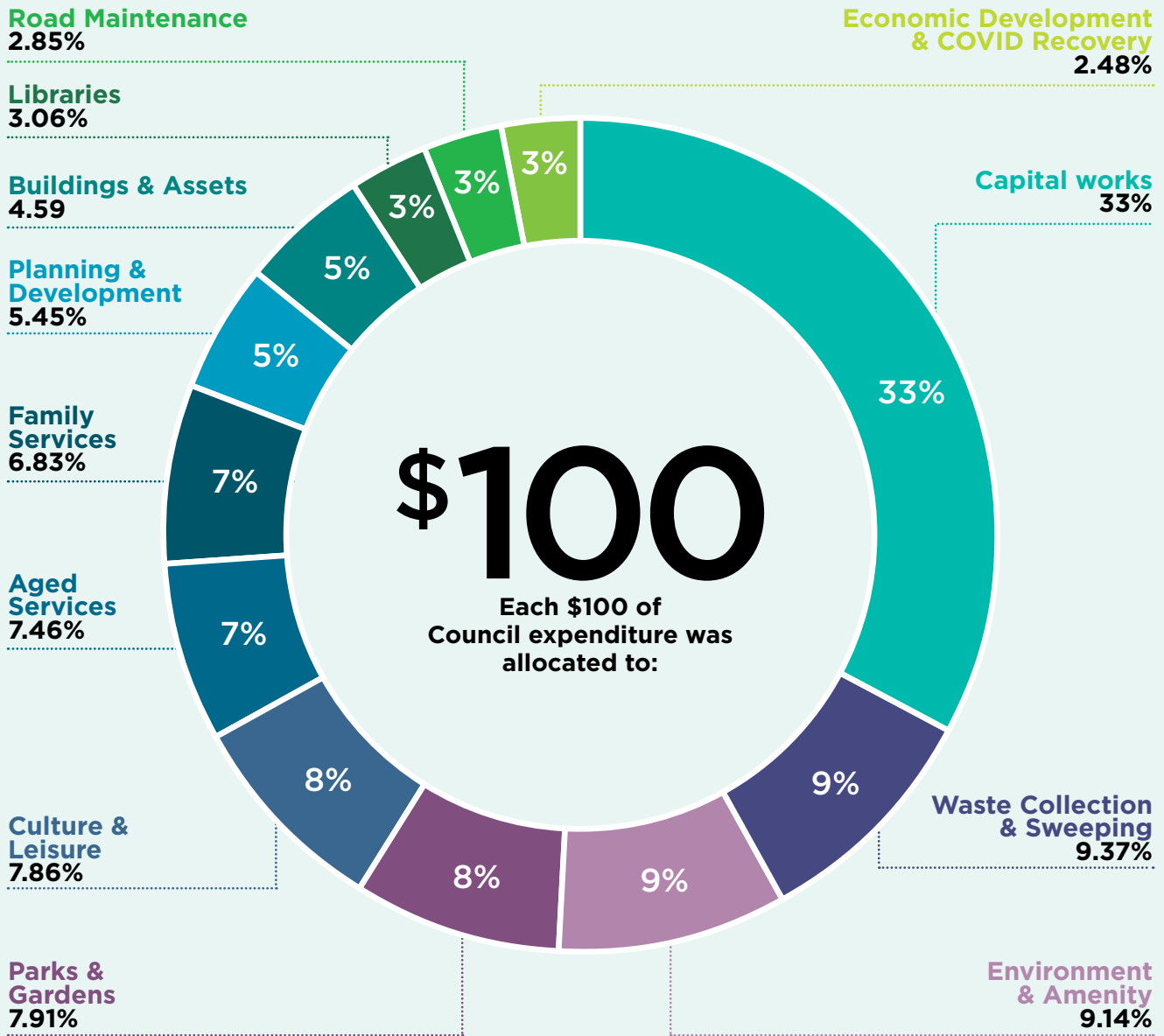
Also see 'Our Public Transparency' section on website enhancements.

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 2021-2022, our \$184.20 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 2019–2020 Annual Report

Darebin City Council won its fifth consecutive gold award at the Australasian Reporting Awards held in August 2021.

Australasian Management Challenge

In June 2022, Darebin was named winners of phase one and triumphed as Victorian champions.

The Australasian Management Challenge is a simulation-based team building, learning and networking program using real local government themes. The challenge undertaken represents issues that a senior management team in a council would most likely face.

A team of six emerging and existing leaders from Darebin City Council attended the challenge. Among others, participating Councils included Greater Dandenong, Swan Hill, Moira and Casey City councils.

National Climate Award

In November 2021, Darebin City Council received a Collaboration Award in the Cities Power Partnership's fourth annual national Climate Awards.

Spearheaded by Darebin City Council, the Victorian Energy Collaboration (VECO) is a ground-breaking project designed to reduce energy bills and reduce electricity prices by using clean renewable energy generated right here in Victoria.

The VECO power purchase agreement is a bold sustainable collaboration between 46 Victorian councils who have pooled their electricity needs into one long-term contract with Red Energy. This energy will be used to power council-owned infrastructure such as town halls, sports grounds, community venues, leisure centres and streetlights. The 240GWh of clean power provided by Red Energy is equivalent to powering 48,000 homes with renewables or removing the emissions from 90,000 cars every year.

Not only will VECO help local governments move towards a more sustainable future, it is also expected to help councils save up to 35% on their electricity bills.

This pioneering partnership highlights how – through pooling their resources – local governments can save on energy bills while helping to develop Victoria's sustainable energy infrastructure.

LGPro Sustainability Initiative Award

In May 2022, Darebin City Council received the Sustainability Initiative Award in the LGPro Awards for Excellence for the VECO power purchase agreement.

Led by Darebin City Council, VECO is a ground-breaking project designed to reduce energy bills and reduce electricity prices for councils by using clean renewable energy generated right here in Victoria. VECO is the largest ever local government emissions reduction project, which will reduce greenhouse emissions by 260,000 tonnes of CO₂-e every year – the equivalent of removing the emissions from 90,000 cars every year.

The award recognises initiatives that demonstrate excellence in the delivery of environmentally sustainable processes or projects, providing new ways of ensuring programs, projects and developments meet present needs without compromising future generations.

AWARDS (Cont.)

Green Room Awards

Take Back, presented by FUSE Festival, won the Green Room Award for the Best Variety Show in 2021.

Geoffrey Watson, presented through the FUSE Festival, won the Green Room Award for Best Performer in 2021.

Thomas Roach, presented through the FUSE Festival, won the Green Room Award for Best Lighting in 2021.

Elbow Room, presented through the FUSE Festival, won the Green Room Award for Best Ensemble in 2021.

Joel Bray, presented through the FUSE Festival, won the Green Room Award for Considerable Sexual License in 2021.

Let's Take Over, presented through the FUSE Festival, won the Green Room Award for Curatorial and Artistic Direction in 2021.

The Green Room Awards are industry awards for the creative sector, for everyone who works in the theatre across the disciplines of drama in its spoken word and not-so-spoken forms – opera, dance, music theatre, cabaret and hybrid.

These award 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.

IPWEA Commendations - Excellence in Innovation and Excellence in Public Works

Council received commendations for its delivery of Warrk-warrk (meaning 'nimble' in Woi-wurrung language) Bridge in Northcote over the Merri Creek, which improves linkages between local communities. This is a unique bridge developed in collaboration between Darebin and neighbouring Merri-bek Council. It provides for pedestrians and cyclists, is one of very few bridges over the Merri Creek in the area that is dedicated to active transport modes and provides linkages to the network of shared user paths along Merri Creek.

Aged and disability LGPro Award - Commendation

Darebin was nominated as a finalist in the LGPro Active Ageing and Wellbeing Awards 2021 in the 'Outstanding Program or Project – Non Grant Based (Council funded)' category for its work around the Age Friendly Darebin Project. This is a Council-wide approach that aims to fundamentally change and improve the way Council connects with, understands and supports its diverse senior Australians to live independent, connected and healthy lives.

The finalists in this category presented a range of creative, inspired and novel projects and programs to meet community needs. Age Friendly Darebin was highly commended.

IMPROVING OUR SERVICE DELIVERY

DAREBIN COMMUNITY SURVEY RESULTS 2022 ON COUNCIL PERFORMANCE

Overall performance declined this year but remains at a level of satisfaction categorised as 'good'. Satisfaction increased with four of the five governance and leadership aspects and decreased with eight of the 15 Council services and facilities that are measured via the annual community survey.

Satisfaction with Council (index score 0-10)

| | |
|----------------------------------|------------|
| Customer service | 6.9 |
| Overall performance | 6.8 |
| Governance and leadership | 6.8 |

Top 3 performing services (index score 0-10)

| | |
|----------------------------------|------------|
| Weekly garbage collection | 8.6 |
| Darebin libraries | 8.5 |
| Green waste collection | 8.4 |

Top 3 issues for Darebin

| | |
|---|--------------|
| Building, planning and development | 13.3% |
| Parking | 7.8% |
| Parks, gardens and open spaces | 6.9% |

BUSINESS IMPROVEMENTS

Council meetings conducted from the town hall have undergone significant change in the way they are videoed, ensuring that members of the community viewing from home can clearly see what is happening in the chamber. This has improved the experience for viewers.

Parks and Open Space has applied an equity lens when assessing potential sites for rewilding throughout the municipality. This ensures the areas in most need receive the significant benefits the program delivers.

A street tree planting program used SEIFA data to ensure areas of highest heat vulnerability and socio-economic disadvantage were prioritised for increased canopy cover.

Bundoora Park Farm and Reservoir Leisure Centre applied a 50% reduction for concession holders in 2021-2022 in recognition of financial hardship as the community recovers from the pandemic.

Creative Culture and Events has delivered a performing arts program and created opportunities to activate spaces by applying standard and not-for-profit fee structures to support and encourage use by a diverse range of arts-based organisations.

Creative Culture and Events has developed a new Darebin arts website with improved layout and navigation.

Customer service and systems improvements in City Development have included the ability to view applications (while they are advertising) online and in map form, and the use of 'Happy or Not' customer feedback.

Supported and Connected Living conducted a review of administrative processes, systems and staff training that led to an improvement in service delivery outcomes.

IMPROVING OUR SERVICE DELIVERY

BUSINESS IMPROVEMENTS

City Development launched a priority development program to accelerate the planning permit assessment process for selected planning applications that provide community benefit, employment and critical infrastructure.

City Works has implemented a fully integrated, real-time, online reporting system to track service performance and customer experience across its entire service profile.

Equity and Wellbeing has conducted more than 40 Equity Impact Assessments (EIAs) of Council policies, programs, facilities and services. The EIAs ensure planning and implementation include human rights considerations.

Families, Youth and Children conducted a review of the Toy Library, which included feedback from families and children, that has led to numerous improvements. The review involved an equitable engagement approach giving diverse community members a voice. The improvements include the removal of fees and upgraded software that enables families to join, browse and borrow online.

Corporate Strategy and Finance established an integrated approach to implement the integrated planning and reporting framework.

Corporate Governance implemented a corporate reporting tool to improve accountability and Council's reporting against the Council Plan, the Risk Register and associated actions, audit actions from the internal audit program and external audit actions and staff performance through the linking of accountabilities to the Staff Performance Management module.

The Customer Experience Strategy was established and implemented, delivering key improvements.

- ▶ A 'Voice of the Customer' program was established to provide customers and the community with feedback about their experiences with Council services, staff and programs.
- ▶ The Darebin customer commitments were implemented, which outline the standards our community can expect when they contact us.
- ▶ We have introduced new ways of working through human-centred design and customer journey mapping training and workshops.
- ▶ Processes have been streamlined across a range of departments.
- ▶ Forms for service delivery across all departments have been streamlined.
- ▶ The website structure has been redesigned, making it easier to use and access key information.
- ▶ Council forms and payments on the website have been automated to improve self-service capabilities and increase customer options.
- ▶ Journey mapping of the customer experience has been done across a range of services to simplify and improve the customer journey.

Darebin Libraries developed a new Darebin Libraries website with improved layout, navigation and content, including refreshed accessibility pages that provide comprehensive information about our accessible services, resources, events and spaces.

Captions were included on all newly released online videos from Darebin Libraries to support accessibility.

Bundoora Park Farm and Reservoir Leisure Centre (RLC) participated in the 'Happy or Not' analytics program to collect feedback. Based on customer feedback, changes were made to several practices including cleaning regime and water temperature at RLC.

We have been trialling new porous and flexible pavement types to reduce conflict between civil assets and tree roots.

Council's asset inspector began using a new inspection regime to ensure 100% compliance with the road management plan.

Rates and historical data has been used to map where new food and green organics bins need to be delivered as part of Council's rollout of this new collection service, which begins from July 2022 across the municipality.

A business case was developed (including setting ambitious targets for recycling rates) to understand Council's options for the management of the Darebin Resource Recovery Centre. We ultimately decided to bring it in-house.

We are using Ausfleet software for management of all of Council's passenger fleet. This ultimately supported Council's decision to reduce the fleet size down to the size required for service delivery.

After a review of street sweeping runs, Council moved from a six-week cycle to a five-week cycle, which offers additional service at no additional cost.

We have increased the number of ecological burns (in conjunction with partners such as the Merri Creek Management Committee), which improves sensitive open spaces, manages weeds without the need for chemicals and is a more efficient use of labour.

We are continually trialling new street tree species in the municipality that respond to various conditions (climate changes, resilience, space constraints, conflicts with other assets, etc.). The Edwardes Lake Taskforce has been launched in collaboration with government agencies, other municipalities, local residents and community groups in order to improve the water quality and recreational possibilities at the lake.

The new Darebin Nature Trust has been launched with a focus on expertise, diversity, equity and shared solutions for problem solving.

A new system of triaging community requests for assistance has commenced as a response to storm and wind events to ensure critical and safety requests are responded to immediately.

The open space management of Darebin has been restructured from two zones into six zones. This allows us to allocate scarce resources more effectively and to be more responsive to community demands. This includes the introduction of a fast reaction team.

The Asset Management systems are being used to collect data, map data and plan work to improve data sophistication to drive investment in assets.

A series of panels of consultants and contractors has been created to respond to works required which ensure compliance, accountability and renewal of assets in a timely way using specialists, technical experts and qualified tradespeople.

Council is using 'contract tools' to manage risks on high-risk projects, including the use of a 'Principal's Project Requirements' appendix to protect Council from unforeseen circumstances.

Council is using water-sensitive urban design, water-retarding basins and wetlands to slow stormwater, clean and store it for use in open space and flora and fauna resilience. Examples include the Dole Wetland and the Wat Gambo Park.

Software has been developed to monitor Council buildings' security and energy and water use.

In conjunction with Melbourne Water, Council continued the study of local flood levels to them incorporate in the planning scheme, which will ensure residents are aware of flood risks and that decisions made to support development use the most accurate and contemporary data.

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 Know Your Council website - www.knowyourcouncil.vic.gov.au.

| Code | Service measure | 2018-19 Actual | 2019-20 Actual | 2020-21 Actual | 2021-22 Actual | Comments |
|---------------------------|---|-------------------|-------------------|-------------------|-------------------|--|
| AQUATIC FACILITIES | | | | | | |
| AF2 | Service standard Health inspections of aquatic facilities [Number of authorised officer inspections of Council aquatic facilities/ Number of Council aquatic facilities] | 4.00 | 2.00 | 1.00 | 2.00 | Council increased the inspection ratio from the previous reporting period despite continuing service impacts from COVID and the major renovation of one of the aquatic facilities. |
| AF6 | Utilisation Utilisation of aquatic facilities [Number of visits to aquatic facilities/Municipal population] | 5.33 | 3.34 | 1.93 | 1.56 | Two leisure centres normally operate within the City of Darebin: Northcote Aquatic and Recreation Centre (NARC) and Reservoir Leisure Centre (RLC). NARC was only open briefly with limited operations during the reporting period; data from RLC was impacted by closures, density limits and the vaccinated economy due to COVID-19. This accounts for the significantly reduced results in 2021-2022. |
| AF7 | Service cost Cost of aquatic facilities [Direct cost of aquatic facilities less income received/Number of visits to aquatic facilities] | N/A | \$2.47 | \$10.08 | \$8.46 | A 16% reduction in costs per visit was due to increased operational hours as COVID-induced closures eased. Direct costs increased by 18%, while visitations increased by 79% compared with 2020-2021. No visitations have been included from NARC due to facility closures for redevelopment. The data reported here is for Reservoir Leisure Centre only. |

| Code | Service measure | 2018-19 Actual | 2019-20 Actual | 2020-21 Actual | 2021-22 Actual | Comments |
|--------------------------|--|----------------|----------------|----------------|----------------|--|
| ANIMAL MANAGEMENT | | | | | | |
| AM1 | Timeliness Time taken to action animal management requests [Number of authorised officer inspections of Council aquatic facilities/ Number of Council aquatic facilities] | 2.09 | 1.71 | 2.16 | 1.59 | Significant service improvements have been achieved with an additional pet collection officer resource. |
| AM2 | Service standard Animals reclaimed [Number of animals reclaimed/Number of animals collected] x100 | 40.10% | 28.76% | 49.66% | 29.98% | While the reclaim rate for dogs in Darebin is 76%, the reclaim rate for cats is only 12%. This is due to the majority of cats brought to the facility being unregistered, with no identification and microchip. We are aiming to increase our cat desexing program and increase the number of cat registrations. |
| AM5 | Service standard Animals rehomed [Number of animals rehomed/Number of animals collected] x100 | N/A | 46.20% | 52.38% | 53.27% | There have been some service improvements in the cat rescue and rehoming program. |
| AM6 | Service cost Cost of animal management service per population [Direct cost of the animal management service/ Population] | \$8.48 | \$8.89 | \$8.95 | \$8.97 | Note: The ratio of \$8.97 does not take into consideration the income streams derived from animal registrations, infringements issued and reclaim monies paid at the time of collection from the pound. |
| AM7 | Health and safety Animal management prosecutions [Number of successful animal management prosecutions/Number of animal management prosecutions] x100 | N/A | 0.00% | 0.00% | 100.00% | Records indicate that we had three prosecutions for 'dog attack' matters during the full year and all three were successful. Service improvements have included the introduction of a dog attack risk assessment tool. |

LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK

| Code | Service measure | 2018-19 Actual | 2019-20 Actual | 2020-21 Actual | 2021-22 Actual | Comments |
|--------------------|--|----------------|----------------|----------------|-----------------|---|
| FOOD SAFETY | | | | | | |
| FS1 | Timeliness Time taken to action food complaints [Number of successful animal management prosecutions/Number of animal management prosecutions] x100 | 2.14 | 3.11 | 2.73 | 1.39 | A 49% improvement was largely due to the hybrid model of commencing the response via phone during COVID, thus reducing action time. This is not an ideal way to best manage risk going forward and may see results differ in future reporting. Improved staffing levels have also played a part in getting this result. |
| FS2 | Service standard Food safety assessments [Number of registered Class 1 food premises and Class 2 food premises that receive an annual food safety assessment in accordance with the 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 | 95.39% | 89.96% | 71.88% | 75.27% | There was a small improvement from the previous reporting period. However, the result is still down on pre-COVID figures when hospitality businesses were more available for assessment. |
| FS3 | Service cost Cost of food safety service [Direct cost of the food safety service/Number of food premises registered or notified in accordance with the Food Act 1984] | \$512.14 | \$541.69 | \$501.77 | \$454.55 | A service improvement in this reporting period of only using in-house staff resulted in a 9% reduction in the cost per food premises |
| FS4 | Health and safety Critical and major non-compliance outcome notifications [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up/Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100 | 100.00% | 100.00% | 100.00% | 100.00% | Council has demonstrated its commitment to addressing non-compliance in food safety by continuously achieving 100% for this indicator. |

| Code | Service measure | 2018-19 Actual | 2019-20 Actual | 2020-21 Actual | 2021-22 Actual | Comments |
|-------------------|--|----------------|----------------|----------------|--------------------|--|
| GOVERNANCE | | | | | | |
| G1 | Transparency Council decisions made at meetings closed to the public [Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of councillors, closed to the public/Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of councillors] x100 | 3.07% | 4.75% | 5.41% | 13.07% | The confidentiality of the CEO recruitment process in late 2021-2022 partly accounts for more meetings than usual being closed to the public in this period. |
| G2 | Consultation and engagement Satisfaction with community consultation and engagement [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement] | 70.80 | 69.10 | 65.00 | 68.00 | Council adopted a Community Engagement Policy in February 2021 that aims to put the community at the heart of our decision-making. This policy has improved our community engagement approach. |
| G3 | Attendance Councillor attendance at Council meetings [The sum of the number of councillors who attended each ordinary and special Council Meeting/(Number of ordinary and special Council meetings) x (Number of councillors elected at the last Council general election)] x100 | 97.08% | 93.12% | 98.04% | 95.91% | |
| G4 | Service cost Cost of governance [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 | \$55,888.78 | |
| G5 | Satisfaction Satisfaction with Council decisions [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community] | 70.80 | 69.00 | 68.00 | 66.00 | The level of satisfaction remains consistent with prior years at a high level. |

LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK

| Code | Service measure | 2018-19 Actual | 2019-20 Actual | 2020-21 Actual | 2021-22 Actual | Comments |
|------------------|---|----------------|----------------|----------------|----------------|--|
| LIBRARIES | | | | | | |
| LB1 | Utilisation Physical library collection usage [Number of library collection item loans/Number of library collection items] | 5.64 | 4.47 | 2.43 | 3.45 | Increased access to physical collections via 'click and collect' and then branches reopening has improved loan figures. Physical loans have not returned to pre-pandemic levels as customers embraced digital collections over the past two years. |
| LB2 | Resource standard Recently purchased library collection [Number of library collection items purchased in the last five years/Number of library collection items] x100 | 65.65% | 64.92% | 62.32% | 69.36% | Darebin Libraries has added the Libby platform for e-magazines. This has improved the ratio significantly, along with our increased investment in digital collections over the past five years. |
| LB4 | Participation Active library borrowers in municipality [Number of active library borrowers in the last three years/The sum of the population for the last three years] x100 | 15.60% | 14.32% | 12.32% | 10.88% | The past three years have been significantly impacted by COVID lockdowns. Darebin Libraries implemented 'click and collect' services to support contactless borrowing of physical items; however, borrowing is not commensurate with this when branches are open. Many existing customers made good use of digital library collections. However, the number of new members dropped significantly during closures. Some customers prefer to access physical collections only. |
| LB5 | Service cost Cost of library service per population [Direct cost of the library service/Population] | \$33.15 | \$33.10 | \$31.67 | \$34.52 | Darebin Libraries continued to invest heavily in digital collections to support customers during lockdowns. Costs associated with reopening libraries safely as part of the COVID vaccinated economy were higher than previous years. |

| Code | Service measure | 2018-19 Actual | 2019-20 Actual | 2020-21 Actual | 2021-22 Actual | Comments |
|--|---|----------------|----------------|----------------|----------------|--|
| MATERNAL AND CHILD HEALTH (MCH) | | | | | | |
| MC2 | Service standard Infant enrolments in the MCH service [Number of infants enrolled in the MCH service (from birth notifications received)/Number of birth notifications received] x100 | 102.73% | 101.61% | 100.81% | 100.95% | The confidentiality of the CEO recruitment process in late 2021-2022 partly accounts for more meetings than usual being closed to the public in this period. |
| MC3 | Service cost Cost of the MCH service [Cost of the MCH service/ Hours worked by MCH nurses] | \$77.38 | \$76.76 | \$78.11 | \$74.44 | Due to the COVID pandemic the MCH service altered service provision to comply with regulations, resulting in lower costs. |
| MC4 | Participation Participation in the MCH service [Number of children who attend the MCH service at least once (in the year)/ Number of children enrolled in the MCH service] x100 | 79.99% | 76.91% | 71.51% | 70.45% | The service is reviewing its database to contact parents who have disengaged from the service due to the COVID lockdown. |
| MC5 | Participation Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year)/Number of Aboriginal children enrolled in the MCH service] x100 | 90.80% | 84.11% | 76.56% | 71.13% | The MCH service is working with the Victorian Aboriginal Health Service to provide families with greater options. |
| MC6 | Satisfaction Participation in four-week key age and stage visit [Number of four-week key age and stage visits/Number of birth notifications received] x100 | N/A | 94.19% | 91.26% | 94.84% | The MCH service is implementing a data review system to enable it to contact families who have missed their appointments. |

LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK

| Code | Service measure | 2018-19 Actual | 2019-20 Actual | 2020-21 Actual | 2021-22 Actual | Comments |
|--------------|--|----------------|----------------|----------------|-----------------|---|
| ROADS | | | | | | |
| R1 | Satisfaction Sealed local road requests Number of sealed local road requests/ Kilometres of sealed local roads] x100 | 43.59 | 43.12 | 115.80 | 71.01 | The quantity of community requests fluctuates from year to year. Possible variations include: COVID-19 pandemic, Council's Road Management Plan (RMP) inspection compliance of road, road capital works projects, etc. However, the -38.7% variance from last year is mainly due to duplicate records of requests being (incorrectly) included in last year's result. The error has been corrected in this year's result and, when compared with a corrected result for 2020-2021 (70.94), the variance from last year is less than 0.1%. |
| R2 | Condition Sealed local roads maintained to condition standards [Number of kilometres of sealed local roads below the renewal intervention level set by Council/ Kilometres of sealed local roads] x100 | 99.57% | 99.28% | 97.26% | 96.75% | |
| R3 | Service cost Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction/Square metres of sealed local roads reconstructed] | \$249.65 | \$342.33 | \$157.93 | \$248.64 | This year's ratio of \$248 is similar to 2018-2019 (\$249) and similar to the average over the past two years (\$250). We only have one project each year, which is a very small sample, and all roads are different. Previous years' projects may have included replacement of underground drainage, which is a significant cost. There were none required this year, hence the lower overall cost. |
| R4 | Service cost Cost of sealed local road resealing [Direct cost of sealed local road resealing/ Square metres of sealed local roads resealed] | \$23.44 | \$25.12 | \$20.89 | \$23.60 | The increasing cost of raw materials (crushed rock), petroleum products (bitumen) and delivery costs (fuel and wages) have all been significant in the past 12 months. |
| R5 | Satisfaction Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads] | 71.50 | 72.00 | 70.00 | 70.00 | In 2021-2022, 32,919 square metres of sealed local roads were resealed with a layer of asphalt in order to maintain a smooth and waterproof surface. This also helped improve safety by increasing skid resistance in poor weather. Each of Council's roads is generally resurfaced every 15 to 20 years. To reduce dependence on valuable new resources, Council has recently been using asphalt with recycled products. |

| Code | Service measure | 2018-19 Actual | 2019-20 Actual | 2020-21 Actual | 2021-22 Actual | Comments |
|---------------------------|--|----------------|----------------|----------------|-------------------|---|
| STATUTORY PLANNING | | | | | | |
| SP1 | Timeliness Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application] | 124.50 | 113.00 | 93.50 | 146.00 | Council is aiming to significantly decrease the time take to process applications. It is working on a variety of process and technology improvements. |
| SP2 | Service standard Planning applications decided within required time frames [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days)/Number of planning application decisions made] x100 | 27.70% | 34.57% | 41.74% | 34.59% | Council is aiming to significantly decrease the time take to process applications. It is working on a variety of process and technology improvements. |
| SP3 | Service cost Cost of statutory planning service [Direct cost of the statutory planning service/ Number of planning applications received] | \$3,413.72 | \$3,734.41 | \$3,732.25 | \$4,367.53 | This increase in cost compared with previous years is partly the result of costs associated with lengthy VCAT hearings for large-scale developments. Ongoing service improvements and operational efficiencies are being rolled out and this figure is expected to decrease next year. |
| SP4 | Decision making Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application/ Number of VCAT decisions in relation to planning applications] x100 | 44.90% | 41.18% | 47.83% | 20.00% | When taking into account mediated outcomes, this figure of 20% increases to 48.4%. The drop in this year's figure is accounted for by individual decision outcomes. This is in the context of a low number of VCAT decisions overall (lowest since at least 2016–2017), which means that individual decision outcomes have had a bigger impact on the overall figure. |

LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK

| Code | Service measure | 2018-19 Actual | 2019-20 Actual | 2020-21 Actual | 2021-22 Actual | Comments |
|-------------------------|--|----------------|----------------|----------------|-----------------|---|
| WASTE COLLECTION | | | | | | |
| WC1 | Satisfaction Kerbside bin collection requests [Number of kerbside garbage and recycling bin collection requests/Number of kerbside bin collection households] x1,000 | 63.64 | 97.94 | 127.40 | 125.49 | These figures have been consistent for the past few years. A majority of requests are for the replacement of old, damaged or missing bins. |
| WC2 | Service standard Kerbside collection bins missed [Number of kerbside garbage and recycling collection bins missed/Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000 | 7.80 | 8.63 | 12.10 | 13.12 | |
| WC3 | Service cost Cost of kerbside garbage bin collection service [Direct cost of the kerbside garbage bin collection service/Number of kerbside garbage collection bins] | \$96.07 | \$98.11 | \$95.37 | \$124.53 | Increased costs were due to the increase to the landfill levy and residents disposing of their waste at home due to working from home during COVID. |
| WC4 | Service cost Cost of kerbside recyclables collection service [Direct cost of the kerbside recyclables bin collection service/Number of kerbside recyclables collection bins] | \$26.82 | \$40.88 | \$48.04 | \$51.91 | The tonnage collected has increased due to residents continuing to work from home. At the same time, VISY has increased the gate fee, so this is an additional cost. |
| WC5 | Waste diversion Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins/Weight of garbage, recyclables and green organics collected from kerbside bins] x100 | 46.39% | 50.81% | 63.64% | 50.15% | With many residents still working from home and generating more waste that is disposed of through their household bin rather than other sources such as their workplaces, this has seen a decrease in the waste being diverted from landfill. |

HANDLING OF COMPLAINTS ABOUT SERVICE DELIVERY

COMPLAINT HANDLING POLICY

Darebin has continued to provide training and support to staff around its Complaint Handling Policy to ensure members of the public are able to easily make a complaint where required.

Council is committed to being accessible, equitable, inclusive and responsive to the needs of our diverse community. We welcome feedback as an opportunity to improve our 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 we receive, we are provided with an important insight of the lived experience of our community members.

A complaint can be related to a service we provide or the behaviour of our staff. Recording, responding to, reporting on and learning from complaints ensures we are responsive, timely, accountable and committed to delivering excellent customer service. 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:

► www.darebin.vic.gov.au/-/media/council/files/about-council/councillors-and-meetings/governance-and-transparency/council-policies-and-strategies/complaintshandlingpolicyoct2021.ashx

COMPLAINTS DATA

Darebin received an average of 725 complaints per month, with around 680 of these complaints resulting from a missed bin collection (Darebin collects more than 540,000 bins a month). While the service level for complaints is 14 days, on average these were actioned in six days. Furthermore, a total of five 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.

In reporting for the first year following implementation of the Local Government Act 2020, we have sought to align our reporting against these principles. This section provides an overview for our community with regard to Council’s strategic planning actions in alignment with the strategic planning principles.

These principles are:

an integrated approach to planning, monitoring and performance reporting is to be adopted

strategic planning must address the Community Vision

strategic planning must take into account the resources needed for effective implementation

strategic planning must identify and address the risks to effective implementation

strategic planning must provide for ongoing monitoring of progress and regular reviews to identify and address changing circumstances.



INTEGRATED PLANNING AND REPORTING FRAMEWORK

Our Integrated Strategic Planning Framework was reviewed and established in accordance with the *Local Government Act 2020* in 2020–2021. 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.

Council's strategic planning efforts address the Community Vision to ensure alignment to the aspirations of our community. Strategies developed or implemented in 2021-2022 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. 2021-2022 was the first year of delivery of the Council Plan.

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.

- ▶ darebin.vic.gov.au/About-Council/Council-structure-and-performance/Council-plan

STRATEGIES OR PLANS DEVELOPED/ ESTABLISHED IN 2021-2022

Strategies adopted by Council in 2021-2022 gave effect to the Darebin 2041 Community Vision. These included:

- ▶ 10-year Asset Plan 2022-2032, which was adopted by Council on 27 June 2022
- ▶ four-year Budget, which was adopted by Council on 27 June 2022
- ▶ Darebin Advocacy Strategy 2022-2026, which was endorsed by Council on 26 April 2022
- ▶ Developer Contributions Plan - Amendment C170DARE to the Planning Scheme, which was adopted by Council on 22 February 2022

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.

- ▶ Asset Management Strategy, which was adopted by Council on 22 November 2021
- ▶ Northern Council Alliance Northern Region Transport Strategy 2021, which was endorsed by Council on 27 September 2021.

OTHER STRATEGIES OR PLANS REVIEWED IN 2021-2022

Reviews undertaken or concluded in 2021-2022 resulting in revised strategies or strategic plans included:

- ▶ Darebin Transport Strategy, which was reviewed and adopted by Council on 27 June 2022
- ▶ four-year Revenue and Rating Plan and Rates Financial Hardship Policy, which was adopted by Council on 27 June 2022
- ▶ Early Years Infrastructure Planning Framework 2021-2041, which was adopted by Council on 23 May 2022
- ▶ Domestic Animal Management Plan 2022-2025, which was endorsed by Council on 28 February 2022
- ▶ Road Management Plan, which was adopted by Council on 25 October 2021
- ▶ Social and Sustainable Procurement Policy 2021-2025, which sets the strategic direction for Council's procurement and strengthening collaborative procurement, was adopted by Council on 23 August 2021.

RESOURCING TO IMPLEMENT STRATEGY

Council has established some resourcing strategies 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 2021-2031

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.

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. Therefore, the next review must be by 31 October 2025 (after the October 2024 Council elections).

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.

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.

The City of Darebin Asset Plan 2022-2032 indicates that overall, our infrastructure assets are performing well. Some areas require improvement and asset expenditure in the order of \$754 million may be required over the next 10 years to meet the changing needs of our diverse community.

Throughout 2022-2023, Darebin will be developing and implementing Asset Management Plan in consultation with the respective asset partners. The Asset Management Plan establishes the processes for operations, maintenance, renewal, refurbishment and upgrade of assets to meet Council's service plans.

FOUR-YEAR BUDGET 2022-2026

The four-year Budget was reviewed in 2022 through community consultation alongside the draft 2022-2023 Budget. The four-year Budget was adopted by Council on 27 June 2022.

REVENUE AND RATING PLAN 2021-2025

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 2022, the Revenue and Rating Plan 2022-2026 was adopted on 27 June 2022.

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 2022-2026 includes Council's resolution of November 2021 to introduce a kerbside waste collection service charge for the collection and disposal of refuse through the kerbside service and a service rate for public waste collection service, this being for the collection and disposal of refuse through the public waste collection service from 1 July 2022. 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 development of a Workforce Plan is a requirement set out under the *Local Government Act 2020*. Council's Workforce Plan was developed and endorsed in December 2021 after extensive consultation with the workforce. The plan sets out how Council will attract, develop and retain a responsive workforce that will enable the delivery of services to its community.

GENDER EQUALITY ACTION PLAN

The Gender Equality Act 2020 requires each council to prepare a Gender Equality Action Plan (GEAP) that includes the results of its workplace gender audit and strategies and measures for promoting gender equality in the workplace. This strategy aims to support our people to recognise and remove systemic barriers and work inclusively together across our organisation to strengthen who we are and what we do with a wide range of people's experiences, perspectives and stories, while reflecting the diversity of the community we serve and support.

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.

In reporting for the first year following implementation of the *Local Government Act 2020*, we have sought to align our reporting against these principles. This section provides an overview for our community about Council's approach to public transparency in alignment with the public transparency principles.

In June 2022, Council endorsed the extension of the Public Transparency Policy established in 2020 to September 2022. The policy can be accessed on Council's public 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 2021 and 30 June 2022. 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 seven Special Council meetings held during the year with 10 reports considered.

There were 135 reports considered by Council in 2021-2022, with 118 being considered publicly and 17 designated confidential with the Council Meeting 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.

In December 2021, Council updated the Darebin website with the agendas and minutes for all Council meetings, Planning Committee meetings and Hearing of Submissions meetings dating from 2016 onwards.

These principles are:

- (a) Council decision-making processes must be transparent except when the Council is dealing with information that is confidential by virtue of this Act or any other Act
- (b) Council information must be publicly available unless –
 - (i) the information is confidential by virtue of this Act or any other Act; or
 - (ii) public availability of the information would be contrary to the public interest
- (c) Council information must be understandable and accessible to members of the municipal community
- (d) public awareness of the availability of Council information must be facilitated.

CONFIDENTIAL MATTERS REPORTED, ANY SUBSEQUENTLY RELEASE

During 2021-2022, Council made three confidential resolutions public. One related to the awarding of the Northcote Aquatic and Recreation Centre construction contract, another to the governance review of IntoWork, the third was the appointment of the interim Chief Executive Officer.

Council also made a report relating to soil contamination findings at Clements Reserve available to the public.

OUR PUBLIC TRANSPARENCY

AUDIT AND RISK

In May 2022, Council adopted its Risk Management Policy, incorporating risk appetite, to be more transparent in its management of risk.

For 2020-2021, the Audit and Risk Committee introduced an Annual Committee Performance Report to strengthen transparency on its performance, audit program and matters reported to it. On 23 August 2021, Council endorsed the first Annual Committee Performance Report available publicly on Council's website.

The Audit and Risk Committee sent two bi-annual reports to Council providing an overview of matters considered and the key findings of the Committee. The bi-annual reports were endorsed by Council on 15 December 2021 and 27 June 2022.

- ▶ reporting from advisory committees and reference groups to Council
- ▶ Audit and Risk Committee performance reporting
- ▶ relevant technical reports and/or research that informs decision making
- ▶ practice notes and operating procedures
- ▶ guidelines and manuals
- ▶ application processes for approvals, permits, grants and access to Council services
- ▶ submissions made by Council
- ▶ register of planning permits and applications
- ▶ register of building permits, occupancy permits and temporary approvals
- ▶ FOI Part II Statement
- ▶ registers of delegation
- ▶ register of gifts, benefits and hospitality offered to councillors or Council staff
- ▶ register of overseas and interstate travel undertaken by councillors or Council staff
- ▶ register of conflicts of interest disclosed by councillors or Council staff
- ▶ register of donations and grants made by Council
- ▶ register of leases entered into by Council, as lessor and lessee
- ▶ register of authorised officers
- ▶ submissions received under section 223 of the *Local Government Act 1989* until its repeal or received through a community engagement process undertaken by Council (if those submissions are not part of a Council report)
- ▶ any other registers or records required to be made available for public inspection under legislation.

DOCUMENTS AVAILABLE FOR INSPECTION

The following information is publicly available on Council's website:

- ▶ agendas and minutes of Council meetings and delegated committees
- ▶ local laws and governance rules
- ▶ Council Plan and Annual Plan
- ▶ Council Budget
- ▶ 10-year Financial Plan
- ▶ Code of Conduct - Councillors
- ▶ Summary of Election Campaign Donation Returns
- ▶ Summary of Personal Interest Returns
- ▶ Registers or records required to be published on Council's website under legislation or determined to be in the public interest
- ▶ adopted Council policies, plans and strategies
- ▶ project and service plans
- ▶ terms of reference or charters for Council advisory committees and groups
- ▶ consultations and community engagement processes undertaken by Council

FREEDOM OF INFORMATION

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

The Act has four main functions:

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

FOI PART II STATEMENTS

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

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

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

| FOI requests received | 2017-18 | 2018-19 | 2019-20 | 2020-21 |
|---|----------|----------|----------|----------|
| New requests | 39 | 44 | 40 | 35 |
| Access granted in full | 9 | 3 | 0 | 2 |
| Access granted in part | 19 | 21 | 30 | 26 |
| Access denied in full | 5 | 1 | 2 | 3 |
| Requests not finalised at the end of the reporting period | 1 | 3 | 1 | 0 |
| Withdrawn | 0 | 2 | 0 | 1 |
| Requests outside the Act | 1 | 3 | 0 | 0 |
| Requests, no documents existed | 1 | 0 | 0 | 0 |
| Others: not processed, not proceeded with, Act did not apply | 3 | 1 | 7 | 4 |
| Application fees collected | \$787.50 | \$924.80 | \$947.20 | \$729.60 |
| Charges collected | \$910.60 | \$644.50 | \$847.60 | \$725.60 |

OUR PUBLIC TRANSPARENCY

NEW WEBSITES

Council's website was relaunched following significant redevelopment with a strong focus on delivering an improved and more accessible customer experience.

An audit was conducted by Vision Australia and recommendations are being implemented.

The website architecture has been the subject of ongoing review to ensure information is accessible to our community – easy to find and easy to understand.

The Darebin Libraries website and Darebin Arts website were also launched this year and share the strong focus on delivering an improved and more accessible customer experience.

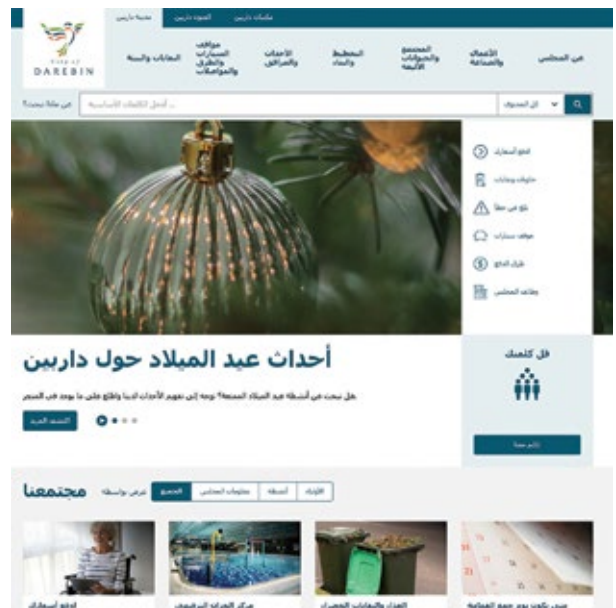


TRANSLATIONS

Content across all channels is written in simple language and a new business unit, Diverse Communications and Engagement, has been established to ensure more accessible communications for community members from non-English speaking backgrounds. Google Translate is available for real-time translations on Darebin's website.

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 the YouTube recordings for all meetings.



ANNUAL REPORT

A detailed summary version of the 2020-2021 Annual Report was incorporated into the Darebin website in October 2021, enabling the full use of accessibility features and translations.

The complete 2020-2021 Annual Report is also available for download.

For further information:

- ▶ darebin.vic.gov.au/About-Council/Policies-and-transparency
- ▶ darebin.vic.gov.au/About-Council/Council-structure-and-performance/Annual-Report-Highlights-2020-2021



9. OUR GOVERNANCE



OUR GOVERNANCE

The *Local Government Act 2020* sets direction for Council's accountability for good governance through the governance principles. In reporting for the first year following implementation of the *Local Government Act 2020*, we have sought to align our reporting against these principles. This section provides an overview for our community about Council's approach to good governance in alignment with the governance principles.

These principles are:

Council decisions are to be made and actions taken in accordance with the relevant law

priority is to be given to achieving the best outcomes for the municipal community, including future generations

the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted

the municipal community is to be engaged in strategic planning and strategic decision making

innovation and continuous improvement are to be pursued

collaboration with other councils and governments and statutory bodies is to be sought

the ongoing financial viability of the Council is to be ensured

regional, state and national plans and policies are to be taken into account in strategic planning and decision making

the transparency of Council decisions, actions and information is to be ensured.

OVERVIEW OF GOVERNANCE IN 2021-2022

Darebin Council is committed to open and transparent governance in accordance with the *Local Government Act 2020* (the Act). Council recognises the need for the 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 2021. 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

Council meetings are generally open to the public. During this reporting period, due to COVID-19 health restrictions, Council held some of its meetings and Planning Committees meetings virtually. These meetings were held pursuant to section 61 of the *Local Government Act*. The record of councillor attendance at Ordinary meetings of Council and Special Council meetings held during 2021-2022 is shown in the table on page 130. This table additionally provides data on the number of reports presented to Council (including confidential reports) and Notice of Motions.

At these meetings, the community is invited to ask or submit questions during public question time. In 2021-2022, there were 325 questions submitted, an increase of 31% on the 2020-2021 figure of 247.

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, was presented to the next subsequent Council Meeting.

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

► darebin.vic.gov.au/HowCouncilWorks

COUNCILLOR ATTENDANCE AT MEETINGS, 1 JULY 2021 TO 30 JUNE 2022

| 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 |
|--------------|------------------|-----------------|-------------------|--------------------|----------------------------|-------------------|-----------|-----------|-------------|-------------|-------------|------------|-----------|----------------|-----------|
| 26/7/2021 | 1 | | 10 | 0 | 30 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| 23/8/2021 | 1 | | 7 | 4 | 23 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| 27/8/2021 | 1 | | 12 | 2 | 21 | 0 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| 25/10/2021 | 1 | | 11 | 0 | 40 | 0 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | Ap | 1 |
| 22/11/2021 | 1 | | 10 | 0 | 37 | 0 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| 24/11/2021 | | 1 | 4 | 0 | 0 | 0 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| 25/11/2021 | | 1 | 1 | 2 | 0 | 0 | 1 | 1 | 1 | Ap | 1 | 1 | 1 | Ap | 1 |
| 15/12/2021 | 1 | | 3 | 0 | 24 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| 23/12/2021 | | 1 | 0 | 0 | 0 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| 23/12/2021 | | 1 | 2 | 0 | 0 | 3 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| 31/1/2022 | 1 | | 7 | 0 | 10 | 8 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| 28/2/2022 | 1 | | 7 | 3 | 17 | 5 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| 28/3/2022 | 1 | | 2 | 1 | 30 | 6 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| 14/4/2022 | | 1 | 2 | 0 | 0 | 0 | 1 | 1 | 1 | 1 | 1 | 1 | Ap | 1 | 1 |
| 26/4/2022 | 1 | | 11 | 0 | 12 | 2 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| 18/5/2022 | | 1 | 1 | 1 | 0 | 0 | 1 | 1 | Ap | 1 | 1 | 1 | 1 | 1 | 1 |
| 23/5/2022 | 1 | | 17 | 2 | 45 | 0 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| 6/6/2022 | | 1 | | 2 | 0 | 0 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| 27/6/2022 | 1 | | 11 | 0 | 36 | 2 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Total | 12 | 7 | 118 | 17 | 325 | 30 | 19 | 19 | 18 | 18 | 19 | 19 | 18 | 17 | 19 |

Ap: Apology

COUNCIL COMMITTEES

Darebin Council has one Standing Committee, known as a Delegated Committee. This Committee make decisions on behalf of Council on a specific area of Council's functions or responsibilities.

The Delegated Committee is the Planning Committee.

PLANNING COMMITTEE

The Planning Committee is a Delegated Committee appointed pursuant to section 63 of the *Local Government Act 2020* to assist Council in statutory and strategic urban planning matters.

PLANNING COMMITTEE MEMBERSHIP AND ATTENDANCE 2021-2022

All councillors were members of the Committee, which was 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 |
|--------------|----------------------------|-------------------|----------------------|----------------|-----------|-----------|-------------|-------------|------------|-----------|-----------|-------------|
| 15/6/2021 | 1 | 2 | - | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| 12/7/2021 | 1 | 5 | - | Ap | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| 9/8/2021 | 1 | 2 | - | 1 | 1 | 1 | Ap | 1 | 1 | 1 | 1 | 1 |
| 11/10/2021 | 1 | 1 | - | Ap | 1 | 1 | Ap | 1 | 1 | 1 | 1 | 1 |
| 8/11/2021 | 1 | 2 | - | Ap | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| 13/12/2021 | 1 | 4 | - | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| 14/2/2022 | 1 | 3 | - | 1 | 1 | 1 | Ap | 1 | 1 | 1 | 1 | 1 |
| 15/3/2022 | 1 | 4 | 2 | 1 | 1 | 1 | Ap | 1 | Ap | 1 | 1 | 1 |
| 11/4/2022 | 1 | 4 | 1 | 1 | 1 | Ap | 1 | Ap | 1 | Ap | 1 | 1 |
| 9/5/2022 | 1 | 5 | - | 1 | Ap | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| 14/6/2022 | 1 | 4 | - | 1 | 1 | 1 | Ap | 1 | 1 | 1 | 1 | 1 |
| Total | 11 | 36 | 3 | 8 | 10 | 10 | 6 | 10 | 10 | 10 | 11 | 11 |

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 2021-2022

From 1 July 2021 to 30 June 2022

| Date | Hearing of Submissions | Cr Dimitriadis | Cr Greco | Cr Hannan | Cr Laurence | Cr Messina | Cr McCarthy | Cr Newton | Cr Rennie | Cr Williams |
|--------------|------------------------|----------------|----------|-----------|-------------|------------|-------------|-----------|-----------|-------------|
| 11/10/2021 | 1 | Ap | 1 | 1 | Ap | 1 | 1 | 1 | 1 | 1 |
| 8/11/2021 | 1 | Ap | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| 26/5/2022 | 1 | 1 | 1 | 1 | Ap | 1 | 1 | 1 | 1 | 1 |
| Total | 3 | 1 | 3 | 3 | 1 | 3 | 3 | 3 | 3 | 3 |

Ap: Apology

THE YEAR IN REVIEW FOR THE HEARING OF SUBMISSIONS COMMITTEE

Three meetings were held in 2021-2022 to hear submissions:

- ▶ 11 October 2021 - to consider submissions on the Road Management Plan
- ▶ 8 November 2021 - to consider submissions on the proposed declaration of a road (which was formerly a reserve) adjoining 4-9 Kenwood Court, 19-47 Showers Street, 15-19 Railway Place West and 32 Oakover Road, Preston, as a public highway
- ▶ 26 May 2022 - to consider submissions on the 2021-2022 Annual Budget.

