



the place
to live

DAREBIN CITY COUNCIL

Annual Report 2018-2019

- ALPHINGTON
- BUNDOORA
- COBURG
- FAIRFIELD
- KEON PARK
- KINGSBURY
- MACLEOD
- NORTHCOTE
- PRESTON
- RESERVOIR
- THORNBURY

Blue Ameg... Bee...
Ameg... ingula



The Darebin Council Plan 2017-21 recognises that a new direction is needed on the critical challenges affecting the Darebin community. These include climate change, unprecedented population growth, growing inequality, new technology and reduced funding.

Aboriginal and Torres Strait Islander people

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

Darebin's Diversity Statement

The City of Darebin is home to people of diverse races, ethnicities, faiths and beliefs, abilities, talents and aspirations, sexualities, sex and gender identities, ages, occupations, incomes and lifestyles. Darebin City Council acknowledges the history and contributions of the various communities, migrants and refugees that have settled in the municipality and made it their home. Their endeavours have enriched the economic, social, cultural, artistic, community and civic character of the City and created a cosmopolitan locality where variety and difference are welcomed and encouraged.



5-15km

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

33%

of people living in Darebin were born overseas.

161,609

people call Darebin home.

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12,660

In 2018, there were 12,660 registered businesses in Darebin City Council.

\$167.34m

Total expenditure by Council in 2018-2019 was \$167.34 million.

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City skyline viewed from Ruckers Hill, Northcote

5,000

Council planted more than 5,000 plants throughout bushland reserves in 2018-2019.

\$237,816

In 2018-2019, \$237,816 was disbursed in cash grants to community groups.

2018-2019 Highlights

GOAL 1

A sustainable city

(PAGES 62-68)

HIGHLIGHTS

Adopted the Local Law for the Protection of Trees on Private Property.

Hosted the first Climate Emergency Conference in September 2018.

Met tree planting targets in parks, streets and bushland areas, with over 3,400 trees planted.

RESULTS

Amount of solar power generated in Darebin (kW)

TARGET: 36,000 kW by 2021

RESULT: 31.56 kW ✓

Volume of waste to landfill (Kg per person)

TARGET: Reduce by 1kg per person each year

RESULT: Reduced by 5kg per person ✓

LOOKING FORWARD

Complete a new Waste Strategy.

Roll-out food waste collection service in the spring of 2019 to all households that have a green waste bin.

Work with other councils and our community to advocate to both the Victorian and Australian Governments to declare a Climate Emergency.



GOAL 2

Opportunities to live well

(PAGES 69-74)

HIGHLIGHTS

Completed an Age Friendly Darebin Review, with 98 recommendations relating to new/ improved services, social and cultural connections, and better built environments.

Constructed the first Changing Places facility in Darebin. Changing Places include an adult-sized changing table, hoist, and enough space to support someone in a safe and clean environment.

Reservoir Leisure Centre had strong increases in overall centre attendance, up 11%, and in total visits by members, up 18.6%.

RESULTS

Satisfaction with Council's festivals and events (%)

TARGET: 85% year-on-year

RESULT: 97% ✓

Satisfaction with Aged Care (%)

TARGET: 85% year-on-year

RESULT: 90% ✓

LOOKING FORWARD

Following on from the development of the Age Friendly Darebin Report, implement new and improved ways of making Darebin an even better place for older people, and therefore everyone, to live.

Design and deliver an exciting, cutting edge and brand-new arts and culture festival program for our community.

Work with the community on the design of the Northcote Aquatic and Recreation Centre and Multi-Sports Stadium.



GOAL 3

A liveable city

(PAGES 75-80)

HIGHLIGHTS

Advocated for a better standard of development and have achieved recent success in the Victorian Civil and Administrative Tribunal in asking developers to improve the design quality of their developments.

Finalised Breathing Space: The Darebin Open Space Strategy to guide our work in getting more and better open space for our growing population.

Replaced over 18,000m² of damaged footpaths.

Secured a commitment from the Victorian Government to support Council's position for the removal of four level crossings in Preston, following 3.5 years of advocacy.

RESULTS

Satisfaction with condition of sealed local roads (%)

TARGET: 85% year-on-year

RESULT: 86.8% ✓

Reduction in crashes per year on speed-reduced roads

TARGET: Reduce

RESULT: 22% reduction (from 36 to 28) ✓

LOOKING FORWARD

Advocate for great new open spaces as part of the removal of the level crossings at Preston and Bell Stations.