ADVISORY COMMITTEES, COUNCILLOR BRIEFINGS AND OTHER INFORMAL MEETINGS OF COUNCILLORS

In accordance with Council's governance rules (July 2020), a written record (summary) of each advisory committee, councillor briefing or other informal meeting of councillors is reported 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 2021-2022, there were 85 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, internal control systems and providing advice to drive continuous improvement.

The Audit and Risk Committee consists of three independent members – Lisa Tripodi (Chair), Craig Geddes (term expired December 2021), Marco Bini and Johnathan Kyvelidis (term commenced June 2022) – and Councillor Lina Messina (Mayor) and Councillor Tom Hannan. 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 2021–2022: 13 September 2021, 6 December 2021, 21 March 2022 and 29 June 2022.

The Internal and External Auditors, Chief Executive Officer, General Manager Governance and Engagement, Manager Governance and Corporate Strategy, 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. Recommendations from each Audit and Risk Committee Meeting are reported to and considered by Council.

INTERNAL AUDIT

Council's internal audit function provides independent and objective assurance that the appropriate processes and controls are in place. Council's current Internal Auditor, HLB Mann Judd, has extensive local government experience. A risk-based, three-year Strategic Internal Audit Plan is revised annually to ensure the audit resources remain focused on the appropriate areas. The 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 module. Quarterly status updates are required by responsible Managers and reported to the Executive Management team and the Audit and Risk Committee. Quality assurance is measured through surveys for each audit and the Audit and Risk Committee's annual self-assessment survey.

Some of the audits conducted in the reporting period included the Review of Data Governance, Review of Lease Management, Review of Cyber Security and Review of OHS.

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 auditors attend all meetings of the Audit and Risk Committee in order to provide status updates or present the findings of the financial audits.

OUR GOVERNANCE

DAREBIN COMMUNITY ADVISORY COMMITTEES 2021-2022

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 15 December 2021, the Council established the following the committee memberships shown in the accompanying table.

| Community advisory committee | Appointments for 2021-2022 |
|---|--|
| Active and Healthy Ageing Community Board | Cr Gaetano Greco (Chair) Cr Julie Williams (proxy) |
| Arts and Heritage Advisory Panel | Cr Newton (Co-Chair) Cr Greco (proxy) |
| Climate Emergency Darebin Advisory Committee | Cr Trent McCarthy (Chair) Cr Susan Rennie |
| Darebin Aboriginal Advisory Committee | Cr Lina Messina (Co-Chair) Cr Trent McCarthy Cr Gaetano Greco Cr Susan Rennie Cr Tim Laurence Cr Susanne Newton |
| Darebin Community Awards Advisory Committee | Cr Lina Messina (Mayor and Chair) Cr Susan Rennie (Proxy) |
| Darebin Disability Advisory Committee | Cr Julie Williams (Chair) Cr Tim Laurence (Proxy) |
| Darebin Domestic Animal Management Reference Group | Cr Julie Williams (Chair) Cr Tim Laurence (proxy) |
| Darebin Education Network | Cr Susan Rennie (Chair) Cr Emily Dimitriadis (proxy) |
| Darebin Interfaith Council | Cr Gaetano Greco (Chair) Cr Emily Dimitriadis (proxy) |
| Darebin Nature Trust | Cr Lina Messina (Co-Chair) Cr Trent McCarthy Cr Tom Hannan |
| Darebin Women's Advisory Committee | Cr Emily Dimitriadis Cr Susan Rennie (Proxy) |
| Sexuality, Sex and Gender Diversity Advisory Committee | Cr Susan Newton (Chair) Cr Susan Rennie (Proxy) |
| Welcoming Cities Community Reference Group | Cr Gaetano Greco (Chair) Cr Emily Dimitriadis (Proxy) |
| Edwardes Lake Taskforce | Cr Greco Cr Newton (proxy) |

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 Mayor 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 the 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*.

Until the Remuneration Tribunal makes its first determination on allowances, the allowances framework under the *Local Government Act 1989* (1989 Act) continued to apply, despite the repeal of those provisions.

NOTIFICATION OF THE INCREASES TO THE MAYOR'S, DEPUTY MAYOR'S AND COUNCILLORS' ALLOWANCES

The Victorian Independent Remuneration Tribunal completed its first review of mayoral and councillor allowances in March 2022. The determination – made under section 23A of the *Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019* (Vic) (VIRTIPS) Determination No.01/2022 – was reported to the Ordinary Council Meeting on 28 March. The determination was retrospective and took effect from 18 December 2021 – six months from the day the Tribunal received the Minister's request under that Act.

The key conclusions and outcomes of the determination were:

- ▶ 1) the move from an allowance range to a base allowance for each of the allowance types, i.e. mayoral allowance, deputy mayoral allowance and councillor allowance
- ▶ 2) the phasing in of the proposed increases over the next five years
- ▶ 3) the maintenance of the council allowance categories based on a council's total recurrent revenue and the council's estimated resident population;
- ▶ 4) the introduction of a Deputy Mayor's allowance for all Councils (previously only applicable to the City of Melbourne);
- ▶ 5) the value of the allowance payable being inclusive of any Superannuation amount, or equivalent
- ▶ 6) the values of the allowances set in the determination will be annually adjusted by the determinations made by the Tribunal under section 23B of the *VIRTIPS Act*
- ▶ 7) the Determination takes effect from the 18 December 2021.

| | 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 |
|---------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|-------------|
| Mayoral allowance | \$119,316 | \$122,630 | \$125,944 | \$129,259 | \$132,573 |
| Deputy Mayoral allowance | \$59,658 | \$61,315 | \$62,972 | \$64,629 | \$66,286 |
| Councillor allowance | \$35,972 | \$37,010 | \$38,047# | | |

The base allowance for councillors on 18 December 2023 will be \$38,047 until such time as it is reviewed.

OUR GOVERNANCE

COUNCILLOR EXPENSES

Councillors incur expenses while fulfilling their roles as elected representatives. Expenditure is regulated by the Councillor Support and Expenses Policy, as endorsed by Council. 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 2021 TO 30 JUNE 2022

| Expense type | Cr Dimitriadis | Cr Greco | Cr Hannan | Cr Laurence | Cr McCarthy | Cr Messina | Cr Newton | Cr Rennie | Cr Williams | Total |
|--|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|-----------------|-----------------|-----------------|------------------|
| Councillor allowances (see Note 1) | \$34,017 | \$34,017 | \$34,017 | \$34,017 | \$46,887 | \$111,055 | \$34,017 | \$34,017 | \$34,017 | \$396,061 |
| Mobile (usage and data plan) | \$350 | \$379 | \$350 | \$566 | \$351 | \$379 | \$351 | \$351 | \$362 | \$3,439 |
| Internet | \$186 | \$182 | \$164 | \$164 | \$219 | \$164 | \$164 | \$164 | \$197 | \$1,604 |
| Travel (Cabcharge / misc. travel expenses) | \$0 | \$0 | \$0 | \$0 | \$0 | \$153 | \$0 | \$0 | \$140 | \$293 |
| Family care | \$0 | \$0 | \$550 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$550 |
| Mayoral vehicle | \$0 | \$0 | \$0 | \$0 | \$0 | \$7,606 | \$0 | \$0 | \$0 | \$7,606 |
| Conferences/seminars (inc. all related costs / travel/meals/accom) | \$450 | \$2,554 | \$0 | \$0 | \$1,162 | \$450 | \$1,426 | \$1,159 | \$0 | \$7,201 |
| Training | \$0 | \$500 | \$0 | \$0 | \$0 | \$4,087 | \$0 | \$0 | \$0 | \$4,587 |
| Functions/events | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Printing & stationery | \$0 | \$0 | \$0 | \$0 | \$0 | \$446 | \$0 | \$0 | \$0 | \$446 |
| Subscription | \$85 | \$0 | \$0 | \$0 | \$0 | \$85 | \$835 | \$0 | \$85 | \$1,090 |
| Total net expenses | \$35,088 | \$37,632 | \$35,081 | \$34,747 | \$48,619 | \$124,425 | \$36,793 | \$35,691 | \$34,801 | \$422,877 |

Note 1: These Councillor allowances reflect increases determined by the Victorian Independent Remuneration Tribunal in March 2022 backdated to 18 December 2021 including the introduction of a Deputy Mayor allowance.

CODE OF CONDUCT FOR COUNCILLORS

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

GOOD GOVERNANCE ACTIONS - COUNCILLORS

During this year, the councillors undertook additional and refresher training to strengthen their awareness relating to their role as councillors, the role of the Mayor and Deputy Mayor, the role of Council, and their knowledge of sexual harassment and fraud awareness.

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 is 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.

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 2021-2022, there were 26 conflicts of interest declared by councillors, which included eight at Council meetings, 13 at Councillor Briefings, four at Planning Committee meetings and one at an advisory committee meeting. There were 10 conflicts of interest declared by Council officers in 2021-2022.

ACHIEVING THE BEST OUTCOMES FOR THE COMMUNITY

For the first time ever, our community has developed a vision to set its aspirations for the future Darebin and the community we want to be 20 years from now.

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 our Community Vision and key pillars/themes.

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 GRANTS PROGRAM

Every year Council provides funds and assistance to not-for-profit groups and organisations through the Community 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, Liveable and Flourishing; and Climate, Green and Sustainable.

On 28 June 2021, Council approved the following budget for the 2021–2022 Community Grants program:

- ▶ small grants with a total pool of \$111,250
- ▶ medium grants with a total pool of \$156,000
- ▶ venue support grants with a pool of \$79,000 (in-kind)
- ▶ three-year partnership grants – year three with a pool of \$379,300
- ▶ youth project grants with a pool of \$10,000.

SUMMARY OF APPLICATIONS RECEIVED AND APPROVED FOR THE 2021-2022 FUNDING ROUND

| Annual grants program | Received | Amount requested | Budget allocated | Recommended | Amount recommended |
|--|------------|------------------|------------------|-------------|--------------------|
| Small grants | 59 | \$154,319 | \$168,000 | 50 | \$108,157 |
| Medium – environment and sustainability | 7 | \$81,992 | \$40,500 | 2 | \$22,000 |
| Medium – equity, inclusion and wellbeing | 26 | \$255,652 | \$51,000 | 11 | \$99,000 |
| Medium – creative projects artist-led initiatives | 22 | \$219,614 | \$64,500 | 9 | \$77,703 |
| Youth Projects | 0 | | \$10,000 | 0 | \$0 |
| Total | 114 | \$711,577 | \$334,000 | 72 | \$306,860 |

SUMMARY OF THREE-YEAR PARTNERSHIP - YEAR THREE APPROVED

| Three-year grants program | Successful applicants | Budget allocated | Amount recommended |
|--|-----------------------|------------------|--------------------|
| Youth Partnerships | 2 | \$50,000 | \$50,000 |
| Environment and Sustainability | 3 | \$80,000 | \$80,000 |
| Equity, Inclusion and Wellbeing | 4 | \$94,100 | \$94,100 |
| Key Cultural Organisations | 7 | \$55,200 | \$55,200 |
| Total | 16 | \$279,300 | \$279,300 |

SUMMARY OF 2021-2022 VENUE HIRE SUPPORT GRANTS APPLICATIONS RECEIVED AND APPROVED

| Venues | Applications Received | Budget | Applications recommended | Amount requested | Amount recommended |
|--|-----------------------|-----------------|--------------------------|------------------|--------------------|
| Community hubs | 13 | \$20,120 | 13 | \$33,135 | \$20,120 |
| City and shire halls | 10 | \$15,484 | 10 | \$27,703 | \$15,513 |
| Libraries meeting rooms | 10 | \$14,391 | 10 | \$17,762 | \$14,391 |
| Northcote Town Hall and Darebin Arts Centre | 13 | \$20,947 | 9 | \$46,120 | \$20,947 |
| Intercultural Centre | 5 | \$8,058 | 5 | \$10,560 | \$8,058 |
| Total | 51 | \$79,000 | 47 | \$135,280 | \$79,029 |

ECONOMIC, SOCIAL AND ENVIRONMENTAL

SUSTAINABILITY OF DAREBIN

CLIMATE RISK GOVERNANCE

Darebin City Council considers climate change to be a critical strategic risk. Council is addressing this risk through a declaration of a climate emergency and mitigation and adaptation actions within the Climate Emergency Plan. Council is striving to continuously improve its approach to climate change governance, to help embed it within Council’s operations through improved procedures and Council oversight that strengthens accountability.

Council continues to define roles, responsibilities and procedures at every level of its operations from its Open Space staff to the Council itself. Council considers climate change to be a critical strategic issue. The Executive Management team oversees the organisational response to climate change risks and opportunities, led by the Climate Emergency team. Council has committed to taking action on climate change through Council’s Climate Emergency Plan.

In implementing this plan, Council will continuously improve its climate change governance by:

- ▶ embedding risk within its operations and municipal responsibilities
- ▶ driving sustainability outcomes through its Social and Sustainable Procurement Policy
- ▶ driving sustainability outcomes through its capital works program
- ▶ embedding climate change mitigation and adaptation through the review of its policy framework
- ▶ improving its procedures
- ▶ strengthening accountability measures.

Under current governance arrangements:

- ▶ the Executive Management team oversees the organisational response to climate change risks and opportunities, led by the Climate Emergency and Sustainable Transport Department

- ▶ all 2021–2022 Unit work plans were developed to incorporate actions to drive the organisation wide effort to respond to the climate emergency
- ▶ Climate Emergency and Sustainable Transport and Corporate Governance departments are driving the visibility of climate-related risks and strengthening governance arrangements
- ▶ the Climate Emergency Unit provides expertise to integrate climate emergency thinking and actions across Council operations and the municipality.

POLICIES ADOPTED IN 2021–2022

In 2021–2022, Council adopted a range of new or reviewed polices including:

- ▶ Electric Vehicle Charging Policy
- ▶ Complaints Handling Policy
- ▶ Asset Management Policy
- ▶ Social and Sustainable Policy 2021–2025
- ▶ EO Employment and Remuneration Policy
- ▶ Investment Policy, Investment and Treasury Policy
- ▶ Extended COVID Financial Hardship Policy (until 30 September 2022)
- ▶ Risk Management Policy
- ▶ Extended Electoral Advertising Signage and Electioneering Policy (until May 2024).

For examples of service innovation and continuous improvement in 2021–2022, please refer ‘Business improvement’ on page 104 in the ‘Our service performance’ section.

COLLABORATION WITH OTHER COUNCILS, GOVERNMENTS AND STATUTORY BODIES

KEY PARTNERS - MEMORANDUMS OF UNDERSTANDING

A Memorandum of Understanding (MOU) and Action Plan were entered into between Council and Aboriginal Housing Victoria for the period 2021-2026.

On 28 April 2022, Council announced a 30-year partnership valued at more than \$14 million with the Inner North Community Foundation, Merri-bek Council, Yarra City Council and IntoWork to support pathways to employment in the inner north.

The 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.

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

Other MOUs that remain active include:

- ▶ Friends of Regent Community Garden, until December 2023
- ▶ Preston Mosque (2019-2022)
- ▶ Northcote Library Food Garden, which remains in place until February 2023
- ▶ Alphington Community Centre (2018-2023)
- ▶ The Bridge - Preston and Thornbury Neighbourhood House (2018-2023)
- ▶ Jika Jika Community Centre (2018-2023)
- ▶ Reservoir Neighbourhood House (2018-2023)
- ▶ Span Community Centre (2018-2023)
- ▶ Preston Reservoir Adult Community Education (PRACE) (2018-2023)

- ▶ Darebin Information and Volunteer Resource Centre (DIVRS) (2018-2023)
- ▶ Aboriginal Advancement League
- ▶ 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 - 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 will simplify the existing commitment to collaborative procurement.

Council considers any opportunities for collaborative procurement in relation to a procurement process undertaken by Council by establishing a joint consolidated contract register for consideration as possible joint procurement opportunities. When collaborating, the 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 utilise existing collaborative procurement arrangements established through a public tender process where it provides an advantageous, value-for-money outcome for Council.

ALIGNMENT TO REGIONAL, STATE AND NATIONAL PLANS AND POLICIES

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 2021-2022.

During 2021-2022, Council received no public interest disclosures. No public interest disclosures were referred to Council by the Independent Broad-based Anti-corruption Commission (IBAC).

COVID-19 DIRECTIONS

In accordance with the state emergency declared due to the COVID-19 pandemic, Council implemented the 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

▶ darebin.vic.gov.au/-/media/Council/Files/About-Council/Councillors-and-meetings/Governance-and-transparency/Public-Interest-Disclosures/PublicInterestDisclosuresPolicy.ashx

Further information about the application of the *Public Interest Disclosures Act 2012*, including how to make a disclosure, is available on our website at:

▶ darebin.vic.gov.au/About-Council/Policies-and-transparency/Freedom-of-information-and-public-interest-disclosures

INFORMATION PRIVACY

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

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

▶ darebin.vic.gov.au/Privacy.

Council received three privacy complaints 2021-2022.

GOVERNANCE AND MANAGEMENT CHECKLIST

| Governance and management items | Assessment |
|---|---|
| <p>1. Community Engagement Policy</p> <p>(policy under section 55 of the <i>Local Government Act 2020</i> (the Act) outlining Council's commitment to engaging with the community on matters of public interest)</p> | <p>Policy</p> <p>Adopted in accordance with section 55 of the Act</p> <p>Date of adoption: 22 February 2021</p> |
| <p>2. Community Engagement Guidelines</p> <p>(guidelines to assist staff to determine when and how to engage with the community)</p> | <p>Guidelines</p> <p>Date of commencement of current guidelines: 3 August 2021</p> |
| <p>3. Financial Plan</p> <p>(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>Plan</p> <p>Adopted in accordance with section 91 of the Act</p> <p>Date of adoption: 28 June 2021</p> |
| <p>4. Asset Plan</p> <p>(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>Plan</p> <p>Adopted in accordance with section 92 of the Act</p> <p>Date of adoption: 27 June 2022</p> |
| <p>5. Revenue and Rating Plan</p> <p>(plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges)</p> | <p>Plan</p> <p>Adopted in accordance with section 93 of the Act</p> <p>Date of adoption: 27 June 2022 (Revised from version adopted 28 June 2021)</p> |
| <p>6. Annual Budget</p> <p>(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>Budget</p> <p>Adopted in accordance with section 94 of the Act</p> <p>Date of adoption: 27 June 2022</p> |
| <p>7. Risk Policy</p> <p>(policy outlining Council's commitment and approach to minimising the risks to Council's operations)</p> | <p>Policy</p> <p>Date of commencement of current policy: 23 May 2022</p> |
| <p>8. Fraud Policy</p> <p>(a policy outlining Council's commitment and approach to minimising the risk of fraud)</p> | <p>Policy</p> <p>Date of commencement of current policy: 29 June 2021</p> |
| <p>9. Municipal Emergency Management Plan</p> <p>(plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency mitigation, response and recovery)</p> | <p>Plan</p> <p>Prepared and maintained in accordance with section 20 of the Emergency Management Act. Updated draft plan completed.</p> <p>Date of adoption: 14 October 2019</p> |

ALIGNMENT TO REGIONAL, STATE AND NATIONAL PLANS AND POLICIES

GOVERNANCE AND MANAGEMENT CHECKLIST (Cont.)

| Governance and management items | Assessment |
|---|---|
| <p>10. Procurement Policy</p> <p>(a 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>Policy</p> <p>Adopted in accordance with section 108 of the Act</p> <p>Date of adoption: 23 August 2021</p> |
| <p>11. Business Continuity Plan</p> <p>(plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)</p> | <p>Plan</p> <p>Date of adoption: 15 April 2020</p> |
| <p>12. Disaster Recovery Plan</p> <p>(plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)</p> | <p>Plan</p> <p>Date of commencement of current plan: 25 June 2021</p> |
| <p>13. Risk Management Framework</p> <p>(framework outlining Council's approach to managing risks to Council's operations)</p> | <p>Framework</p> <p>Date of commencement of current framework: 29 June 2021</p> |
| <p>14. Audit and Risk Committee</p> <p>(an advisory committee of Council under section 53 and 54 of the Act)</p> | <p>Established in accordance with section 53 of the Act</p> <p>Date of establishment: 20 July 2020</p> |
| <p>15. Internal audit</p> <p>(independent accounting professionals engaged by Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)</p> | <p>Engaged</p> <p>Date of engagement of current provider: 16 April 2019</p> |
| <p>16. Performance Reporting Framework</p> <p>(a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act)</p> | <p>Framework</p> <p>Date of adoption of current framework: 11 May 2021</p> |

GOVERNANCE AND MANAGEMENT CHECKLIST (Cont.)

| Governance and management items | Assessment |
|--|--|
| <p>17. Council Plan report</p> <p>(report reviewing the performance of Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)</p> | <p>Report</p> <p>Date of reports: 26 July 2021: 2020-2021 Q4 25 October 2021: 2021-2022 Q1 28 February 2022: 2021-2022 Q2 23 May 2022: 2021-2022 Q3</p> |
| <p>18. Quarterly budget reports</p> <p>(quarterly reports presented to Council under section 97 of the Act comparing actual and budgeted results and an explanation of any material variations)</p> | <p>Reports presented to Council in accordance with section 97(1) of the Act</p> <p>Dates reports presented: 30 June 2021: 27 September 2021 Q1 2021-2022: 15 December 2021 Q2 2021-2022: 28 February 2022 Q3 2021-2022: 22 May 2022</p> |
| <p>19. Risk reports</p> <p>(six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)</p> | <p>Reports</p> <p>Dates of reports: 10 August 2021 (Executive Management team) 18 October 2021 (Councillor Briefing) 15 February 2022 (Executive Management team) 2 May 2022 (Councillor Briefing)</p> |
| <p>20. Performance reports</p> <p>(six-monthly reports of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act)</p> | <p>Reports:</p> <p>Dates of reports: 3 September 2021 (Executive Management team) 13 September 2021 (Audit and Risk Committee) 22 November 2021 (Annual Report) 3 May 2022 (Executive Management team) 20 June 2022 (Councillor Briefing) 29 June 2022 (Audit and Risk Committee)</p> |
| <p>21. Annual Report</p> <p>(annual report under sections 98 and 99 of the Act containing a report of operations and audited financial and performance statements)</p> | <p>Report</p> <p>Presented at a meeting of the Council in accordance with section 100 of the Act</p> <p>Date of presentation: 22 November 2021</p> |
| <p>22. Councillor Code of Conduct</p> <p>(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</p> <p>Date adopted: 21 January 2021</p> |

ALIGNMENT TO REGIONAL, STATE AND NATIONAL PLANS AND POLICIES

GOVERNANCE AND MANAGEMENT CHECKLIST (Cont.)

| Governance and management items | Assessment |
|---|---|
| <p>23. Delegations</p> <p>(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</p> <p>Dates of review under section 11(7):</p> <p>Instrument of Delegation to the Chief Executive Officer (S5): 27 September 2021</p> <p>Instrument of Delegation to the Chief Executive Officer (S6): 23 March 2022</p> <p>Instrument of Sub Delegation by the CEO to members of Council Staff (S7): 23 March 2022</p> <p>Instrument of Delegation Authorisation by the Municipal Building Surveyor (S12): 23 March 2022</p> <p>Instrument of Delegation of CEO Powers Duties and Functions to Council Staff (S13): 23 March 2022</p> <p>Instrument of Delegation by the CEO to members of Council Staff (VicSmart Applications) (S14): 28 August 2020</p> <p>Instrument of Sub-delegation under the <i>Environment Protection Act 2017</i> (S18): 14 December 2021</p> <p>Instrument of Financial Delegation by the CEO: 23 March 2022</p> |
| <p>24. Meeting procedures</p> <p>(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</p> <p>Date governance rules adopted: 20 July 2020</p> |

GOVERNANCE AND MANAGEMENT CHECKLIST CERTIFICATE

Certification of Governance and Management Arrangements
For the Year Ended 30 June 2022

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



Rachel Ollivier
Acting Chief Executive Officer
Dated: 4 October 2022



Cr Lina Messina
Mayor
Dated: 4 October 2022

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.

On 25 October 2021, Council adopted its Road Management Plan 2021 following an internal review and community engagement process. Engagement with the community is an essential part of this review. Council has encouraged the community to review the proposed plan and provide feedback via several dedicated engagement platforms. Furthermore, Council advertised the adoption of the Road Management Plan 2021 in the Victorian Government Gazette and newspaper, in accordance with the Road Management (General) Regulations 2016. Subsequent publications of the adopted Road Management Plan included Council's website, in accordance with the Road Management (General) Regulations 2016.

Council uses mobile devices to collect the data that results from our inspections carried out by inspections officers live in the field. This data is uploaded directly into Council's asset management system and is used to produce a GPS record of the inspection, temporary repair works and the permanent repair work orders in real time. As part of the review, Council officers have reviewed the time frames and intervention levels throughout the Plan.

REPORT AGAINST THE DOMESTIC ANIMAL MANAGEMENT ACT 1994

- ▶ Upon completion of public consultation, Council adopted the 2022–2025 Domestic Animal Management Plan (DAMP) in February 2022. The DAMP was created in partnership with Merri-bek City Council and City of Whittlesea. Council's DAMP outlines Council services, programs and policies established to address the administration of the *Domestic Animal Act 1994* and the management of cat and dog issues within the community.
- ▶ Council reviewed the Epping Animal Welfare Facility (EAWF) contract and provided support for an in-house shared animal welfare service model in partnership with Merri-bek City Council and City of Whittlesea.
- ▶ Successful appointments of new members were made to the Darebin Domestic Animal Management Reference Group (DDAMRG) to provide guidance in delivering Council's DAMP and to manage the welfare of animals within City of Darebin and promote responsible pet ownership.
- ▶ With lockdowns during the first half of the year due to COVID-19, Council continued its responsible dog ownership education via social media with a focus on off-leash areas. This was due to an increase in anti-social dog behaviours with members of the public while exercising in parks. Council's local laws officers were rostered for daily park patrols in our larger reserves as restrictions eased for permitted work.
- ▶ Of the 185 dogs that were impounded at the Epping Animal Welfare Facility, 124 were reclaimed, 25 were adopted and 53 were directly returned home. A total of 538 cats were impounded, with 64 reclaimed and 309 adopted.
- ▶ In collaboration with our rescue groups and animal welfare partners, such as Maneki Neko Cat Rescue and Lort Smith, Council was able to move a total of 64 cats directly to rescue programs. Of this total, 30 were neonatal kittens (below 500 grams in weight).

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. In reporting for the first year following implementation of the *Local Government Act 2020*, we have sought to align our reporting against these principles.

This section provides an overview for our community about Council's community engagement actions in alignment with the community engagement principles.

Council adopted its Community Engagement Policy in February 2021 and established a community engagement toolkit in August 2021, which was rolled out within the organisation to support the implementation of the policy and improve engagement practice.

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 2021-2022 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 2021-2022

There were 18 strategic engagements undertaken throughout 2021-2022. Some were significant engagements and included:

- ▶ the 10-year Asset Plan engagement (this did not require deliberative engagement)
- ▶ the Northcote Golf Course
- ▶ a refresh of the Transport Strategy, including an introduction to the Electric Vehicle Charging Policy
- ▶ the rollout of the Your Street, Your Say program, which is changing our approach to addressing local transport issues and where the community is provided the opportunity to tell us how we can improve local streets for people who live, work, study or travel through Darebin
- ▶ the declaration of the public waste service rate and service charge for kerbside collection.

Examples of engagement activities include hearing-of-responses sessions, information sessions, online and drop-in sessions, using interactive maps, and targeted engagement sessions to ensure that our diverse community members were represented in the decisions being made.

In addition to the Community Engagement toolkit, a review of the online engagement platform was undertaken. A new platform was established with greater functionality, which has improved the way engagements are presented to the community, making opportunities more visually appealing and improving the way project updates are communicated.

11. OUR FINANCIAL MANAGEMENT



OUR FINANCIAL MANAGEMENT

The *Local Government Act 2020* sets direction for Council’s financial management through the financial management principles. In reporting for the first year following implementation of the *Local Government Act 2020*, we have sought to align our reporting against these principles. This section provides an overview for our community about Council’s financial management actions in alignment with the financial management principles.

These principles are:

- (a) revenue, expenses, assets, liabilities, investments and financial transactions must be managed in accordance with a council’s financial policies and strategic plans
- (b) financial risks must be monitored and managed prudently having regard to economic circumstances
- (c) financial policies and strategic plans, including the Revenue and Rating Plan, must seek to provide stability and predictability in the financial impact on the municipal community
- (d) accounts and records that explain the financial operations and financial position of the council must be kept.

FINANCIAL SUMMARY

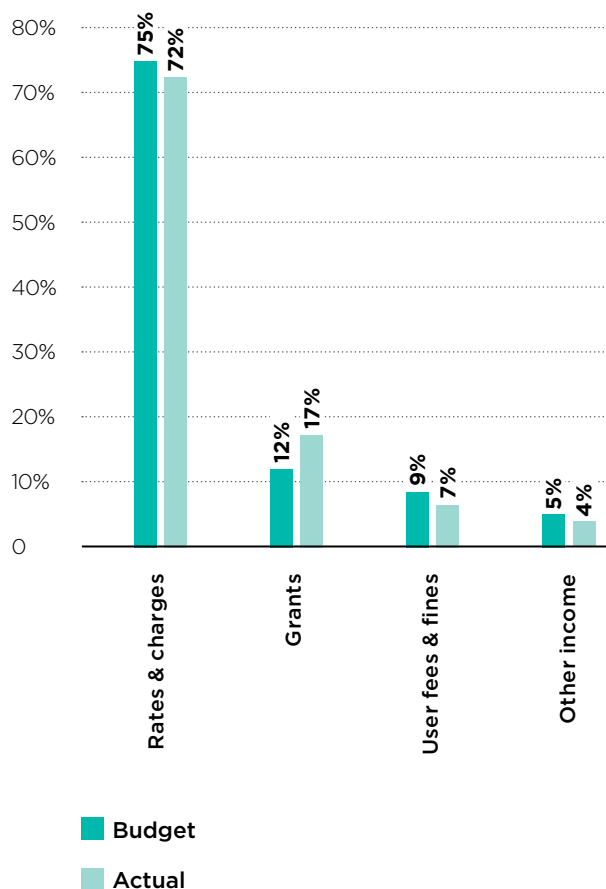
Darebin City Council strives to ensure that our community’s needs are met while also keeping an eye to the needs of future generations.

Our community expects and deserves an efficient and productive administration that provides excellent service and value for money. We are committed to excellence in the delivery of our core services and to ensuring our efforts meet the diverse needs of our community.

In brief

- ▶ Revenue was \$191.80 million, with 75% coming from rates and charges.
- ▶ Expenditure was \$184.20 million, with 52% attributable to employee costs and 31% for materials and services.
- ▶ The surplus was \$7.60 million.
- ▶ Net assets are \$1.65 billion, including community facilities and infrastructure.
- ▶ Cash and financial assets held of \$58.71 million, which is \$5.87 million less than the previous year.
- ▶ New borrowings of \$10 million to fund the construction of the new Northcote Aquatic and Recreation Centre.

Sources of revenue 2021-2022

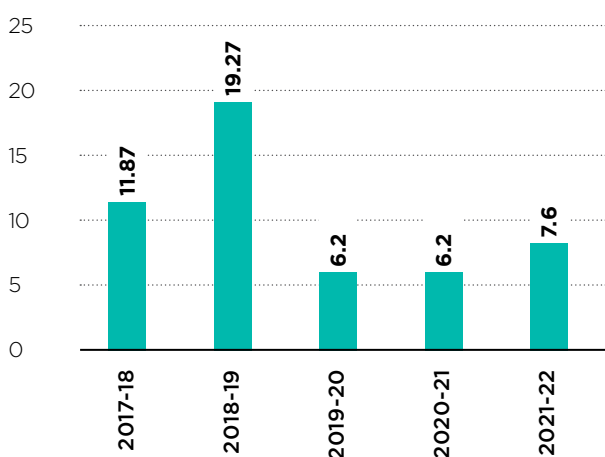


OUR FINANCIAL MANAGEMENT

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 revenue. 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 2022, Council achieved an operating surplus of \$7.60 million, which was a \$1.42 million increase from the 2020–2021 result. The main reasons for the increase were that revenue increased by \$9.12 million while expenditure increased by \$7.70 million.

The Revised Revenue and Rating Plan 2021–2025, which expresses the strategic objectives, plans and strategies in financial terms, was adopted by Council in June 2022 and shows surpluses will continue to be achieved in all years over the period from 2022–2023 to 2025–2026 while maintaining existing service delivery. These surpluses are critical as they are the primary source of funding for the renewal, replacement and upgrade of community infrastructure through Council's capital works program, which will average \$51.98 million a year over the next four years to 30 June 2026.

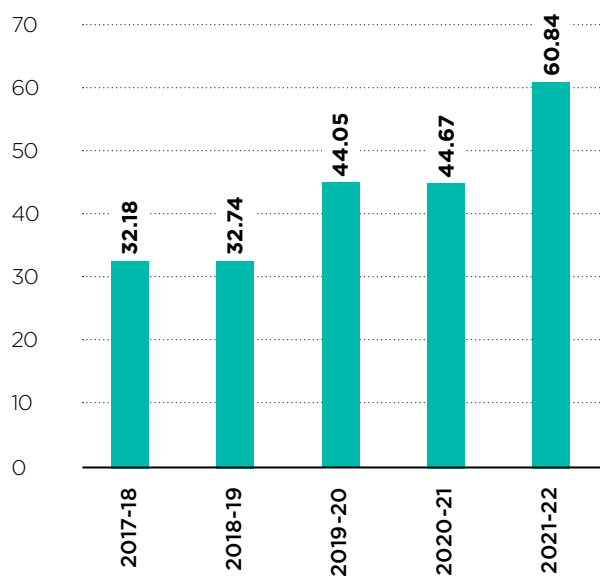
Capital works

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

The Statement of Capital Works details the \$60.84 million of capital works spending across Darebin for 2021–2022. This includes \$27.56 million on asset renewal, \$6.0 million on asset upgrade, \$10.05 million on asset expansion and \$17.24 million on new assets.

More broadly defined, total capital works expenditure was \$66.55 million. This included \$61.73 million from capital accounts and close to \$4.82 million from operating accounts.

Capital works (\$ million)



Cash flow

Cash and cash equivalents have decreased by \$2.92 million to \$44.81 million. The main movements during the year were a cash inflow from operating activities of \$34.44 million and cash inflow from financing activities of \$9.92 million, offset by a cash outflow of \$47.28 million for investing activities. Council continues to hold an appropriate level of cash to ensure liquidity.

Council undertook new borrowings of \$10 million during the 2021–2022 year 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 2021–2022 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 Revised Revenue and Rating Plan 2021–2025.

The key principles in the Revised Revenue and Rating Plan 2021–2025 that underpin long-term financial planning are:

- ▶ We will maintain the scope and standard of ongoing services provided to the Darebin community and be flexible to address changing community needs with innovative services and facilities, including Darebin's expanded three-year-old kindergarten program, implementation of placemaking priorities across the municipality, and the ongoing business economic recovery package.
- ▶ During the financial year, there was a 33% increase in asset renewal expenditure. This will contribute to closing the renewal gap over the long term and help to improve the sustainability of infrastructure assets.

This, in turn, will result in better infrastructure for the community, in line with the long-term financial and strategic plan. We will continue to focus on renewing community assets such as roads, footpaths, open space and buildings to ensure they are maintained at an appropriate standard to meet required service levels. We will improve our asset management practices by reviewing our key asset management policies, strategies, plans and procedures.

- ▶ We will ensure that Council maintains ongoing underlying surpluses that allow the funding of ongoing service delivery to the community, the timely renewal of community assets and assets required for ongoing service delivery, and new community assets.
- ▶ We will ensure Council holds sufficient cash and other assets to meet payment obligations to suppliers and employees as they fall due.

Council has forecast rate increases at 1.75% in 2022–2023 and 1.75% onward for 2023–2024, 2024–2025 and 2025–2026.

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

While financially sustainable, Darebin is heavily dependent on rate revenue to deliver our services. The introduction of rate capping has had a significant impact on our Revenue and Rating Plan 2021–2025 and Financial Plan 2021–2031.

Our financial accounts were audited and issued an unqualified audit opinion by the Victorian Auditor-General. Refer to **page 155** for the full Financial Report including Auditor-General reports.

Council's careful financial strategies and balanced long-term planning enabled rate rises to be limited to 1.75% in 2022–2023.

OUR FINANCIAL MANAGEMENT

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 in the fourth quarter of 2021-2022 from a historic all-time low of 0.10% to 0.85%. Rates have continued to rise in the first quarter of 2022-2023. Investment income returns on Council's cash holdings remained low for most of the year. This has been offset by placing funds in longer-term deposits and floating rate notes. New borrowings undertaken during the year have resulted in Council having \$10 million of outstanding loans at 30 June 2022.

It has been 30 months since COVID-19 was declared a global pandemic by the World Health Organization. Since then, all three levels of government in Australia have acted to reduce the spread of COVID-19. Like elsewhere in Victoria, the COVID-19 pandemic has impaired the functioning of the local economy. This has had a profound impact on the wellbeing and social fabric of the Darebin community, with long-lasting and generational consequences. To help mitigate the effects of COVID-19 on the health and wellbeing of Darebin residents, Council adopted a COVID-19 Financial Hardship Policy that allowed ratepayers to defer their 2021-2022 rate payments until 30 September 2022 without incurring any overdue interest charges.

In addition to this policy, Darebin continued the ongoing business economic recovery package established in the previous financial year.

ANNUAL FINANCIAL REPORT

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 2021-2022 financial statements for the Darebin City Council and the key financial results. The guide is best read in conjunction with the financial overview.

Financial Statements

The Financial Statements report on how 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 39 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 2022 and shows the value of revenues, such as rates, that Council earned and the value of expenses, such as employee costs and materials and services, Council incurred in delivering services.

These expenses only relate to the operations of Council and do not include the costs associated with the purchase, renewal, upgrade or expansion of Council assets.

This statement is prepared on an 'accrual' basis and includes both cash and non-cash items. All revenue and expenses for the year are reflected in the statement even though some revenue may not yet be received (such as fees invoiced but not yet received) and some expenses may not yet be paid (such as supplier invoices not yet paid for goods and services already received). The surplus or deficit for the year is the key figure to look at on the Comprehensive Income Statement to assess Council's financial performance. It is calculated by deducting the total expenses for the year from total revenues. While Council is a 'not-for-profit' organisation, it should nonetheless generate a surplus to ensure future financial sustainability. A surplus means revenue was greater than expenses. For the 2021-2022 year the Darebin City Council recorded a surplus of \$7.60 million.

Balance Sheet

The Balance Sheet is a one-page summary that provides a snapshot of the financial position of Council as at 30 June 2022. 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 2022 the Balance Sheet shows Council to be in a healthy financial position, with \$58.71 million in cash and financial assets and net assets of \$1.64 billion. Council's liquidity or current ratio is 1.40:1 (current assets: current liabilities). This means that for every \$1 of current liabilities, Council has \$1.40 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 2022 the Statement of Changes in Equity shows an increase in equity, or net worth, of \$164.77 million during the 2021-2022 financial year, representing the recorded comprehensive result for the year (\$7.60 million) and the impact of the net asset revaluation increment of \$157.17 million.

OUR FINANCIAL MANAGEMENT

GUIDE TO THE FINANCIAL STATEMENTS

For the Year Ended 30 June 2022

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 2021–2022 Council generated a \$34.44 million cash inflow from operating activities. A cash outflow of \$47.28 million was incurred on investing activities and financing activities provided \$9.92 million cash inflow. Total cash balances decreased by \$2.92 million during the year to \$44.81 million at 30 June 2022.

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 2021–2022, \$60.84 million was expended on capital works.

Notes to the Financial Statements

The Financial Statements contain 39 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.

Apart from the accounting policies, the notes also give details behind many of the summary figures contained in the statements. Most notable or 2021–2022 is the continued impact of the COVID-19 pandemic on Council's operations and the results reported in the annual financial report.

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

Performance Statement

The Victorian Government developed a performance reporting framework to ensure that all councils across Victoria measure and report their performance in a consistent way. The framework became mandatory from 1 July 2014 and this Performance Statement is a required part of all councils' 2021-2022 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 Financial Statements have met all the statutory and professional reporting requirements.

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

Independent Audit Reports

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

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

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CERTIFICATION OF THE FINANCIAL STATEMENTS

For the Year Ended 30 June 2022

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.



Sadiq Mohammad CPA
Principal Accounting Officer

Melbourne
24 October 2022

In our opinion, the accompanying financial statements present fairly the financial transactions of the Darebin City Council for the year ended 30 June 2022 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. 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.



Lina Messina
Councillor



Tom Hannan
Councillor



Peter Smith
Chief Executive Officer

Melbourne
24 October 2022



Independent Auditor's Report

To the Councillors of Darebin City Council

| | |
|---|---|
| Opinion | <p>I have audited the financial report of Darebin City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2022 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including significant accounting policies • certification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2022 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> |
| Basis for Opinion | <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> |
| Councillors' responsibilities for the financial report | <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
26 October 2022



Travis Derricott
as delegate for the Auditor-General of Victoria

COMPREHENSIVE INCOME STATEMENT

For the Year Ended 30 June 2022

| | Note | 2022 \$'000 | 2021 \$'000 |
|--|------|----------------|----------------|
| Income | | | |
| Rates and charges | 3.1 | 137,673 | 135,161 |
| Statutory fees and fines | 3.2 | 7,447 | 5,599 |
| User fees | 3.3 | 6,498 | 5,684 |
| Grants - operating | 3.4 | 20,820 | 21,095 |
| Grants - capital | 3.4 | 11,050 | 6,309 |
| Contributions - monetary | 3.5 | 4,937 | 5,720 |
| Contributions - non monetary | 3.5 | 653 | 283 |
| Net gain on disposal of property, infrastructure, plant and equipment | 3.6 | - | 648 |
| Other income | 3.7 | 2,721 | 2,177 |
| Total Income | | 191,799 | 182,676 |
| Expenses | | | |
| Employee costs | 4.1 | 92,110 | 92,175 |
| Materials and services | 4.2 | 53,910 | 53,301 |
| Depreciation | 4.3 | 23,690 | 23,391 |
| Amortisation - intangible assets | 4.4 | 504 | 452 |
| Amortisation - right of use assets | 4.5 | 74 | 96 |
| Bad and doubtful debts | 4.6 | 722 | 579 |
| Borrowing costs | 4.7 | 3 | - |
| Finance costs - leases | 4.8 | 6 | 6 |
| Net loss on disposal of property, infrastructure, plant and equipment | 3.6 | 7,972 | - |
| Other expenses | 4.9 | 5,136 | 6,418 |
| Fair value adjustments for investment property | 6.2 | 71 | 76 |
| Total expenses | | 184,198 | 176,494 |
| Surplus for the year | | 7,601 | 6,182 |
| Other comprehensive income | | | |
| Items that will not be classified to surplus or deficit in future periods | | | |
| Net asset revaluation increment/(decrement) | 9.1 | 157,170 | (38,141) |
| Total other comprehensive result | | 157,170 | (38,141) |
| Total comprehensive result | | 164,771 | (31,959) |

The above Comprehensive Income Statement should be read with the accompanying notes.
Less Other comprehensive adj.

BALANCE SHEET

As at 30 June 2022

| | Note | 2022 \$'000 | 2021 \$'000 |
|---|---------|------------------|------------------|
| Assets | | | |
| Current assets | | | |
| Cash and cash equivalents | 5.1 (a) | 44,808 | 47,727 |
| Trade and other receivables | 5.1 (c) | 23,520 | 19,938 |
| Other financial assets | 5.1 (b) | 13,900 | 16,852 |
| Inventories | 5.2 (a) | 101 | 58 |
| Other assets | 5.2 (b) | 2,701 | 2,212 |
| Total current assets | | 85,030 | 86,787 |
| Non-current assets | | | |
| Trade and other receivables | 5.1 (c) | 3,351 | 3,995 |
| Other financial assets | 5.1 (b) | 6 | 6 |
| Property, infrastructure, plant and equipment | 6.1 | 1,633,197 | 1,447,095 |
| Right-of-use assets | 5.8 | 80 | 154 |
| Investment property | 6.2 | 2,643 | 2,714 |
| Intangible assets | 5.2 (c) | 1,356 | 969 |
| Total non-current assets | | 1,640,633 | 1,454,933 |
| Total assets | | 1,725,663 | 1,541,720 |
| Liabilities | | | |
| Current liabilities | | | |
| Trade and other payables | 5.3 (a) | 30,386 | 15,004 |
| Trust funds and deposits | 5.3 (b) | 5,938 | 5,123 |
| Unearned income/revenue | 5.3 (c) | 2,615 | 8,044 |
| Provisions | 5.4 | 20,840 | 22,227 |
| Interest-bearing liabilities | 5.5 | 820 | - |
| Lease liability | 5.8 | 52 | 74 |
| Total current liabilities | | 60,651 | 50,472 |
| Non-current liabilities | | | |
| Provisions | 5.4 | 1,846 | 1,981 |
| Interest-bearing liabilities | 5.5 | 9,180 | - |
| Lease liability | 5.8 | 32 | 84 |
| Total non-current liabilities | | 11,058 | 2,065 |
| Total liabilities | | 71,709 | 52,537 |
| Net assets | | 1,653,954 | 1,489,183 |
| Equity | | | |
| Accumulated surplus | | 573,076 | 564,636 |
| Reserves | 9.1 | 1,080,878 | 924,547 |
| Total equity | | 1,653,954 | 1,489,183 |

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

STATEMENT OF CHANGES IN EQUITY

For the Year Ended 30 June 2022

| | Note | Total \$'000 | Accumulated Surplus \$'000 | Asset Revaluation Reserve \$'000 | Other Reserves \$'000 |
|---|---------|------------------|----------------------------------|---|-----------------------------|
| 2022 | | | | | |
| 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 |
| 2021 | | | | | |
| Balance at beginning of the financial year | | 1,521,142 | 560,464 | 936,646 | 24,032 |
| Surplus for the year | | 6,182 | 6,182 | - | - |
| Net asset revaluation increment/ (decrement) | 9.1 (a) | (38,141) | - | (38,141) | - |
| Transfers to other reserves | 9.1 (b) | - | (7,612) | - | 7,612 |
| Transfers from other reserves | 9.1 (b) | - | 5,602 | - | (5,602) |
| Balance at end of financial year | | 1,489,183 | 564,636 | 898,505 | 26,042 |

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

STATEMENT OF CASH FLOWS

For the Year Ended 30 June 2022

| | Note | 2022 Inflows/ (Outflows) \$'000 | 2021 Inflows/ (Outflows) \$'000 |
|---|------|--|--|
| Cash flows from operating activities | | | |
| Rates and charges | | 136,438 | 132,293 |
| Statutory fees and fines | | 6,260 | 5,428 |
| User fees | | 7,409 | 7,246 |
| Grants - operating | | 18,808 | 29,555 |
| Grants - capital | | 7,555 | 6,309 |
| Contributions - monetary | | 4,937 | 5,720 |
| Interest received | | 386 | 548 |
| Net trust funds and deposits | | 802 | 569 |
| Other receipts | | 1,632 | 1,394 |
| Net GST refund/(payment) | | 9 | 8,391 |
| Employee costs | | (93,377) | (90,936) |
| Materials and services | | (56,109) | (69,376) |
| Short-term, low value and variable lease payments | | (308) | (297) |
| Net cash provided by operating activities | 9.2 | 34,442 | 36,844 |
| Cash flows from investing activities | | | |
| Payments for property, infrastructure, plant and equipment | 6.1 | (51,559) | (47,436) |
| Proceeds from sale of property, infrastructure, plant and equipment | | 1,317 | 1,381 |
| Proceeds from sale of investments | | 2,952 | 13,984 |
| Repayment of loans and advances | | 9 | 123 |
| Net cash (used in) investing activities | | (47,281) | (31,948) |
| Cash flows from financing activities | | | |
| Proceeds from borrowings | | 10,000 | - |
| Interest paid - lease liability | | (6) | (6) |
| Repayment of lease liabilities | | (74) | (83) |
| Net cash provided by/(used in) financing activities | | 9,920 | (89) |
| Net (decrease)/increase in cash and cash equivalents | | (2,919) | 4,807 |
| Cash and cash equivalents at the beginning of the financial year | | 47,727 | 42,920 |
| Cash and cash equivalents at the end of the financial year | 5.1 | 44,808 | 47,727 |
| Financing arrangements | 5.6 | | |
| Restrictions on cash assets | 5.1 | | |

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

STATEMENT OF CAPITAL WORKS

For the Year Ended 30 June 2022

| | Note | 2022 \$'000 | 2021 \$'000 |
|--|------|----------------|----------------|
| Property | | | |
| Buildings | | 40,442 | 22,991 |
| Building improvements | | - | 118 |
| Total buildings | | 40,442 | 23,109 |
| Total property | | 40,442 | 23,109 |
| Plant and equipment | | | |
| Plant, machinery and equipment | | 4,168 | 2,021 |
| Fixtures, fittings and furniture | | 27 | 75 |
| Computers and telecommunications | | 819 | 1,074 |
| Library books | | 349 | 366 |
| Total plant and equipment | | 5,363 | 3,536 |
| Infrastructure | | | |
| Roads | | 3,667 | 5,061 |
| Bridges | | 65 | 716 |
| Footpaths and cycleways | | 3,564 | 6,288 |
| Drainage | | 706 | 1,206 |
| Land improvements | | 3,936 | 3,668 |
| Recreation, leisure and community facilities | | 1,232 | 337 |
| Parks, open space and streetscapes | | 1,673 | 748 |
| Off street car parks | | 194 | - |
| Total infrastructure | | 15,037 | 18,024 |
| Total capital works expenditure | | 60,842 | 44,669 |
| Represented by: | | | |
| New asset expenditure | | 17,242 | 17,377 |
| Asset renewal expenditure | | 27,556 | 20,703 |
| Asset expansion expenditure | | 10,046 | 1,462 |
| Asset upgrade expenditure | | 5,998 | 5,127 |
| Total capital works expenditure | | 60,842 | 44,669 |

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

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2022

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. 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*.

Significant accounting policies

(a) Basis of accounting

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

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 judgments

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

(b) Impact of COVID-19

During 2021/22 the COVID-19 pandemic continued to impact on Council's operations. Council has noted the following significant impacts on its financial operations:

- As a result of the COVID-19 pandemic, many services and facilities were temporarily closed during varying levels of restrictions such as the leisure centres, golf courses, arts venues, libraries and community centres. These closures in service resulted in a decrease in Council user fee revenue by \$1.40 million and also decreased associated expenses by \$3.16 million compared to budget. In addition, Council also incurred costs related to cleaning and building maintenance of these facilities during lockdown.
- Council received grant funding from the Department of Jobs, Precincts and Regions for the Working for Victoria program of \$0.41 million and a further \$0.89 million for Economic Recovery.
- Council had in place a COVID-19 Financial Hardship Policy that enabled ratepayers to defer the payment of the 2021/22 rates. The financial impact to date from deferral of rates revenue and interest free period is \$1.63 million which has resulted in an increase in the rates debtor balance as at 30 June 2022.

Note 2.1 Performance against budget
Introduction

The budget comparison 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 at least 10 percent and \$1.8 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.

The budget figures detailed below are those adopted by Council on 28 June 2021. The budget was based on assumptions that were relevant at the time of adoption of the budget. Council sets guidelines and parameters for revenue and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

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

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2022

Note 2.1.1 Income and Expenditure

| | Budget 2022 \$'000 | Actual 2022 \$'000 | Variance \$'000 | Variance % | Ref |
|--|--------------------------|--------------------------|--------------------|---------------|-----|
| Income | | | | | |
| Rates and charges | 139,759 | 137,673 | (2,086) | -1% | I1 |
| Statutory fees and fines | 8,753 | 7,447 | (1,306) | -15% | I2 |
| User fees | 7,931 | 6,498 | (1,433) | -18% | I3 |
| Grants - operating | 17,075 | 20,820 | 3,745 | 22% | I4 |
| Grants - capital | 5,315 | 11,050 | 5,735 | 108% | I5 |
| Contributions | 5,456 | 5,590 | 134 | 2% | |
| Net gain on disposal of property, infrastructure, plant and equipment | 631 | - | (631) | -100% | I6 |
| Other income | 2,557 | 2,721 | 164 | 6% | |
| Total income | 187,477 | 191,799 | 4,322 | 2% | |
| Expenses | | | | | |
| Employee costs | 93,897 | 92,110 | 1,787 | 2% | E1 |
| Materials and services | 52,632 | 53,910 | (1,278) | -2% | |
| Bad and doubtful debts | 1,706 | 722 | 984 | 58% | E2 |
| Finance costs - leases | - | 6 | (6) | +100% | |
| Depreciation | 24,767 | 23,690 | 1,077 | 4% | |
| Amortisation - intangible assets | 66 | 504 | (438) | -664% | |
| Amortisation - right of use assets | 29 | 74 | (45) | +100% | |
| Borrowing costs | 18 | 3 | 15 | 0% | |
| Net loss on disposal of property, infrastructure, plant and equipment | - | 7,972 | (7,972) | +100% | I6 |
| Other expenses | 8,875 | 5,136 | 3,739 | 42% | E3 |
| Fair value adjustments for investment property | - | 71 | (71) | +100% | |
| Total expenses | 181,990 | 184,198 | (2,208) | -1% | |
| Surplus/(deficit) for the year | 5,487 | 7,601 | 2,114 | 39% | |

(i) Explanation of material variations

| Var | Item | Explanation |
|------------|---|--|
| I1 | Rates and charges | Rates and charges were not achieved due to the delay in roll-out of the new Solar Saver special charge scheme (\$1.30 million), the deferral of interest charged on outstanding rates (\$0.60 million) and lower than anticipated supplementary valuation occurring after the 2021 general re-valuation (\$0.26 million). |
| I2 | Statutory fees and fines | Statutory fees and fines were not achieved due to lower traffic infringements issued against budget, in part due to the impact of COVID-19 (\$1.79 million) offset by an increase in building and planning fees in line with greater development undertaken within the municipality (\$0.55 million). |
| I3 | User fees | COVID-19 has forced the temporary closure of many facilities across the municipality, which has resulted in a decrease in user fees across many services: Reservoir Leisure Centre (\$0.34 million), Arts Precincts (\$0.20 million), Bundoora Park (\$0.47 million) and Supported and connected living fees (\$0.22 million). |
| I4 | Grants - operating | Grants - operating were favourable to budget by \$3.74 million due to the advance receipt of 75% of the 2022/23 Commonwealth Financial Assistance Grants (\$1.65 million), Council participating in the Victorian Government funded Working for Victoria initiative (\$0.41 million), unbudgeted waste strategy funding (\$0.33 million) and also funding received for business support for the Outdoor activation program (\$0.92 million). |
| I5 | Grants - capital | Grants - capital were favourable to budget by \$5.7 million due to funding received for Local Roads and Community Infrastructure which was not budgeted to be received in 2021/22 (\$2.19 million). Council also received additional grant funding for community safety upgrades (\$0.23 million), open space improvements (\$0.69 million), arts and festivals (\$0.17 million) and the completed Narrandjeri Stadium (\$0.43 million). |
| I6 | Net gain/(loss) on disposal of property, infrastructure, plant and equipment | Net gain/(loss) on disposal of property, infrastructure, plant and equipment was not achieved. Included in the result was the write-off of demolished building and infrastructure assets associated with the redevelopment of the Northcote Aquatic and Recreation Centre (\$8.58 million). |
| E1 | Employee costs | Employee costs were favourable to budget by \$1.8 million. COVID-19 had resulted in the temporary closure of facilities and the cessation of many services across Council. These include but are not limited to City safety and compliance (\$0.48 million), Supported and connected living (\$0.76 million) and Recovery and economic development (\$0.18 million). The improvement in the State's economic position and unemployment rates has caused delays in the filling of vacant positions across all Council services. |
| E2 | Bad and doubtful debts | Bad and doubtful debts were favourable to budget by \$0.98 million mainly due to a lower provision amount required as a result of the reduced traffic fines and Local Law infringements issued in 2021/22. |
| E3 | Other expenses | Other expenses were favourable by \$3.74 million mainly due to a decrease in contributions and community support funding provided under Council's COVID-19 community and business resilience and recovery package. Projects include Shop local voucher program (\$0.48 million), Local business taskforce (\$0.46 million) and Social and community grants support (\$0.30 million). |

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2022

Note 2.1 Performance against budget

2.1.2 Capital Works

| | Budget 2022 \$'000 | Actual 2022 \$'000 | Variance \$'000 | Variance % | Ref |
|--|--------------------------|--------------------------|--------------------|---------------|------|
| Property | | | | | |
| Land | 1,000 | - | (1,000) | +100% | CW1 |
| Total Land | 1,000 | - | (1,000) | +100% | |
| Buildings | 38,794 | 40,442 | 1,648 | 4% | CW2 |
| Total Buildings | 38,794 | 40,442 | 1,648 | 4% | |
| Total Property | 39,794 | 40,442 | 648 | 2% | |
| Plant and Equipment | | | | | |
| Plant, machinery and equipment | 3,094 | 4,168 | 1,074 | 35% | CW3 |
| Fixtures, fittings and furniture | - | 27 | 27 | +100% | |
| Computers and telecommunications | 2,644 | 819 | (1,825) | -69% | CW4 |
| Library books | 800 | 349 | (451) | -56% | CW5 |
| Total Plant and Equipment | 6,538 | 5,363 | (1,175) | -18% | |
| Infrastructure | | | | | |
| Roads | 4,909 | 3,667 | (1,242) | -25% | CW6 |
| Bridges | 40 | 65 | 25 | 63% | |
| Footpaths and cycleways | 1,820 | 3,564 | 1,744 | 96% | CW7 |
| Drainage | 1,423 | 706 | (717) | -50% | CW8 |
| Land improvements | 2,550 | 3,936 | 1,386 | 54% | CW9 |
| Recreational, leisure and community facilities | 1,636 | 1,232 | (404) | -25% | |
| Parks, open space and streetscapes | 5,513 | 1,673 | (3,840) | -70% | CW10 |
| Off street car parks | - | 194 | 194 | +100% | |
| Total Infrastructure | 17,891 | 15,037 | (2,854) | -16% | |
| Total Capital Works Expenditure | 64,223 | 60,842 | (3,381) | -5% | |
| Represented by: | | | | | |
| New asset expenditure | 19,762 | 17,242 | (2,520) | -13% | |
| Asset renewal expenditure | 27,495 | 27,556 | 61 | 0% | |
| Asset expansion expenditure | 9,099 | 10,046 | 947 | 10% | |
| Asset upgrade expenditure | 7,867 | 5,998 | (1,869) | -24% | |
| Total Capital Works Expenditure | 64,223 | 60,842 | (3,381) | -5% | |

(i) Explanation of material variations

| Var | Item | Explanation |
|-------------|---|---|
| CW1 | Land | The budget for land was not achieved due to acquisitions of new open spaces not eventuating. |
| CW2 | Buildings | The budget for buildings was exceeded largely due to the advance in works of the Northcote Aquatic and Recreation Centre (\$6.65 million), offset by savings on the Narrandjeri Stadium (\$2.68 million), building renewal program (\$0.74 million) and BT Connor Reserve pavilion (\$0.3 million). |
| CW3 | Plant, machinery and equipment | The budget for plant, machinery and equipment was exceeded due to the advance purchase of waste vehicles and mobile bins required to undertake Council's new food and organics waste collection service (\$1.43 million). |
| CW4 | Computers and telecommunications | The budget for computers and telecommunications was not achieved mainly due to deferring the Electronic & Document Records Management System (EDRMS) project (\$0.43 million) and delays in the asset management system implementation (\$0.17 million) and several purchases that were not recognised as assets (\$1.47 million) in accordance with Council's policy (see Note 6). |
| CW5 | Library books | The budget for library books was not achieved due to several purchases not recognised as assets (\$0.41 million) in accordance with Council's policy (see Note 6). |
| CW6 | Roads | The budget for roads was not achieved due to delays in the roads resurfacing and rehabilitation program (\$0.86 million) and the funded Blackspot program (\$0.5 million). |
| CW7 | Footpaths and cycleways | The budget for footpaths and cycleways was exceeded due to footpath infrastructure works included in streetscape improvements (\$1.74 million). |
| CW8 | Drainage | The budget for drainage was not achieved due to delays in works undertaken at Wilson Boulevard, Jackman Street, Mais Street and St Vigeons Road (\$0.7 million). |
| CW9 | Land improvements | The budget for land improvements was exceeded due to additional cost for the Dole Reserve wetlands project (\$0.25 million) and works at the Darebin Resource Recovery Centre (\$0.47 million). |
| CW10 | 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. |

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2022

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, expenses, assets and capital expenses by program**

| | Income \$'000 | Expenses \$'000 | Surplus/ (Deficit) \$'000 | Grants included in income \$'000 | Total assets \$'000 |
|----------------------------------|------------------|--------------------|---------------------------------|---|---------------------------|
| 2022 | | | | | |
| 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 | 151,134 | 29,414 | 121,720 | 9,266 | 259,334 |
| Non-attributable | - | 8,579 | (8,579) | - | - |
| | 191,799 | 184,198 | 7,601 | 31,870 | 1,725,663 |
| 2021 | | | | | |
| City Sustainability and Strategy | 8,996 | 28,581 | (19,585) | 1,023 | 190,071 |
| Operations and Capital | 9,525 | 63,573 | (54,048) | 5,929 | 845,106 |
| Community | 15,805 | 50,364 | (34,559) | 11,786 | 271,382 |
| Governance and Engagement | 148,350 | 33,976 | 114,374 | 8,666 | 235,161 |
| Non-attributable | - | - | - | - | - |
| | 182,676 | 176,494 | 6,182 | 27,404 | 1,541,720 |

Note 3 Funding for the delivery of our services

| | 2022 \$'000 | 2021 \$'000 |
|--|----------------|----------------|
| 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 2021/22 was \$61,619,104,003 (2020/21: \$61,333,178,005). | | |
| General rates | 134,232 | 131,044 |
| Cultural and recreational properties | 23 | 22 |
| Green waste services | 2,782 | 2,705 |
| Special rates and charges | 95 | 611 |
| Supplementary rates and rate adjustments | 541 | 779 |
| Total rates and charges | 137,673 | 135,161 |

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2021, and the valuation was first applied in the rating year commencing 1 July 2021.

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 1.5%. The cap applies to both general rates and municipal charges and is calculated on the basis of Council's average rates and charges.

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2022

Note 3 Funding for the delivery of our services

| | 2022 \$'000 | 2021 \$'000 |
|---------------------------------------|----------------|----------------|
| 3.2 Statutory fees and fines | | |
| Animal registration | 812 | 1,094 |
| Building services | 1,083 | 888 |
| Environmental health | 586 | 31 |
| Statutory planning | 1,558 | 1,543 |
| Traffic enforcement | 2,320 | 1,250 |
| Infringement court recoveries | 557 | 434 |
| Other statutory fees and fines | 531 | 359 |
| Total statutory fees and fines | 7,447 | 5,599 |

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.

| | 2022 \$'000 | 2021 \$'000 |
|---|----------------|----------------|
| 3.3 User fees | | |
| Aged and health services | 722 | 844 |
| Arts and culture | 881 | 201 |
| Family, children and community programs | 239 | 212 |
| Golf course attendance | 1,103 | 1,178 |
| Leisure centres and recreation | 1,774 | 1,264 |
| Library | 63 | 29 |
| Registrations and other permits | 1,571 | 1,762 |
| Other fees and charges | 95 | 194 |
| Total user fees | 6,498 | 5,684 |

User fees by timing of revenue recognition

| | | |
|---|--------------|--------------|
| User fees recognised over time | 767 | 518 |
| User fees recognised at a point in time | 5,731 | 5,166 |
| Total user fees | 6,498 | 5,684 |

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.

Note 3 Funding for the delivery of our services

| | 2022 \$'000 | 2021 \$'000 |
|--|----------------|----------------|
| 3.4 Funding from other levels of government | | |
| Grants were received in respect of the following: | | |
| Summary of grants | | |
| Commonwealth funded grants | 15,554 | 14,026 |
| State funded grants | 16,316 | 13,378 |
| Total grants | 31,870 | 27,404 |
| (a) Operating Grants | | |
| Recurrent - Commonwealth Government | | |
| Diesel fuel rebate scheme | 85 | 95 |
| Centre based care | 252 | 333 |
| General home care | 5,779 | 6,227 |
| Financial assistance grant - general purpose | 4,938 | 3,229 |
| Financial assistance grant - local roads | 1,223 | 917 |
| Recurrent - State Government | | |
| Centre based care | 4 | 52 |
| Disability resource | 110 | 185 |
| Family support | 527 | 512 |
| General home care | 1,481 | 736 |
| Health and safety | 123 | 122 |
| Immunisation | 162 | 117 |
| Libraries | 1,073 | 1,051 |
| Maternal and child health | 1,695 | 1,585 |
| Playgroup initiatives | 416 | 252 |
| School crossings | 629 | 513 |
| Youth services | 88 | 43 |
| Other programs | 48 | - |
| Total recurrent operating grants | 18,633 | 15,969 |
| Non-recurrent - Commonwealth Government | | |
| Non-recurrent - State Government | | |
| Working for Victoria | 409 | 4,500 |
| Economic Recovery | 893 | 420 |
| City development | - | 80 |
| Arts | 329 | 52 |
| Child care / kindergartens | 28 | - |
| Libraries | 31 | - |
| Talking back | - | 24 |
| Environmental and waste minimisation | 444 | - |
| Other programs | 53 | 50 |
| Total non-recurrent operating grants | 2,187 | 5,126 |
| Total operating grants | 20,820 | 21,095 |

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2022

Note 3 Funding for the delivery of our services

| | 2022 \$'000 | 2021 \$'000 |
|---|----------------|----------------|
| 3.4 Funding from other levels of government (continued) | | |
| (b) Capital Grants | | |
| Recurrent – Commonwealth Government | | |
| Roads to Recovery | 582 | 582 |
| Local roads and community infrastructure program | 2,696 | 2,643 |
| Recurrent – State Government | | |
| Total recurrent capital grants | 3,278 | 3,225 |
| Non-recurrent – Commonwealth Government | | |
| Non-recurrent – State Government / Other | | |
| Blackspot funding | 760 | - |
| IW Dole Reserve wetlands | 1,300 | - |
| KP Hardiman Reserve | 75 | 724 |
| Minor works | 212 | 82 |
| Narrandjeri Stadium | 433 | 1,800 |
| Pavilion upgrades | - | 20 |
| Public open space improvement works | 686 | - |
| Public safety infrastructure | 226 | 90 |
| Outdoor activation | 2,485 | - |
| Sporting facility upgrades | 480 | - |
| Safe travel | 89 | 368 |
| Sportsfield lighting | 1,026 | - |
| Total non-recurrent capital grants | 7,772 | 3,084 |
| Total capital grants | 11,050 | 6,309 |
| Total grants | 31,870 | 27,404 |
| (c) Unspent grants received on condition that they be spent in a specific manner | | |
| Operating Grants | | |
| Balance at start of year | 3,315 | 2,987 |
| Received during the financial year and remained unspent at balance date | 152 | 3,022 |
| Received in prior years and spent during the financial year | (2,978) | (2,694) |
| Balance at end of year | 489 | 3,315 |
| Capital Grants | | |
| Balance at start of year | 2,695 | 265 |
| Received during the financial year and remained unspent at balance date | 2,280 | 2,695 |
| Received in prior years and spent during the financial year | (2,695) | (265) |
| Balance at end of year | 2,280 | 2,695 |

Note 3 Funding for the delivery of our services

3.4 Funding from other levels of government (continued)

(d) 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.

| | 2022 \$'000 | 2021 \$'000 |
|--|----------------|----------------|
| Income recognised under AASB 1058 <i>Income for Not-for-Profit Entities</i> | | |
| General purpose | 6,162 | 4,146 |
| Specific purpose grants to acquire non-financial assets | 4,037 | 3,225 |
| Other specific purpose grants | 13,961 | 16,999 |
| Revenue recognised under AASB 15 <i>Revenue from Contracts with Customers</i> | | |
| Specific purpose grants | 7,862 | 7,893 |
| | 32,022 | 32,263 |

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2022

Note 3 Funding for the delivery of our services

| | 2022 \$'000 | 2021 \$'000 |
|-------------------------------------|----------------|----------------|
| 3.5 Contributions | | |
| (a) Monetary | | |
| Drainage and open space | 4,481 | 4,353 |
| Small-scale technology certificates | 43 | 278 |
| Other operating | 253 | 505 |
| Other capital and minor works | 160 | 584 |
| Monetary | 4,937 | 5,720 |
| Non-monetary | 653 | 283 |
| Total contributions | 5,590 | 6,003 |

Contributions of non-monetary assets were received in relation to the following asset classes.

| | | |
|---|------------|------------|
| Land under roads | 143 | 53 |
| Roads | 92 | 23 |
| Drainage | 418 | 207 |
| Total non-monetary contributions | 653 | 283 |

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 - right of ways | 135 | 531 |
| Proceeds of sale - other assets | 766 | 830 |
| Write down value of assets disposed | (294) | (378) |
| Write-off of property, infrastructure and plant and equipment* | (8,579) | (335) |
| Total net gain/(loss) on disposal of property, infrastructure, plant and equipment | (7,972) | 648 |

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

* Refer Note 2.1.1 (I6)

3.7 Other income

| | | |
|---|--------------|--------------|
| Interest on investments, loans and advances | 386 | 472 |
| Property rental and leases | 716 | 338 |
| Workers' compensation insurance recovery | 511 | 735 |
| Insurance recovery | 149 | 12 |
| Other recovery of costs | 959 | 620 |
| Total other income | 2,721 | 2,177 |

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.

Note 4 The cost of delivering services

| | 2022 \$'000 | 2021 \$'000 |
|--|----------------|----------------|
| 4.1 | | |
| (a) Employee costs | | |
| Wages, salaries and related on-costs | 74,776 | 76,200 |
| Casual staff | 5,801 | 4,661 |
| Superannuation | 9,099 | 8,720 |
| Personal gratuity leave | 152 | 140 |
| WorkCover | 2,012 | 2,159 |
| Fringe benefits tax | 270 | 295 |
| Total employee costs | 92,110 | 92,175 |
| (b) Superannuation | | |
| Council made contributions to the following funds: | | |
| Defined benefit fund | | |
| Employer contributions to Local Authorities Superannuation Fund (Vision Super) | 414 | 566 |
| | 414 | 566 |
| Accumulation funds | | |
| Employer contributions to Local Authorities Superannuation Fund (Vision Super) | 4,760 | 4,623 |
| Employer contributions - other funds | 3,925 | 3,531 |
| | 8,685 | 8,154 |
| Employer contributions payable at reporting date | 673 | 640 |

Refer to Note 9.3 for further information relating to Council's superannuation obligations.

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2022

Note 4 The cost of delivering services

| | 2022 \$'000 | 2021 \$'000 |
|--|----------------|----------------|
| 4.2 Materials and services | | |
| Advertising, marketing and promotions | 1,271 | 474 |
| Apprentices and trainees | 446 | 379 |
| Banking fees and charges | 347 | 321 |
| Building repairs and maintenance | 6,289 | 3,773 |
| General repairs and maintenance | 2,216 | 2,147 |
| Consultants | 2,814 | 3,326 |
| Contract payments for goods and services | 13,909 | 13,585 |
| Fuel and oil | 889 | 756 |
| Insurances and excess | 2,150 | 1,735 |
| Information technology | 4,429 | 5,625 |
| Lease, rentals and hire | 727 | 740 |
| Licence and permit fees | 472 | 284 |
| Parts, materials and consumables | 2,343 | 2,852 |
| Memberships and subscriptions | 293 | 412 |
| Minor equipment purchases | 912 | 1,024 |
| Office administration | 756 | 769 |
| Waste management and tipping | 9,769 | 9,817 |
| Utilities | 3,638 | 3,486 |
| Other supplies and services | 240 | 1,796 |
| Total materials and services | 53,910 | 53,301 |

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

4.3 Depreciation

| | | |
|---------------------------|---------------|---------------|
| Property | 6,048 | 6,623 |
| Plant and equipment | 3,594 | 4,020 |
| Infrastructure | 14,048 | 12,748 |
| Total depreciation | 23,690 | 23,391 |

Refer to Note 5.8 and 6.1 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

4.4 Amortisation - intangible assets

| | | |
|---|------------|------------|
| Intangibles | 504 | 452 |
| Total amortisation - intangible assets | 504 | 452 |

Note 4 The cost of delivering services

| | 2022 \$'000 | 2021 \$'000 |
|---|----------------|----------------|
| 4.5 Amortisation - right of use assets | | |
| Property | 22 | 22 |
| Other equipment | 52 | 74 |
| Total amortisation - right of use assets | 74 | 96 |

Refer to Note 5.8 for further information relating to Council's right of use assets.

4.6 Bad and doubtful debts

| | | |
|--|------------|------------|
| Parking fine debtors | 228 | 101 |
| Parking-related debtors - Fines Victoria | 167 | 178 |
| Other debtors | 327 | 300 |
| Total bad and doubtful debts | 722 | 579 |

Movement in provision for doubtful debts

| | | |
|---|---------------|---------------|
| Balance at the beginning of the year | 10,176 | 9,848 |
| New provisions recognised during the year | 1,120 | 649 |
| Amounts already provided for and written off as uncollectible | (700) | (321) |
| Balance at end of year | 10,596 | 10,176 |

4.7 Borrowing costs

| | | |
|------------------------------|----------|----------|
| Interest - borrowings | 3 | - |
| Total borrowing costs | 3 | - |

4.8 Finance costs - leases

| | | |
|-------------------------------------|----------|----------|
| Interest - lease liability | 6 | 6 |
| Total finance costs - leases | 6 | 6 |

4.9 Other expenses

| | | |
|---|--------------|--------------|
| Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals | 63 | 76 |
| Auditors' remuneration - internal audit | 147 | 111 |
| Community grants and other contributions | 2,691 | 4,041 |
| Councillor allowances | 412 | 367 |
| Fire Services Property Levy | 148 | 144 |
| Legal expenses | 1,273 | 1,029 |
| Fines Victoria processing costs | 70 | 58 |
| Special rate payments | 332 | 362 |
| Write-off of other financial assets | - | 230 |
| Total other expenses | 5,136 | 6,418 |

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2022

Note 5 Our financial position

| | 2022 \$'000 | 2021 \$'000 |
|---|----------------|----------------|
| 5.1 Financial assets | | |
| (a) Cash and cash equivalents | | |
| Cash on hand | 15 | 13 |
| Cash at bank | 1,039 | 4,190 |
| Money market call accounts | 31,741 | 37,204 |
| Term deposits and floating rate notes | 12,013 | 6,320 |
| | 44,808 | 47,727 |
| Restrictions | | |
| Council's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include: | | |
| - Drainage development reserve | 23 | 23 |
| - Public resort and recreation reserve | 19,739 | 19,541 |
| - Fire Services Property Levy payable | 81 | 68 |
| - Contractor and security deposits (see Note 5.3 (b)) | 5,856 | 5,054 |
| Total restricted funds | 25,699 | 24,686 |
| Total unrestricted cash and cash equivalents | 19,109 | 23,041 |
| Intended allocations | | |
| Although not externally restricted the following amounts have been allocated for specific future purposes by Council: | | |
| - Cash held to fund carried forward capital works | 1,230 | 2,570 |
| - Car park development reserve | 227 | 227 |
| - Capital grant funding | 2,280 | 2,695 |
| - Unspent conditional grants | 2,472 | 7,979 |
| Total funds subject to intended allocations | 6,209 | 13,471 |
| (b) Other financial assets | | |
| Current | | |
| Term deposits and floating rate notes | 13,900 | 16,852 |
| Non-current | | |
| Unlisted shares in corporations at cost | 6 | 6 |
| Total other financial assets | 13,906 | 16,858 |
| Total financial assets | 58,714 | 64,585 |

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

Note 5 Our financial position

| | 2022 \$'000 | 2021 \$'000 |
|---|----------------|----------------|
| 5.1 Financial assets (continued) | | |
| 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. | | |
| (c) Trade and other receivables | | |
| Current | | |
| <i>Statutory receivables</i> | | |
| Rates debtors | 16,397 | 14,769 |
| Special rate assessment | 942 | 682 |
| Permits and Infringement debtors | 11,378 | 10,451 |
| Net GST receivable | 3,238 | 1,769 |
| Less: Provision for doubtful debts - infringements | (10,167) | (9,507) |
| <i>Non statutory receivables</i> | | |
| Other debtors | 2,152 | 2,434 |
| Less: Provision for doubtful debts - other | (429) | (669) |
| Loans and advances | 9 | 9 |
| Total current trade and other receivables | 23,520 | 19,938 |
| Non-current | | |
| <i>Statutory receivables</i> | | |
| Special rate assessment | 3,324 | 3,959 |
| <i>Non statutory receivables</i> | | |
| Loans and advances | 27 | 36 |
| Total non-current trade and other receivables | 3,351 | 3,995 |
| Total trade and other receivables | 26,871 | 23,933 |

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.

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2022

Note 5 Our financial position

| | 2022 \$'000 | 2021 \$'000 |
|--|----------------|----------------|
| (d) Ageing of receivables | | |
| At balance date other debtors representing financial assets were past due but not impaired. The ageing of Council's trade and other receivables (excluding statutory receivables) was: | | |
| Current (not yet due) | 759 | - |
| Past due by up to 30 days | 89 | 529 |
| Past due between 31 and 60 days | 16 | 808 |
| Past due between 61 and 90 days | 12 | 73 |
| Past due between 91 and 181 days | 180 | - |
| Past due between 181 and 365 days | 2 | - |
| Past due by more than 1 year | 1,094 | 1,024 |
| Total trade and other receivables | 2,152 | 2,434 |

(e) Ageing of individually impaired trade and other receivables

At balance date, other debtors representing financial assets with a nominal value of \$1,094,000 (2021: \$1,284,000) were impaired. The amount of the provision raised against these debtors was \$429,000 (2021: \$669,000). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements. The ageing of receivables that have been individually determined as impaired at reporting date was:

| | | |
|---|------------|------------|
| Past due between 91 days and more than 1 year | 429 | 669 |
| Total trade and other receivables | 429 | 669 |

Note 5 Our financial position

| | 2022 \$'000 | 2021 \$'000 |
|---|----------------|----------------|
| 5.2 Non-financial assets | | |
| (a) Inventories | | |
| Inventories held for distribution | 81 | 36 |
| Inventories held for sale | 20 | 22 |
| Total inventories | 101 | 58 |
| Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition. | | |
| (b) Other assets | | |
| Accrued income | 61 | 70 |
| Prepayments | 2,640 | 2,142 |
| Total other assets | 2,701 | 2,212 |
| (c) Intangible assets | | |
| Software and system development costs | 1,229 | 842 |
| Water-use licences | 127 | 127 |
| Total intangible assets | 1,356 | 969 |

| | Software \$'000 | Water rights \$'000 | Total \$'000 |
|--|--------------------|------------------------|-----------------|
| Gross carrying amount | | | |
| Balance at 1 July 2021 | 6,748 | 127 | 6,875 |
| Other additions | 891 | - | 891 |
| Balance at 30 June 2022 | 7,639 | 127 | 7,766 |
| Accumulated amortisation and impairment | | | |
| Balance at 1 July 2021 | (5,906) | - | (5,906) |
| Amortisation expense | (504) | - | (504) |
| Balance at 30 June 2022 | (6,410) | - | (6,410) |
| Net book value at 30 June 2021 | 842 | 127 | 969 |
| Net book value at 30 June 2022 | 1,229 | 127 | 1,356 |

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 2022

Note 5 Our financial position

| | 2022 \$'000 | 2021 \$'000 |
|---|----------------|----------------|
| 5.3 Payables, trust funds and deposits and unearned income/revenue | | |
| (a) Trade and other payables | | |
| Trade payables | 27,579 | 13,438 |
| Employee costs - (payable) | 264 | 12 |
| Accrued expenses | 2,543 | 1,554 |
| Total trade and other payables | 30,386 | 15,004 |
| (b) Trust funds and deposits | | |
| Contractor and security deposits | 5,739 | 4,978 |
| Fire Services Property Levy payable | 82 | 69 |
| Retention amounts | 117 | 76 |
| Total trust funds and deposits | 5,938 | 5,123 |
| (c) Unearned income | | |
| Unspent conditional operating grants | 152 | 2,164 |
| Unspent conditional capital grants | - | 2,695 |
| Grants received on behalf of other entities | 2,320 | 3,120 |
| Unearned income | 143 | 65 |
| Total unearned income | 2,615 | 8,044 |

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.

Note 5 Our financial position

| | Employee \$'000 | Total \$'000 |
|---|--------------------|-----------------|
| 5.4 Provisions | | |
| 2022 | | |
| 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) |
| Balance at the end of the financial year | 22,687 | 22,687 |
| 2021 | | |
| Balance at beginning of the financial year | 22,982 | 22,982 |
| Additional provisions | 8,177 | 8,177 |
| Amounts used | (6,680) | (6,680) |
| Change in the discounted amount arising because of time and the effect of any change in the discount rate | (271) | (271) |
| Balance at the end of the financial year | 24,208 | 24,208 |
| | 2022 | 2021 |
| | \$'000 | \$'000 |
| (a) Employee provisions | | |
| Current employee provisions expected to be wholly settled within 12 months | | |
| Annual leave | 5,126 | 5,242 |
| Long service leave | 1,744 | 1,744 |
| Personal gratuity | 211 | 258 |
| | 7,081 | 7,244 |
| Current employee provisions expected to be wholly settled after 12 months | | |
| Annual leave | 2,837 | 3,093 |
| Long service leave | 9,197 | 9,867 |
| Personal gratuity | 1,725 | 2,023 |
| | 13,759 | 14,983 |
| Total current employee provisions | 20,840 | 22,227 |
| Non-current | | |
| Long service leave | 1,846 | 1,981 |
| Total non-current employee provisions | 1,846 | 1,981 |
| Current | 20,840 | 22,227 |
| Non-current | 1,846 | 1,981 |
| Total aggregate carrying amount of employee provisions | 22,686 | 24,208 |

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2022

Note 5 Our financial position

5.4 Provisions (continued)

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:

| | 2022 % | 2021 % |
|--|--------------|--------------|
| Weighted average rates of increase in employee costs | 3.9 | 2.8 |
| Weighted average discount rates | 3.0 | 0.7 |
| Weighted average settlement period | Years | Years |
| Long service leave | 5.1 | 4.3 |
| Annual leave | 2.1 | 2.3 |

Note 5 Our financial position

| | 2022 \$'000 | 2021 \$'000 |
|---|----------------|----------------|
| 5.5 Interest-bearing | | |
| Current | | |
| Treasury Corporation of Victoria borrowings - secured | 820 | - |
| | 820 | - |
| Non-Current | | |
| Treasury Corporation of Victoria borrowings - secured | 9,180 | - |
| | 9,180 | - |
| Total | 10,000 | - |

Borrowings are secured by a charge over the general rate revenue of Council.

(a) The maturity profile for Council's borrowings is:

| | | |
|---|---------------|---|
| Treasury Corporation of Victoria borrowings - secured | | |
| Not later than one year | 820 | - |
| Later than one year and not later than five years | 3,650 | - |
| Later than five years | 5,530 | - |
| | 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 2022

| | | |
|---|---------------|----|
| Credit card facility | 100 | 45 |
| Treasury Corporation of Victoria facilities | 10,000 | - |
| | 10,100 | 45 |
| Used facilities | 10,025 | 19 |
| Unused facilities | 75 | 26 |

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2022

Note 5 Our financial position

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 |
|---|------------------------------|---|--|---------------------------|---------------|
| 2022 | | | | | |
| Operating | | | | | |
| 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 |
| Total | 25,548 | 20,577 | 19,553 | 210 | 65,887 |
| Capital | | | | | |
| Construction works | 44,685 | - | - | - | 44,685 |
| Total | 44,685 | - | - | - | 44,685 |
| 2021 | | | | | |
| Operating | | | | | |
| Animal welfare services | 411 | 411 | 1,234 | 308 | 2,364 |
| Information systems and technology | 3,086 | - | - | - | 3,086 |
| Internal audit | 188 | 188 | 574 | - | 950 |
| Collection/processing of recyclable waste (i) | 4,834 | 4,833 | 9,803 | 4,357 | 23,827 |
| Cleaning contracts for council buildings | 414 | - | - | - | 414 |
| Delivered meals | 1,012 | - | - | - | 1,012 |
| Insurance | 1,986 | - | - | - | 1,986 |
| Traffic signal maintenance | 99 | - | - | - | 99 |
| Tree maintenance | 1,558 | 1,558 | 1,948 | - | 5,064 |
| Waste disposal | 3,442 | - | - | - | 3,442 |
| Total | 17,030 | 6,990 | 13,559 | 4,665 | 42,244 |
| Capital | | | | | |
| Construction works | 15,766 | 0 | 0 | 0 | 15,766 |
| Total | 15,766 | 0 | 0 | 0 | 15,766 |

Note (i): All or part of these commitments are calculated based on a contracted rate multiplied by estimated level of service consumption.

Note 5 Our financial position

2022
\$'000 2021
\$'000

5.7 Commitments (continued)

(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 28 years. All leases include a CPI based revision of the rental charge annually.

| | | |
|---|--------------|--------------|
| Not later than one year | 360 | 310 |
| Later than one year and not later than five years | 1,199 | 1,680 |
| Later than five years | 2,590 | 2,838 |
| Total | 4,150 | 4,828 |

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 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.

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2022

Note 5 Our financial position

| | Property \$'000 | Other P&E \$'000 | Total \$'000 |
|--------------------------------|--------------------|---------------------|-----------------|
| 5.8 Leases (continued) | | | |
| Right-of-use assets | | | |
| Balance at 1 July 2021 | 59 | 95 | 154 |
| Amortisation charge | (22) | (52) | (74) |
| Balance at 30 June 2022 | 37 | 43 | 80 |

| | 2022 \$'000 | 2021 \$'000 |
|--|----------------|----------------|
| Lease Liabilities | | |
| Maturity analysis - contractual undiscounted cash flows | | |
| Less than one year | 54 | 78 |
| More than five years | 32 | 86 |
| Total undiscounted lease liabilities as at 30 June | 86 | 164 |

Lease Liabilities

Maturity analysis - contractual undiscounted cash flows

| | | |
|---|-----------|------------|
| Less than one year | 54 | 78 |
| More than five years | 32 | 86 |
| Total undiscounted lease liabilities as at 30 June | 86 | 164 |

Lease liabilities included in the Balance Sheet at 30 June

| | | |
|--------------------------------|-----------|------------|
| Current | 52 | 74 |
| Non-current | 32 | 84 |
| Total lease liabilities | 84 | 158 |

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.

| | 2022 \$'000 | 2021 \$'000 |
|------------------------------|----------------|----------------|
| Expenses relating to: | | |
| Short-term leases | 2 | 4 |
| Leases of low-value assets | 380 | 376 |
| Total | 382 | 380 |

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: | 359 | 399 |
| Within one year | | |
| Later than one year but not later than five years | 118 | 396 |
| Total lease commitments | 476 | 795 |

Note 6 Assets we manage

6.1 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

| | Carrying amount 30 June 2021 \$'000 | Additions \$'000 | Contributions \$'000 | Revaluation \$'000 | Depreciation \$'000 | Disposal \$'000 | Write-off \$'000 | Transfer \$'000 | Carrying amount 30 June 2022 \$'000 |
|---------------------|---|---------------------|-------------------------|-----------------------|------------------------|--------------------|---------------------|--------------------|---|
| Land | 714,048 | - | 143 | 147,552 | - | - | - | - | 861,743 |
| Buildings | 215,161 | 17,313 | - | 9,618 | (6,048) | - | (7,461) | 17,567 | 246,150 |
| Plant and equipment | 16,703 | 5,310 | - | - | (3,594) | (294) | - | - | 18,125 |
| Infrastructure | 476,631 | 10,146 | 510 | - | (14,048) | - | (1,118) | 1,608 | 473,729 |
| Work in progress | 24,552 | 28,073 | - | - | - | - | - | (19,175) | 33,450 |
| | 1,447,095 | 60,842 | 653 | 157,170 | (23,690) | (294) | (8,579) | - | 1,633,197 |

Summary of Work in Progress

| | Opening WIP \$'000 | Additions \$'000 | Transfers \$'000 | Write-offs \$'000 | Closing WIP \$'000 |
|---------------------|-----------------------|---------------------|---------------------|----------------------|-----------------------|
| Buildings | 23,625 | 23,128 | (18,681) | - | 28,072 |
| Plant and equipment | - | 52 | - | - | 52 |
| Infrastructure | 927 | 4,893 | (494) | - | 5,326 |
| Total | 24,552 | 28,073 | (19,175) | - | 33,450 |

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2022

Note 6 Assets we manage

6.1 Property, infrastructure, plant and equipment (continued)

(a) Property

| | Land: specialised \$'000 | Land: non specialised \$'000 | Total Land \$'000 | Buildings: heritage \$'000 | Buildings: specialised \$'000 | Buildings: non specialised \$'000 | Work in progress \$'000 | Total Buildings \$'000 | Total Property \$'000 |
|---|--------------------------------|------------------------------------|----------------------|----------------------------------|-------------------------------------|---|-------------------------------|------------------------------|-----------------------------|
| At fair value 1 July 2021 | 672,593 | 41,455 | 714,048 | 48,965 | 346,383 | 15,436 | 23,625 | 434,409 | 1,148,457 |
| Accumulated depreciation at 1 July 2021 | - | - | - | (29,874) | (157,779) | (7,970) | - | (195,623) | (195,623) |
| | 672,593 | 41,455 | 714,048 | 19,091 | 188,604 | 7,466 | 23,625 | 238,786 | 952,834 |

Movements in fair value

| | | | | | | | | | |
|--|---------|-------|----------------|-------|----------|-------|----------|-----------------|-----------------|
| Additions | - | - | - | 356 | 16,951 | 6 | 23,128 | 40,441 | 40,441 |
| Contributed assets | 143 | - | 143 | - | - | - | - | - | 143 |
| Revaluation increments/ decrements | 139,157 | 8,395 | 147,552 | 2,449 | 18,176 | 1,192 | - | 21,817 | 169,369 |
| Write-off | - | - | - | - | (14,023) | - | - | (14,023) | (14,023) |
| Transfers | - | - | - | - | 16,981 | - | (18,681) | (1,700) | (1,700) |
| | 139,300 | 8,395 | 147,695 | 2,805 | 38,085 | 1,198 | 4,447 | 46,535 | 194,230 |

Movements in accumulated depreciation

| | | | | | | | | | |
|---|---|---|---|---------|----------|-------|---|-----------------|-----------------|
| Depreciation and amortisation | - | - | - | (307) | (5,447) | (294) | - | (6,048) | (6,048) |
| Accumulated depreciation of write-off | - | - | - | - | 6,562 | - | - | 6,562 | 6,562 |
| Revaluation increments/ decrements | - | - | - | (1,070) | (10,547) | (582) | - | (12,199) | (12,199) |
| Transfers | - | - | - | - | 586 | - | - | 586 | 586 |
| | - | - | - | (1,378) | (8,847) | (876) | - | (11,099) | (11,099) |

| | | | | | | | | | |
|--|---------|--------|----------------|----------|-----------|---------|--------|------------------|------------------|
| At fair value 30 June 2022 | 811,893 | 49,850 | 861,743 | 51,770 | 384,468 | 16,634 | 28,072 | 480,944 | 1,342,687 |
| Accumulated depreciation at 30 June 2022 | - | - | - | (31,252) | (166,626) | (8,846) | - | (206,722) | (206,722) |
| Carrying amount | 811,893 | 49,850 | 861,743 | 20,519 | 217,843 | 7,788 | 28,072 | 274,222 | 1,135,965 |

Note 6 Assets we manage

6.1 Property, infrastructure, plant and equipment (continued)

(b) Plant and Equipment

| | Plant machinery and equipment \$'000 | Computers and telecomms \$'000 | Fixtures fittings and furniture \$'000 | Library books \$'000 | Artwork & historical collections \$'000 | Other \$'000 | Work in progress \$'000 | Total plant and equipment \$'000 |
|--|--|--------------------------------------|--|-------------------------|--|-----------------|-------------------------------|--|
| At fair value 1 July 2021 | 18,095 | 25,242 | 8,286 | 10,422 | 2,075 | 7,265 | - | 71,385 |
| Accumulated depreciation at 1 July 2021 | (10,962) | (22,084) | (7,412) | (8,669) | - | (5,555) | - | (54,682) |
| | 7,133 | 3,158 | 874 | 1,753 | 2,075 | 1,710 | - | 16,703 |
| Movements in fair value | | | | | | | | |
| Additions | 3,102 | 766 | 27 | 349 | 17 | 1,049 | 52 | 5,361 |
| Fair value of assets disposed | (2,351) | - | - | - | - | - | - | (2,351) |
| Write-off | - | (38) | (87) | - | - | - | - | (124) |
| Transfers | 14,833 | (14,833) | (1,343) | - | - | - | - | (1,343) |
| | 15,584 | (14,105) | (1,403) | 349 | 17 | 1,049 | 52 | 1,541 |
| Movements in accumulated depreciation | | | | | | | | |
| Depreciation and amortisation | (1,771) | (857) | (163) | (486) | - | (317) | - | (3,594) |
| Accumulated depreciation of disposals | 2,057 | - | - | - | - | - | - | 2,057 |
| Accumulated depreciation of write-off | - | 38 | 87 | - | - | - | - | 124 |
| Transfers | (13,518) | 13,518 | 1,343 | - | - | - | - | 1,343 |
| | (13,232) | 12,699 | 1,267 | (486) | - | (317) | - | (69) |
| At fair value 30 June 2022 | 33,679 | 11,137 | 6,883 | 10,771 | 2,092 | 8,314 | 52 | 72,926 |
| Accumulated depreciation at 30 June 2022 | (24,194) | (9,385) | (6,145) | (9,155) | - | (5,872) | - | (54,751) |
| Carrying amount | 9,485 | 1,752 | 738 | 1,616 | 2,092 | 2,442 | 52 | 18,177 |

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2022

Note 6 Assets we manage

6.1 Property, infrastructure, plant and equipment (continued)

(c) Infrastructure

| | Roads \$'000 | Footpaths and cycleways \$'000 | Bridges \$'000 | Drainage \$'000 | Recreation, leisure and community \$'000 | Land improvements \$'000 | Parks, open spaces and streetscapes \$'000 | Off street car parks \$'000 | Work in progress \$'000 | Total Infrastructure \$'000 |
|---|-----------------|--------------------------------------|-------------------|--------------------|---|--------------------------------|---|-----------------------------------|-------------------------------|-----------------------------------|
| At fair value July 2021 | 308,622 | 124,919 | 11,576 | 190,599 | - | 64,547 | 45,404 | 8,207 | 927 | 754,801 |
| Accumulated depreciation at 1 July 2021 | (87,285) | (53,843) | (3,081) | (83,732) | - | (20,529) | (26,108) | (2,665) | - | (277,243) |
| | 221,337 | 71,076 | 8,495 | 106,867 | - | 44,018 | 19,296 | 5,542 | 927 | 477,558 |
| Movements in fair value | | | | | | | | | | |
| Additions | 3,559 | 3,524 | - | 706 | 14 | 564 | 1,585 | 194 | 4,893 | 15,039 |
| Contributed assets | 92 | - | - | 418 | - | - | - | - | - | 510 |
| Write-off | - | - | - | - | (1,700) | - | (109) | - | - | (1,809) |
| Transfers | - | - | - | - | 1,977 | 6,585 | (5,026) | - | (494) | 3,042 |
| | 3,651 | 3,524 | - | 1,124 | 291 | 7,149 | (3,550) | 194 | 4,399 | 16,782 |
| Movements in accumulated depreciation | | | | | | | | | | |
| Depreciation and amortisation | (5,289) | (2,502) | (143) | (1,586) | (3) | (1,985) | (2,410) | (130) | - | (14,048) |
| Accumulated depreciation of write-off | - | - | - | - | 592 | - | 99 | - | - | 691 |
| Transfers | - | - | - | - | (586) | (3,177) | 1,835 | - | - | (1,928) |
| | (5,289) | (2,502) | (143) | (1,586) | 3 | (5,162) | (476) | (130) | - | (15,285) |
| At fair value 30 June 2022 | 312,273 | 128,443 | 11,576 | 191,723 | 291 | 71,696 | 41,854 | 8,401 | 5,326 | 771,583 |
| Accumulated depreciation at 30 June 2022 | (92,574) | (56,345) | (3,224) | (85,318) | 3 | (25,691) | (26,584) | (2,795) | - | (292,528) |
| Carrying amount | 219,699 | 72,098 | 8,352 | 106,405 | 294 | 46,005 | 15,271 | 5,606 | 5,326 | 479,055 |

Note 6 Assets we manage

6.1 Property, infrastructure, plant and equipment (continued)

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Asset recognition thresholds and depreciation periods

| | Depreciation Period | Threshold Limit \$ |
|--|------------------------|-----------------------|
| Land and land improvements | | |
| land | - | 5,000 |
| land improvements | 50 years | 5,000 |
| Buildings | | |
| heritage buildings | 50 - 80 years | 5,000 |
| buildings | 50 - 80 years | 5,000 |
| building improvements | 50 - 80 years | 5,000 |
| leasehold improvements | Life of lease | 5,000 |
| Plant and equipment | | |
| vehicles | 3 to 10 years | 5,000 |
| plant, machinery and parks equipment | 5 - 20 years | 3,000 |
| fixtures, fittings and furniture | 10 years | 3,000 |
| computers and telecommunications | 3 - 5 years | 3,000 |
| library books, tapes, videos and DVDs | 3 - 8 years | All |
| Infrastructure | | |
| road pavements and seals | 20 - 30 years | All |
| road substructure | 80 - 120 years | All |
| road formation and earthworks | - | All |
| road kerb, channel and minor culverts | 40 - 60 years | All |
| bridges deck | 50 - 100 years | All |
| bridges substructure | 50 - 100 years | All |
| footpaths and cycleways | 30 - 50 years | All |
| drainage including pipes, pits and gross pollutant traps | 100 - 120 years | 5,000 |
| recreational, leisure and community facilities | 10 - 50 years | 5,000 |
| waste management | 50 years | 5,000 |
| parks, open space and streetscapes | 10 - 50 years | 5,000 |
| off street car parks | 10 - 50 years | 5,000 |
| Intangible assets | | |
| software and system development costs | 3 - 5 years | 1,000 |
| Right-of-use assets | | |
| 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 2022

Note 6 Assets we manage

6.1 Property, infrastructure, plant and equipment (continued)

Land under roads

Council recognises land under roads it controls at fair value.

Depreciation and amortisation

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to Council in a manner that reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life. Straight-line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed below and are consistent with the prior year unless otherwise stated.

Repairs and maintenance

Routine maintenance, repair costs and minor renewal costs are expensed as incurred. Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Leasehold improvements

Leasehold improvements are recognised at cost and are amortised over the unexpired period of the lease or the estimated useful life of the improvement, whichever is the shorter. At balance date, leasehold improvements are amortised over the lease period.

Valuation of land and buildings

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 2022 are as follows:

| Assets measured at fair value | Level 1 \$'000 | Level 2 \$'000 | Level 3 \$'000 | Total \$'000 | Date of Valuation |
|-------------------------------|-------------------|-------------------|-------------------|------------------|----------------------|
| Land | - | 49,850 | 811,893 | 861,743 | June 2022 |
| Buildings | - | 7,788 | 238,362 | 246,150 | June 2022 |
| | - | 57,638 | 1,050,255 | 1,107,893 | |

No transfers between levels occurred during the year.

Note 6 Assets we manage

6.1 Property, infrastructure, plant and equipment (continued)

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 AUSTROADS 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 2022.

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 2022 are as follows:

| Assets measured at fair value | Level 1 \$'000 | Level 2 \$'000 | Level 3 \$'000 | Total \$'000 | Date of Valuation |
|-------------------------------------|-------------------|-------------------|-------------------|-----------------|----------------------|
| Roads | - | - | 219,699 | 219,699 | June 2021 |
| Footpaths and cycleways | - | - | 72,098 | 72,098 | June 2021 |
| Bridges | - | - | 8,352 | 8,352 | June 2021 |
| Drainage | - | - | 106,405 | 106,405 | June 2021 |
| Recreation, leisure and community | - | - | 294 | 294 | June 2021 |
| Land improvements | - | - | 46,005 | 46,005 | June 2021 |
| Parks, open spaces and streetscapes | - | - | 15,271 | 15,271 | June 2021 |
| Off-street carparks | - | - | 5,606 | 5,606 | June 2021 |
| | - | - | 473,728 | 473,728 | |

No transfers between levels occurred during the year.

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2022

Note 6 Assets we manage

6.1 Property, infrastructure, plant and equipment (continued)

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads

Specialised land and land under roads are valued using a market-based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 10% and 90%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$10 and \$6,810 per square metre.

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.

| | 2022 \$'000 | 2021 \$'000 |
|---|----------------|----------------|
| Reconciliation of specialised land | | |
| Land under roads | 1,402 | 1,258 |
| Community facilities | 76,346 | 62,217 |
| Council administration and depots | 31,737 | 27,145 |
| Off-street carparks | 17,722 | 14,371 |
| Parks and reserves | 684,686 | 567,602 |
| Total specialised land | 811,893 | 672,593 |

Note 6 Assets we manage

6.2 Investment property

| | 2022 \$'000 | 2021 \$'000 |
|---|----------------|----------------|
| Balance at beginning of financial year | 2,714 | 2,790 |
| Fair value adjustments | (71) | (76) |
| Balance at end of financial year | 2,643 | 2,714 |

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 D Archer, AAPI (Matheson Stephens Valuation), who has recent experience in the location and category of the property being valued. The valuation is at fair value, based on the current market value for the property.

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2022

Note 7 People and relationships

7.1 Council and key management remuneration

(a) Related parties

Council is the parent entity.

(b) Key management personnel

Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:

Councillors

| | |
|---|-------------------------------------|
| Emily Dimitriadis (1/7/2021 - current) | Gaetano Greco (1/7/2021 - current) |
| Tom Hannan (1/7/2021 - current) | Tim Laurence (1/7/2021 - current) |
| Lina Messina (Mayor 1/7/2021 - current) | Trent McCarthy (1/7/2021 - current) |
| Susanne Newton (1/7/2021 - current) | Susan Rennie (1/7/2021 - current) |
| Julie Williams (1/7/2021 - current) | |

Chief Executive Officer

Sue Wilkinson (1/7/2021 - 26/6/2022)
Rachael Ollivier (Acting 22/4/2022 - current)

Other key management personnel

| | |
|---|--|
| GM City Sustainability and Strategy | GM Community |
| Rachael Ollivier (1/7/2021 - 22/4/2022) | Kerry McGrath (1/7/2021 - 28/1/22) |
| Vanessa Petrie (Acting 18/4/2022 - current) | Shadi Hanna (Acting 31/1/2022 - current) |
| GM Operations and Capital | GM Governance and Engagement |
| Sam Hewett (1/7/2021 - current) | Jodie Watson (1/10/2021 - current) |

| | 2022 Number | 2021 Number |
|--|----------------|----------------|
| Total number of councillors | 9 | 11 |
| Chief Executive Officer and other key management personnel | 7 | 6 |
| Total key management personnel | 16 | 17 |

(c) Remuneration of key management personnel

Total remuneration of key management personnel was as follows:

| | 2022 \$'000 | 2021 \$'000 |
|--------------------------|----------------|----------------|
| Short-term benefits | 2,093 | 1,639 |
| Long-term benefits | 52 | 40 |
| Post-employment benefits | 169 | 116 |
| Total | 2,314 | 1,795 |

Note 7 People and relationships

7.1 Council and key management remuneration (continued)

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

| | 2022 Number | 2021 Number |
|-----------------------|----------------|----------------|
| \$10,000 - \$19,999 | - | 2 |
| \$20,000 - \$29,999 | - | 3 |
| \$30,000 - \$39,999 | 7 | 5 |
| \$40,000 - \$49,999 | 1 | - |
| \$50,000 - \$59,999 | - | 1 |
| \$70,000 - \$79,999 | - | 1 |
| \$110,000 - \$119,999 | 1 | - |
| \$180,000 - \$189,999 | 1 | - |
| \$190,000 - \$199,999 | 1 | 1 |
| \$220,000 - \$229,999 | - | 1 |
| \$230,000 - \$239,999 | 1 | - |
| \$270,000 - \$279,999 | 1 | - |
| \$280,000 - \$289,999 | 1 | 2 |
| \$290,000 - \$299,999 | 1 | - |
| \$360,000 - \$369,999 | - | 1 |
| \$390,000 - \$399,999 | 1 | - |
| | 16 | 17 |

(d) Senior officers' remuneration

A senior officer is an officer of Council, other than key management personnel, who:

- has management responsibilities and reports directly to the Chief Executive; or
- whose total annual remuneration exceeds \$151,000.

The number of senior officers is shown below in their relevant income bands:

| | 2022 Number | 2021 Number |
|--|----------------|----------------|
| \$151,000 - \$159,999 | 15 | 7 |
| \$160,000 - \$169,999 | 2 | 5 |
| \$170,000 - \$179,999 | 6 | 4 |
| \$180,000 - \$189,999 | 3 | 7 |
| \$190,000 - \$199,999 | 1 | 2 |
| \$200,000 - \$209,999 | 2 | 1 |
| \$220,000 - \$229,999 | 1 | - |
| Total | 30 | 26 |
| | \$'000 | \$'000 |
| Total remuneration for the year for senior officers included above amounted to: | 5,105 | 4,497 |

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2022

Note 7 People and relationships

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.

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 liabilities

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme. Matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

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.

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 2022 reporting period. Council assesses the impact of these new standards. As at 30 June 2022 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2023 that are expected to impact Council.

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2022

Note 8 Managing uncertainties

8.3 Financial instruments

(a) Objectives and policies

Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument are disclosed in the notes of the financial statements. Risk management is carried out by senior management under policies approved by Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Council's exposures to market risk are primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Our interest rate liability risk arises primarily from long term loans and borrowings at fixed rates that 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.

Note 8 Managing uncertainties

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 of the maturity profile for borrowings are disclosed at Note 5.5.

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 0.85%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2022

Note 8 Managing uncertainties

8.4 Fair value measurement

8.4 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.

8.4 Fair value measurement

In addition, Council determines whether transfers have occurred between levels in the hierarchy by reassessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. At balance date, Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from two to three years. The valuation is performed either by experienced Council officers or independent experts.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Note 8 Managing uncertainties

8.4 Fair value measurement (continued)

8.4 Fair value measurement

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.

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2022

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 |
|---|---|--|---|
| (a) Asset revaluation | | | |
| 2022 | | | |
| Property | | | |
| Land | 581,533 | 147,552 | 729,085 |
| Land improvements | 6,892 | - | 6,892 |
| Buildings | 95,205 | 9,618 | 104,823 |
| | 683,630 | 157,170 | 840,800 |
| Plant and equipment | | | |
| Other | 6,143 | 0 | 6,143 |
| Infrastructure | | | |
| Roads | 129,754 | - | 129,754 |
| Footpaths and cycleways | 6,005 | - | 6,005 |
| Drainage | 71,042 | - | 71,042 |
| Bridges | 1,931 | - | 1,931 |
| | 208,732 | - | 208,732 |
| Total asset revaluation reserves | 898,505 | 157,170 | 1,055,675 |
| 2021 | | | |
| Property | | | |
| Land | 581,533 | - | 581,533 |
| Land improvements | 5,894 | 998 | 6,892 |
| Buildings | 95,205 | - | 95,205 |
| | 682,632 | 998 | 683,630 |
| Plant and equipment | | | |
| Other | 6,143 | - | 6,143 |
| Infrastructure | | | |
| Roads | 139,478 | (9,724) | 129,754 |
| Footpaths and cycleways | 29,403 | (23,398) | 6,005 |
| Drainage | 72,614 | (1,572) | 71,042 |
| Bridges | 6,376 | (4,445) | 1,931 |
| | 247,871 | (39,139) | 208,732 |
| Total asset revaluation reserves | 936,646 | (38,141) | 898,505 |

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

Note 9 Other matters**9.1 Reserves**

| | Balance at beginning of reporting period \$'000 | Transfer from accumulated surplus \$'000 | Transfer to accumulated surplus \$'000 | Balance at end of reporting period \$'000 |
|----------------------------------|--|---|---|--|
| (b) Other reserves | | | | |
| 2022 | | | | |
| 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 |
| Total other reserves | 26,042 | 6,580 | 7,419 | 25,203 |
| 2021 | | | | |
| Car park development | 228 | - | - | 228 |
| Capital works | 1,775 | - | - | 1,775 |
| Developer Contribution Scheme | 3,940 | - | 3,940 | - |
| Drainage development | 23 | - | - | 23 |
| Information technology | 1,422 | - | - | 1,422 |
| Plant replacement | 559 | 2,107 | 764 | 1,902 |
| Public open space and recreation | 15,187 | 4,354 | - | 19,541 |
| Unspent grants and contributions | 898 | 1,151 | 898 | 1,151 |
| Total other reserves | 24,032 | 7,612 | 5,602 | 26,042 |

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2022

Note 9 Other matters

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.

Note 9 Other matters

9.2 Reconciliation of cash flows from operating activities to surplus

| | 2022 \$'000 | 2021 \$'000 |
|--|----------------|----------------|
| Surplus / (Deficit) for the year | 7,601 | 6,182 |
| Depreciation and amortisation | 24,268 | 23,939 |
| Net (gain)/loss on disposal of property, infrastructure, plant and equipment | (607) | (983) |
| Bad and doubtful debts | 722 | 579 |
| Fair value adjustments for investment property | 71 | 76 |
| Contributions – non-monetary assets | (653) | (283) |
| Write-off of property, plant and equipment | 8,579 | 335 |
| Write-off of other financial assets | - | 230 |
| Finance costs – leases | 6 | 6 |
| | 32,386 | 23,899 |
| Change in operating assets and liabilities | | |
| Decrease (increase) in trade and other receivables | (4,082) | (3,089) |
| Decrease (increase) in inventories | (43) | 2 |
| Decrease (increase) in accrued income | 9 | 57 |
| Decrease (increase) in prepayments | (498) | 256 |
| Decrease (increase) in other assets | 74 | 83 |
| Increase (decrease) in trade and other payables | 5,131 | (320) |
| Increase (decrease) in unearned income / revenue | (5,429) | 7,979 |
| Increase (decrease) in trust funds and deposits | 815 | 569 |
| Increase (decrease) in provisions | (1,522) | 1,226 |
| | (5,545) | 6,763 |
| Net cash provided by/(used in) operating activities | 34,442 | 36,844 |

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2022

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 categories, Vision MySuper/Vision Super Saver, receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2022, this was 10.0% as required under Superannuation Guarantee (SG) legislation (2021: 9.5%)).

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.

As at 30 June 2021, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category.

The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 102.2%. The financial assumptions used to calculate the VBI were:

- Net investment returns 4.75% pa
- Salary information 2.75% pa
- Price inflation (CPI) 2.25% pa

As at 30 June 2022, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category. It is expected to be completed by 31 October 2022.

Vision Super has advised that the VBI at 30 June 2022 was 102.2%. Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021). The financial assumptions used to calculate this VBI were:

- Net investment returns 5.5% pa
- Salary information 2.5% pa
- Price inflation (CPI) 3.0% pa

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2021 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

Regular contributions

On the basis of the results of the 2021 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 2022, this rate was 10.0% of members' salaries (9.5% in 2020/21). 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 2020 triennial 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.

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,

Note 9 Other matters

9.3 Superannuation (continued)

together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

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.

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 2021 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 2021 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:

| | 2021 (Triennial) \$m | 2020 (Interim) \$m |
|---------------------------------------|----------------------------|--------------------------|
| A VBI surplus | \$214.7 | \$100.0 |
| A total service liability surplus | \$270.3 | \$200.0 |
| A discounted accrued benefits surplus | \$285.2 | \$217.8 |

The VBI surplus means that the market value of the Fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2021.

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 2021.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2021.

The 2022 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2022 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2022. Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021).

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2022 are detailed below:

| Scheme | Type of Scheme | Rate | 2022 \$'000 | 2021 \$'000 |
|--------------|-------------------|-------------------|----------------|----------------|
| Vision super | Defined benefit | 10.0% (2021:9.5%) | 414 | 566 |
| Vision super | Accumulation fund | 10.0% (2021:9.5%) | 4,760 | 4,623 |
| Other funds | Accumulation fund | 10.0% (2021:9.5%) | 3,925 | 3,531 |

In addition to the above contributions, Council has paid unfunded liability payments to Vision Super totalling \$72,254 paid during the 2021/22 year (2020/21 \$54,000).

There were \$672,970 of contributions outstanding and nil loans issued from or to the above schemes as at 30 June 2022.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2023 is \$470,000.

10 Change in accounting policy

There have been no changes to accounting policies in the 2021/22 year.

There are no pending accounting standards that are likely to have a material impact on Council.

PERFORMANCE STATEMENT

For the Year Ended 30 June 2022

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 162,501, 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.

The COVID-19 lockdowns experienced in 2021/22 have impacted on some of the results reported in the Performance Statement. The subsequent closure of Council facilities has impacted the participation rates of some of the services measured in the service performance indicators.

SUSTAINABLE CAPACITY INDICATORS

For the Year Ended 30 June 2022

Key: Indicator Measure

| | | Results | | | | Material variations |
|---------------------------|--|---------|---------|---------|---------|---|
| | | 2019 | 2020 | 2021 | 2022 | |
| Population | | | | | | |
| C1 | Expenses per head of municipal population [Total expenses / Municipal population] | \$1,035 | \$1,066 | \$1,060 | \$1,134 | Expenses have been impacted by the write-off of demolished infrastructure and building assets associated with the redevelopment of the Northcote Aquatic and Recreation Centre. |
| C2 | Infrastructure per head of municipal population [Value of infrastructure / Municipal population] | \$4,499 | \$4,571 | \$4,405 | \$4,747 | Total value of infrastructure assets has increased during the year as a result of current year revaluations of buildings. |
| C3 | Population density per length of road [Municipal population / Kilometres of local roads] | 318 | 323 | 314 | 260 | Prior year results excluded 96km of local rights-of-ways and laneways. If restated, prior year population density per length of road would have been 266. |
| Own-source revenue | | | | | | |
| C4 | Own-source revenue per head of municipal population [Own-source revenue / Municipal population] | \$973 | \$932 | \$896 | \$950 | Own-source revenue has increased by 3.3% in current year. Prior year own source revenue was impacted by COVID-19 restrictions. |
| Recurrent grants | | | | | | |
| C5 | Recurrent grants per head of municipal population [Recurrent grants / Municipal population] | \$98 | \$102 | \$99 | \$135 | Recurrent grants have increased by 17.5% in current year. Council received 75% of the 2022/23 Commonwealth Financial Assistance Grant funding in advance. |
| Disadvantage | | | | | | |
| C6 | Relative socio-economic disadvantage [Index of Relative Socio-economic Disadvantage by decile] | 7.0 | 7.0 | 7.0 | 7.0 | The Commonwealth Government calculates an index of relative socio-economic disadvantage which outlines an overall measure of disadvantage across the municipality. |
| Workforce turnover | | | | | | |
| C7 | Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100 | 14.2% | 10.5% | 13.4% | 20.9% | Staff turnovers were evenly distributed across the organisation. From what we know about the job market post the COVID lockdowns of 2021, the employment market was in a state of recovery and growth with a number of key industries booming. Departures from Darebin during this period are reflective of an open job market with a number of highly visible opportunities for job seekers to engage with. This has happened at a time when cost of living pressures and increasing interest rates are motivating people to seek higher paying jobs with improved conditions. |

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 2022

Key: ■ Service ■ Indicator ■ Measure

| | | Results | | | | Material variations |
|---------------------------|--|---------|--------|--------|--------|--|
| | | 2019 | 2020 | 2021 | 2022 | |
| Aquatic Facilities | | | | | | |
| Utilisation | | | | | | |
| AF6 | Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population] | 5.3 | 3.3 | 1.9 | 1.6 | Two leisure centres normally operate within the City of Darebin: Northcote Aquatic and Recreation Centre (NARC) and Reservoir Leisure Centre (RLC). NARC was only open briefly with limited operations during the reporting period; the data is from RLC only which was impacted by closures, density limits and the vaccinated economy due to COVID-19. This accounts for the significantly reduced results in 2021/22. |
| Animal Management | | | | | | |
| Health & safety | | | | | | |
| AM4 | Animal management prosecutions [Number of successful animal management prosecutions] | 2 | N/A | N/A | N/A | As of 1 July 2019, AM4 has been replaced by AM7 |
| AM7 | Animal management prosecutions [Number of successful animal management prosecutions / Total number of animal management prosecutions] x100 | N/A | 0 | 0 | 100.0% | Records indicate that we had three prosecutions for “dog attack” matters during the full year and all three were successful. Service improvements have included the introduction of a dog attack risk assessment tool. |
| Food Safety | | | | | | |
| FS4 | Critical and major non-compliance notifications [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100 | 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. |
| Governance | | | | | | |
| Satisfaction | | | | | | |
| G5 | Satisfaction with Council decisions [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community] | 70.8 | 69.0 | 68.0 | 66.0 | Satisfaction with Council decisions remains relatively consistent with prior year. Although the trend is reducing, this is in line with sector results. |

SERVICE PERFORMANCE INDICATORS

For the Year Ended 30 June 2022

Key: Service Indicator Measure

| | | Results | | | | Material variations |
|------------------------------------|---|---------|-------|-------|-------|--|
| | | 2019 | 2020 | 2021 | 2022 | |
| Libraries | | | | | | |
| Participation | | | | | | |
| LB4 | Active library borrowers in municipality [Number of active library borrowers in the past three years / The sum of the population for the past three years] x100 | 15.6% | 14.3% | 12.3% | 10.9% | The past 3 years have been significantly impacted by COVID lockdowns. Darebin Libraries implemented Click and Collect services to support contactless borrowing of physical items, however, borrowing was not commensurate with when branches are open. Many existing customers made good use of digital library collections. However, the number of new members dropped significantly during closures. Some customers prefer to access physical collections only. |
| Maternal & Child Health | | | | | | |
| Participation | | | | | | |
| MC4 | Participation in the MCH Service [Number of children who attend the MCH Service at least once (in the year) / Number of children enrolled in the MCH Service] x100 | 80.0% | 76.9% | 71.5% | 70.4% | The service is reviewing the database to be able to contact parents who have disengaged from the service due to the COVID lockdown. |
| MC5 | Participation in the MCH Service by Aboriginal children [Number of Aboriginal children who attend the MCH Service at least once (in the year) / Number of Aboriginal children enrolled in the MCH Service] x100 | 90.8% | 84.1% | 76.6% | 71.1% | The Maternal and Child Health service is currently working with the Victorian Aboriginal Health Service to provide families with greater options. |
| Roads | | | | | | |
| Satisfaction | | | | | | |
| R5 | Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads] | 71.5 | 72.0 | 70.0 | 70.0 | In 2021/22, 32,919 square metres of sealed local roads were resealed with a layer of asphalt in order to maintain a smooth and waterproof surface. This also helps improve safety by increasing skid resistance in poor weather. Each of Council's roads are generally resurfaced every 15 to 20 years. To reduce dependence on valuable new resources, Council has recently been using asphalt with recycled products. |
| Statutory Planning | | | | | | |
| Decision making | | | | | | |
| SP4 | Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100 | 44.9% | 41.2% | 47.8% | 20.0% | When taking into account mediated outcomes, this figure of 20% increases to 48.4%. The drop in this year's figure is accounted for by individual decision outcomes. This is in the context of a low number of VCAT decisions overall (lowest since at least 2016/2017), which means that individual decision outcomes have had a bigger impact on the overall figure. |
| Waste Collection | | | | | | |
| Waste diversion | | | | | | |
| WC5 | Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100 | 46.4% | 50.8% | 63.6% | 50.2% | With a large number of residents still working from home and generating more waste that is disposed of through their household bin rather than other sources such as their work places, this has seen a decrease in the waste being diverted from landfill. |

SERVICE PERFORMANCE INDICATORS

For the Year Ended 30 June 2022

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 2022

Key: Dimension Indicator Measure

| | Results | | | | Forecasts | | | | Material variations |
|---|---------|---------|---------|---------|-----------|---------|---------|---------|---|
| | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | |
| Efficiency Revenue level | \$ | | | | \$ | | | | |
| E2 Expenses per property assessment [Total expenses / Number of property assessments] | \$2,342 | \$2,413 | \$2,418 | \$2,508 | \$2,589 | \$2,656 | \$2,717 | \$2,780 | Total expenditure has been impacted by the write-off of demolished infrastructure and building assets associated with the redevelopment of the Northcote Aquatic and Recreation Centre. Future year expenditure is forecast to increase in line with services. |
| Revenue level | \$ | | | | \$ | | | | |
| E4 Average rate per property assessment [Total rate revenue / Number of property assessments] | N/A | \$1,756 | \$1,806 | \$1,835 | \$1,667 | \$1,742 | \$1,790 | \$1,845 | Increase in-line with The Fair Go Rates System (FGRS) maximum amount increase rates set at 1.5%. Future year total rate revenue is impacted by the new waste management charges implemented in 2022/23. |
| Working capital | % | | | | % | | | | |
| L1 Current assets compared to current liabilities [Current assets / Current liabilities] x100 | 261.8% | 215.7% | 172.0% | 140.2% | 119.1% | 104.6% | 96.8% | 98.7% | Current assets impacted by decreased cash and cash equivalents and increased trade and other payables arising mainly from greater completion of the planned capital works program including the completion of the Narrandjeri Stadium and the ongoing redevelopment of the Northcote Aquatic and Recreation Centre. Forecast impacted by increase in current liabilities related to borrowings. |
| Unrestricted cash | % | | | | % | | | | |
| L2 Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100 | 130.7% | 97.0% | 68.6% | 25.4% | 28.4% | 17.8% | 10.0% | 12.0% | Greater completion of the planned capital works program including the completion of the Narrandjeri Stadium and the ongoing redevelopment of the Northcote Aquatic and Recreation Centre has resulted in reduced unrestricted cash holdings and an increase in trade and other payables at year end. Future years are impacted by the planned capital expenditure for the Northcote Aquatic and Recreation Centre and Reservoir Leisure Centre. Prior year included deposits with an original maturity of greater than 90 days which are considered to be restricted under the definition. If restated, prior year unrestricted cash compared to current liabilities would have been 35.3%. |

FINANCIAL PERFORMANCE INDICATORS

For the Year Ended 30 June 2022

Key: ■ Dimension ■ Indicator Measure

| | | Results | | | | Forecasts | | | | Material variations |
|----------------------------|--|---------|--------|--------|--------|-----------|--------|--------|--------|--|
| | | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | |
| Obligations | | | | | | | | | | |
| Loans & Borrowings | | % | | | | % | | | | |
| O2 | Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100 | 0.00% | 0.00% | 0.00% | 7.27% | 5.74% | 23.25% | 30.88% | 27.21% | New borrowing was executed during the year to fund the redevelopment of Northcote Aquatic and Recreation Centre. Forecast impacted by additional borrowings undertaken. |
| O3 | Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100 | 0.00% | 0.00% | 0.00% | 0.00% | 0.05% | 0.82% | 2.78% | 3.77% | Future years' borrowing to further fund the redevelopment of Northcote Aquatic and Recreation Centre. |
| Indebtedness | | % | | | | % | | | | |
| O4 | Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100 | 1.2% | 1.3% | 1.4% | 7.1% | 26.0% | 29.2% | 26.4% | 24.7% | New borrowing was executed during the year to fund the redevelopment of Northcote Aquatic and Recreation Centre. |
| Asset renewal and upgrade | | % | | | | % | | | | |
| O5 | Asset renewal and upgrade compared to depreciation [Asset renewal and upgrade expense / Asset depreciation] x100 | N/A | 140.8% | 110.4% | 141.6% | 200.6% | 163.6% | 123.2% | 124.5% | Expenditure on asset renewal and upgrade has increased by \$7.7 million from previous year. Current year included significant spending on buildings within the municipality. |
| Operating Position | | | | | | | | | | |
| Adjusted underlying result | | % | | | | % | | | | |
| OP1 | Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100 | 7.9% | 1.7% | -0.2% | -0.5% | 0.7% | 1.4% | 2.5% | 3.2% | Adjusted underlying deficit has been impacted by the write-off of demolished infrastructure and building assets associated with the redevelopment of the Northcote Aquatic and Recreation Centre. Future year forecast surplus is impacted somewhat by the implementation of the Council wide developer contribution plan. |
| Stability | | | | | | | | | | |
| Rates concentration | | % | | | | % | | | | |
| S1 | Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100 | 69.6% | 73.9% | 76.4% | 75.1% | 78.1% | 75.4% | 75.5% | 75.4% | No material variation from the previous year |
| Rates effort | | % | | | | % | | | | |
| S2 | Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100 | 0.21% | 0.23% | 0.22% | 0.22% | 0.22% | 0.23% | 0.24% | 0.24% | No material variation from the previous year |

FINANCIAL PERFORMANCE INDICATORS

For the Year Ended 30 June 2022

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 2022

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 Strategic Resource Plan.

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 27 June 2022 and which forms part of the Council Plan. The Strategic Resource Plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The Strategic Resource Plan can be obtained by contacting Council.

CERTIFICATION OF PERFORMANCE STATEMENT

For the Year Ended 30 June 2022

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.



Sadiq Mohammad CPA
Principal Accounting Officer

Melbourne
24 October 2022

In our opinion, the accompanying performance statement of the Darebin City Council for the year ended 30 June 2022 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.



Lina Messina
Councillor



Tom Hannan
Councillor



Peter Smith
Chief Executive Officer

Melbourne
24 October 2022

INDEPENDENT AUDITOR'S REPORT

For the Year Ended 30 June 2022



Independent Auditor's Report

To the Councillors of Darebin City Council

| | |
|--|---|
| Opinion | <p>I have audited the accompanying performance statement of Darebin City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of the municipality for the year ended 30 June 2022 • sustainable capacity indicators for the year ended 30 June 2022 • service performance indicators for the year ended 30 June 2022 • financial performance indicators for the year ended 30 June 2022 • other information and • certification of performance statement. <p>In my opinion, the performance statement of Darebin City Council in respect of the year ended 30 June 2022 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> |
| Basis for Opinion | <p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. 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> |
| Councillors' responsibilities for the performance statement | <p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 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> |

INDEPENDENT AUDITOR’S REPORT

For the Year Ended 30 June 2022

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
26 October 2022



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 |
|---|---|---|
| Governance – Disclose the organisation’s governance around climate-related risks and opportunities. | | |
| a) Disclose the organisation’s governance around climate-related risks and opportunities. | Principal risks | <ul style="list-style-type: none"> Strategic risk – climate emergency. Principal risks and opportunities identified and detailed in operational risk assessment initiated. |
| | Executive skills and experience – climate change | <ul style="list-style-type: none"> The Executive Management team and all managers completed specialised training on identify and mitigating climate risk in March 2022. |
| | Governance structure | <ul style="list-style-type: none"> The Climate Risk Governance PCG oversees the organisational response to climate change risks and opportunities. The Executive Management team reviews the climate emergency strategic risk twice annually and receives updates from the Climate Risk Governance PCG. The Climate Emergency Darebin Advisory Committee (advisory committee to Council) provides guidance and recommendations to Council on the impacts and opportunities in relation to the climate emergency. The Audit and Risk Committee (advisory committee to Council) provides oversight on climate-related risk in accordance with the <i>Local Government Act 2020</i>. |
| b) Describe management’s role in assessing and managing climate-related risks and opportunities. | <ul style="list-style-type: none"> Managing performance and risk | <ul style="list-style-type: none"> Enterprise Risk Management Framework established, with risk appetite statements established (including environmental impacts). Risk Management Policy adopted by Council in May 2022, incorporating risk appetite statements. |
| | <ul style="list-style-type: none"> Climate emergency – managing risk and opportunities | <ul style="list-style-type: none"> Inclusion of climate emergency mitigation action in all 2021–2022 service work plans. The Executive Management team reviews the climate emergency strategic risk twice annually and receives updates from the Climate Risk Governance PCG. |
| | <ul style="list-style-type: none"> Management structures | <ul style="list-style-type: none"> The Climate Emergency Department with specialised expertise has primary responsibility. The Executive Management team reviews the climate emergency strategic risk twice annually and receives updates from the Climate Risk Governance PCG. |
| | | |

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

| TCFD recommendation | Darebin City Council disclosure | Disclosure |
|--|---------------------------------|------------|
| Governance (Cont.) - Disclose the organisation's governance around climate-related risks and opportunities. | | |

| | | |
|--|--|--|
| <p>b) Describe management's role in assessing and managing climate-related risks and opportunities.</p> | <ul style="list-style-type: none"> • 2021-2022 performance outcomes | <ul style="list-style-type: none"> • Detailed review of Climate Emergency Plan 2017-2022 commenced. • Of the 156 actions in the Climate Emergency Plan, 73% of these actions have been delivered, 21% are in progress and only 6% have not yet been started. • It is projected Darebin will meet its goal of 45% reduction in progress on Darebin's Climate Emergency Plan overall gross greenhouse gas emissions by December 2022, largely due to making our electricity purchases 100% renewable through VECO. Refer emissions profile below. • Certified Carbon Neutral with Carbon Active program. • Council updated Darebin-wide flood modelling, noting that this is pending verification by Melbourne Water. |
|--|--|--|

| | | |
|--|--|--|
| 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>a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long term.</p> | <ul style="list-style-type: none"> • Principal risks - external risks • Principal risks - operational risks • Principal risks - sustainability risks • Climate change - managing risk and opportunity | <p>Preliminary review of risks and opportunities, including:</p> <ul style="list-style-type: none"> • impact of adjusted flood levels • impact of projected climatic changes on operations and service delivery • impact of projected climatic changes on staff safety and wellbeing • impact of project climatic changes on assets and green infrastructure • impact of projected climatic changes in emergency planning, management and procedures • opportunity to develop and implement a community-wide transition plan to zero emissions, and community risk plan, through a revised Climate Emergency Plan • opportunity to partner with and advocate to State Government, regional/local governments and major employers to attract regional investment in clean tech and transition the La Trobe National Employment and Innovation Cluster to a renewable precinct • opportunity to support residents experiencing disadvantage who are vulnerable to fuel poverty and climate change through programs that increase access to solar and through other support programs. |
|---|---|--|

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

| TCFD recommendation | Darebin City Council disclosure | Disclosure |
|--|---|--|
| 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. | | |
| <p>b) Describe the impact of climate-related risks and opportunities on the organisation’s businesses, strategy, and financial planning.</p> | <ul style="list-style-type: none"> • Principal risks – external risks • Principal risks – operational risks • Principal risks – sustainability risks • Climate change – managing risk and opportunity | Detailed climate-related risk assessment to identify impact in progress. |
| <p>c) Describe the resilience of the organisation’s strategy, taking into consideration different climate-related scenarios, including a 2-degree or lower scenario</p> | Climate change – evaluating the resilience of our portfolio | Not yet developed. |
| Risk management – Disclose how the organisation identifies, assesses and manages climate-related risks. | | |
| <p>a) Describe the organisation’s processes for identifying and assessing climate-related risks</p> | <ul style="list-style-type: none"> • Managing performance and risk • Management of principal risks – sustainability risks | <ul style="list-style-type: none"> • Strategic risk – climate emergency, controls and treatments reviewed twice annually. • Initiating a detailed climate risk assessment across all departments. • Departmental operating risk registers. |
| <p>b) Describe the organisation’s processes for managing climate-related risks.</p> | <ul style="list-style-type: none"> • Managing performance and risk • Management of principal risks – sustainability risks | <ul style="list-style-type: none"> • Strategic risk – climate emergency. • Climate Emergency Plan implementation and preparation of a revised Plan. • Initiating a detailed climate risk assessment across all departments. • Operational risk registers. |
| <p>c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organisation’s overall risk management.</p> | <ul style="list-style-type: none"> • Managing performance and risk • Non-financial KPIs – sustainability KPIs • Management of principal risks – sustainability risks | <ul style="list-style-type: none"> • Initiating a detailed climate risk assessment across all departments, currently in progress. • Embedding identified climate risks in departmental operational risk registers. • Climate risk training for leadership group. • Other processes in development. |

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

| TCFD recommendation | Darebin City Council disclosure | Disclosure |
|--|--|---|
| Metrics and targets – Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material. | | |
| <p>a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process</p> | <p>Non-financial KPIs – sustainability KPIs</p> <p>Climate emergency – delivering against our emissions reduction targets</p> <p>Climate emergency – managing our supply chain emissions</p> <p>Note that certification has been completed for the 2020-2021 year, and will be sought for 2021-2022 in the coming months</p> | <ul style="list-style-type: none"> • Emissions profile, which is estimated to show a significant drop as a result of switching to renewable energy. • Other metrics in development. |
| <p>b) Disclose Scope 1, Scope 2, and if appropriate Scope 3 greenhouse gas (GHG) emissions and related risks.</p> | <p>Non-financial KPIs – sustainability KPIs</p> <p>Climate emergency – delivering against our emissions reduction targets</p> <p>Climate emergency – managing our supply chain emissions</p> | <p>Disclosed via Carbon Neutral Certification with Climate Active.</p> |
| <p>c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.</p> | <p>Non-financial KPIs – sustainability KPIs</p> <p>Climate emergency – delivering against our emissions reduction targets</p> <p>2021-2022 STI performance outcomes</p> | <p>Currently being developed through the revised 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 2021-2022, no levies were received, \$653,000 of infrastructure assets were received, and there was no expenditure of funds from Infrastructure Contributions Plans.

Development contributions

In 2021-2022, no levies were received, and no works-in-kind were accepted under Development Contributions Plans (DCPs).

Expenditure of DCP levies is detailed the table below.

Land, works, services or facilities delivered in 2021-2022 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 |
|---------------------|--------------------------|-------------------|------------------------|------------------------|---------------------|---------------------------|---------------------|
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Nil | Nil | 0 | 0 | 0 | 0 | 0 | 0 |

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 |
|------------------|---|------------|-----------------|
| CT202149 | Darebin Libraries Procurement Australia Contract 2306-0333 | 22/07/2021 | \$4,636,363.00 |
| CT202087 | Bill Lawry Oval Pavilion Design Competition | 26/07/2021 | \$643,350.00 |
| CT202152 | Darebin Corporate Planner Application | 29/07/2021 | \$400,000.00 |
| CT202155 | Love Local Gift Cards | 30/07/2021 | \$333,136.36 |
| CT2019180A | Provision of Mechanical Plant Maintenance and Installation Services (Panel) | 14/08/2021 | \$5,454,545.45 |
| CT2019180B | Provision of Mechanical Plant Maintenance and Installation Services (Panel) | 14/08/2021 | \$1,904,099.09 |
| CT2019181A | Provision of Electrical Maintenance and Installation Services (Panel) | 14/08/2021 | \$1,818,181.82 |
| CT2019181B | Provision of Electrical Maintenance and Installation Services (Panel) | 14/08/2021 | \$3,684,640.91 |
| CT2019182 | Provision of Fire Safety (Essential Safety Measures – ESM) including Inspection, Installation and Testing (Panel) | 14/08/2021 | \$1,756,693.64 |
| CT202065 | Construction of NARC | 7/10/2021 | \$56,986,856.00 |
| CT2020148C/E | Provision of Cleaning and Associated Services | 30/10/2021 | \$725,109.09 |
| CT202118 | TW Blake Reserve Pavilion Refurbishment | 8/11/2021 | \$385,708.18 |
| CT2021127 | Darebin Sports Field Lighting | 29/11/2021 | \$865,454.55 |
| CT2020148A/B/D/E | Provision of Cleaning and Associated Services | 1/12/2021 | \$9,139,783.64 |
| CT202165 | Dole Reserve Stormwater Harvest Wetland, Reservoir | 10/01/2022 | \$3,437,128.20 |
| CT2021101 | Supply and Delivery of 20m Rear Loading Garbage Compaction Truck (Fleet 566) | 24/01/2022 | \$373,366.81 |
| CT2021114 | Darebin RRC Reservoir Concrete Retaining Wall, Paving and Drainage Works | 14/02/2022 | \$1,999,881.00 |
| CT202153 | Intercultural Centre | 28/02/2022 | \$1,575,406.02 |
| CT202171 | Victoria Street Preston Road Rehabilitation | 7/03/2022 | \$859,728.02 |
| CT202167 | Road Resurfacing with Asphalts containing Recycled Material (Steel Slag) 2021-2022 | 15/03/2022 | \$403,816.36 |
| CT202194 | Roof Renewals | 15/03/2022 | \$345,113.64 |
| CT2021102 | Supply and Delivery of 1 x 22M Side Loading Garbage Compaction Truck (Fleet 595) | 1/04/2022 | \$434,809.63 |

CONTRACTS

| Contract no. | Title | Start date | Contract sum |
|--------------|---|------------|-----------------|
| CT2021153 | Edwardes Lake Park Dog Off Lead Project 2021-22 | 2/05/2022 | \$335,436.00 |
| CT202168 | Road Resurfacing with Asphalts containing Recycled Material (Recycled Plastic) | 5/05/2022 | \$315,426.36 |
| CT2021100 | Supply and Delivery of 1 x 18M Side Loading Garbage Compaction Truck (Fleet 562) | 1/06/2022 | \$369,886.58 |
| CT2021160 | Hard Waste Collection | 1/06/2022 | \$1,500,000.00 |
| CT202241B | Provision of Fleet Services, Spare Parts and Consumables | 1/06/2022 | \$363,636.36 |
| CT2021147 | Supply and Delivery of 1 x 22M Side Loading Green Waste Truck (New Fleet) | 15/06/2022 | \$874,294.93 |
| CT2021156 | Contract Management of the Bundoora Park Public Golf Course | 1/07/2022 | \$1,251,531.82 |
| CT202128 | Panel of Engineering Advisory Services | 1/07/2022 | \$750,000.00 |
| CT202132 | Civil Works Panel | 1/07/2022 | \$50,000,000.00 |
| CT202163 | Provision of Management and Operation Services for the Narrandjeri Stadium and the Darebin Community Sports Stadium | 1/07/2022 | \$403,398.18 |
| CT20221 | Haulage of Waste from DRRC | 1/07/2022 | \$660,000.00 |
| CT202215 | Mattresses Collection and Processing Services | 1/07/2022 | \$388,714.00 |
| CT202219 | Statutory and Strategic Planning Consultants Panel | 1/07/2022 | \$1,090,909.09 |
| CT202225 | Bulk Fuel Purchase 2403/0109 Procurement Australia | 1/07/2022 | \$1,000,000.00 |
| CT2021128 | Provision of Minor Building Trades and Maintenance Works Panel | 2/07/2022 | \$2,654,567.50 |

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 |
|--|------------|--------------|
| Oracle ERP Systems Support and Maintenance | 8/11/2021 | \$645,720.80 |

GLOSSARY OF FINANCIAL TERMS

| Term | Definition |
|---|---|
| Accrual accounting | System of accounting where items are brought to account and included in the financial statements as they are earned or incurred, rather than as they are received or paid. |
| Accumulated surplus | The value of all net assets accumulated over time. |
| AIFRS | Australian equivalents to International Financial Reporting Standards. |
| Assets | Future economic benefits controlled by Council as a result of past transactions or other past events. |
| Bad and doubtful debts expenditure | Bad debts written off and the movement in the bad debt provision for infringement debtors and sundry debtors. |
| Balance sheet | A quantitative summary of Council's financial position at 30 June, including assets, liabilities and net equity. |
| Cash and cash equivalents assets | Cash and investments readily convertible to cash, including cash on hand, cash held in the bank, deposits at call and highly liquid investments. |
| Contributions income | Contributions received by Council are received for the purpose of providing and improving public open space, provision/improvement of the drainage system and in relation to specific projects. |
| Current assets | Assets where Council expects to receive the future economic benefit within the next 12 months. |
| Current liabilities | Liabilities where Council expects to fulfil its obligation within the next 12 months and Council does not have an unconditional right to defer settlement of the liability for at least 12 months after the reporting date. |
| Depreciation and amortisation expenditure | An expense that recognises the value of a fixed asset consumed over time. |
| Employee costs | Relates to wages and salaries, casual staff payments, annual leave, long service leave, superannuation, fringe benefits tax, WorkCover and redundancy payments. |
| Equity | The residual interest in Council assets after its liabilities are deducted, which is made up of accumulated surplus and reserves. Total equity is also equal to net assets. |
| Expense | An outgoing payment made by Council. |
| Finance costs | Interest paid on borrowings. |
| Financial assets | Cash held in term deposits. |
| Fixed assets | See property, infrastructure, plant and equipment assets. |
| Grants - non-recurrent income | Grant income received for a 'one off' specific purpose, generally for a particular project. |
| Grants - recurrent income | Grant income received on a regular basis (i.e. quarterly, annually) and granted to Council by another entity for specific or general purposes. |

GLOSSARY OF FINANCIAL TERMS

| Term | Definition |
|--|---|
| Comprehensive Income Statement | A financial statement highlighting the accounting surplus or deficit of Council. It provides an indication of whether Council has sufficient revenue to meet expenses in the current year, including non-cash costs such as depreciation and amortisation expenditure. It also includes other comprehensive income items such as net asset revaluation increments (decrements) and a share of other comprehensive income of associates and joint ventures accounted for by the equity method to arrive at a 'comprehensive result'. The comprehensive result equates to the movement in net assets or total equity from the prior year. |
| Intangible assets | Non-current assets held by Council that are not material assets (such as computer software and licences). |
| Interest and investment income | Includes interest earned on all cash and investment balances, interest earned on rates and unrealised gains on managed fund investments. |
| Interest bearing loans and borrowings | Council's borrowings. |
| Inventories | Includes fuel and consumables located at Council's depot and recreation centres. |
| Investment property assets | Land or buildings held to earn rentals or for capital appreciation or both, rather than for providing services or for administrative purposes. |
| Investments in associates accounted for using the equity method | Council's share of the carrying value of its investment in its joint venture partnerships. |
| Liabilities | Future sacrifices of economic benefits that Council is presently obliged to make to other entities as a result of past transactions or other past events. |
| Materials and services expenditure | Expenditure incurred in relation to contract payments and trade services, building maintenance, general maintenance, plant and equipment maintenance, utilities, consultants, office and administration, insurance, registration and the Metropolitan Fire Brigade levy, financial and legal costs and information technology costs. |
| Movement in equity for the period | The net movement in the net surplus (deficit) and asset revaluation increments (decrements). This is also equal to the change in net assets. |
| Net asset revaluation increment (decrement) | This represents the increase (decrease) between the old valuation and new valuation of property and infrastructure asset classes that were revalued during the year. |
| Net assets | The difference between total assets and total liabilities, which represents Council's net worth. Net assets are also equal to total equity. |
| Net gain (loss) on disposal of property, plant and equipment, infrastructure | The net of income received in relation to the sale of assets and the carrying amount of assets sold, replaced or disposed of during the year. |

GLOSSARY OF FINANCIAL TERMS

| Term | Definition |
|--|--|
| Non-current assets | Assets where the future economic benefit is not expected to be received within the next 12 months or where the asset is restricted from being exchanged or used to settle a liability for at least 12 months after the reporting date. |
| Non-current assets classified as held for sale | Non-current assets that Council intends to sell within the next 12 months. |
| Non-current liabilities | Liabilities where the obligation is not expected to be fulfilled within the next 12 months or where Council has a right to defer settlement of the liability for at least 12 months after the reporting date. |
| Other expenses | Includes auditors' remuneration, Councillors' allowances, operating lease rentals, impairment losses, community grants and contributions, training and professional development expenditure, contract settlement expenditure and expenditure incurred in relation to special rate schemes. |
| Other revenue income | Income received from investment property rental, other rental income, net assets recognised in new entity, waste management, craft markets, local laws and animal management, National Competition Policy dividend, product sales, right-of-way sales, town halls, transport and other sources. |
| Infringement Court | Refers to Penalty Enforcement by Registration of Infringement Notice – a system established under Schedule 7 of the <i>Magistrates Court Act 1989 (Vic)</i> to deal with unpaid fines. |
| Prepaid income | Income received by Council in advance of services being performed. This includes prepaid gym memberships at Council's recreation centres. |
| Prepayments | Payments made by Council in advance of receiving the goods or services. |
| Property, infrastructure, plant and equipment assets | Often referred to as fixed assets. This is the largest component of Council's asset base or worth and represents the value of all land, buildings, roads, footpaths, drains, bridges, vehicles, plant and equipment and so on that are recorded on Council's asset register. |
| Provisions | Includes accrued long service leave, annual leave and rostered days off owing to employees at the reporting date. |
| Rate and charges income | Income received from ratepayers in relation to general rates, garbage rates and special rate schemes. |
| Reserves | Includes the asset revaluation reserve and the drainage contributions reserve. The asset revaluation reserve includes the net revaluation increments and decrements arising from revaluing fixed assets in accordance with AASB 1041 ' <i>Revaluation of Non-Current Assets</i> '. 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 |
|---|--|
| Revenue | Revenue is the amount of money that Council actually receives from its activities, mostly from rates and services provided to customers and ratepayers. |
| Right-of-way | Former laneway no longer required for access to surrounding properties. |
| Share of net profits (losses) of associates and joint ventures accounted for by the equity method | Council's share of the net profit/loss recognised in its joint venture partnerships. |
| Statutory fees and fines income | Includes parking infringements and costs, infringement court recoveries, town planning fees, land information certificates and trader parking and street furniture permits. |
| Surplus (deficit) | Represents the difference between total revenues, expenses, net gain (loss) on disposal of property, plant and equipment, infrastructure and share of net profits (losses) of associates and joint ventures accounted for by the equity method. |
| Trade and other payables | Monies owed by Council to other entities/individuals. |
| Trade and other receivables | Monies owed to Council by ratepayers and other parties less provisions for doubtful debts. |
| Trust funds and deposits | Monies received by Council for a specific purpose, which are to be refunded upon a specific event occurring (e.g. Council assets are not damaged). If that specific event does not occur, Council is entitled to recognise these monies as income. |
| Underlying operating surplus/(deficit) | Represents the surplus/(deficit) after adjusting for capital contributions including donated assets, the timing differences of grant funding and once-off items, such as superannuation funding calls. |
| User fees | Income received by Council from a variety of fees and charges such as aged and health services fees, animal and local law fines and registrations, building permits and other charges, 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. |

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ABN 75 815 980 522

Feedback details

We would love to hear your feedback about this report. Comments, concerns or suggestions should be addressed to the Corporate Strategy Unit via 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

CITY OF DAREBIN

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