Continue to show leadership in the interests of community safety by addressing the issues associated with combustible cladding.



For more details about our performance in 2018–2019, go to page 58.

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

GOAL 4 A strong economy

(PAGES 81–83)

HIGHLIGHTS

Advanced renewal of Special Rates Levies across three activity centres – Fairfield, Preston and Northcote – to enable targeted marketing and promotional activities for the shopping strips over the next 5 years.

Undertook extensive community engagement, completed key background and technical reports including an Identity Study, and worked closely with the Victorian Planning Authority to inform the planning process for the Preston Market.

RESULTS

Number of registered local businesses of all kinds

TARGET: Increase

RESULT: 5% increase (from 12,095 to 12,660) ✓

Number of reactivated vacant shopfronts (per annum)

TARGET: Increase

RESULT: 33% increase (from 6 to 8) ✓

LOOKING FORWARD

Develop our new place management program of activities to make our local areas more vibrant, active and successful.

Translate the engagement findings and technical information for Preston Market to continue to advocate for the best outcomes for the market and the precinct.



GOAL 5 Involving our diverse communities

(PAGES 84–87)

HIGHLIGHTS

Adopted a Rates Financial Hardship Policy to provide a framework to provide financial relief to individual ratepayers experiencing difficulty in meeting their rate payment obligations.

Increased program hours on offer at the East Preston Community Centre program from 20 in 2017–2018 to 70 per week in 2018–19.

The Aboriginal Maternal and Child Health Initiative program has been recognised for its beneficial contributions to our community by being a finalist in the 2019 LGPro Excellence Awards.

RESULTS

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

TARGET: 80% year-on-year

RESULT: 89.3% ✓

Electronic gaming machine losses in Darebin (\$'000s per day)

TARGET: Reduce below \$231,000

RESULT: \$223,000 ✓

LOOKING FORWARD

Develop and implement an Assertive Outreach program to support the wellbeing needs of people experiencing homelessness in Darebin.

Partner with a local jobs provider to deliver a community employment program for disadvantaged community members.



GOAL 6 A well-governed Council

(PAGES 88–91)

HIGHLIGHTS

The Customer Service centre is more accessible for people with disabilities now that we have Central Accreditation Service (CAS) accreditation and have installed hearing loops.

The Statutory Planning Service now has an almost complete digital capability through the planning application process. This reduces our energy footprint and paper consumption and provides a better, more convenient service.

RESULTS

Proportion of Council decisions made at meetings closed to the public (%)

RESULT: 2017–18: 4.11%

RESULT: 2018–19: 3.07% ✓

LOOKING FORWARD

Develop a better customer complaints process and a customer experience approach across Council services.

Develop and implement a Workforce Planning Strategy with diversity principles applied to support Council to meet current and emerging community needs through having the right people in the right jobs at the right time.

Implement applications that will enable customers to complete their financial transactions with Council anywhere, anytime, on any device



Introduction



Rathcown Road Bridge, Reservoir

Purpose of the Annual Report

The Annual Report 2018–2019 reviews our strategic, operational and financial performance for the financial year 1 July 2018 to 30 June 2019. It is an important document that tells our community how we performed and whether we did what we promised. This report compares our highlights and achievements with our strategic objectives and the goals set out in our Council Plan 2017–2021 (darebin.vic.gov.au/CouncilPlan). It also meets legislative and compliance reporting requirements.

The year in review (page 9) provides a general overview of our operations throughout 2018–2019. It includes messages from our Mayor and the Chief Executive Officer, a financial summary for 2018–2019, and information about our services, achievements and sustainability.

Our city (page 34) has information about the City of Darebin, introduces our Councillors and explains how local government works.

Our people (page 44) tells the story of our organisation and the people who lead it. It also provides a snapshot of our employees and workplace culture, and acknowledgement of the work done by our much-appreciated volunteers.

Our performance (page 58) sets out how we performed against the major initiatives in our Budget 2018–2019 and the goals stated in our Council Plan 2017–2021.

Governance and corporate information (page 92) provides information about our governing processes, Council meetings, Council committees, privacy and information required by the Victorian Government.

Annual financial report and performance statement (page 124) contains the audited performance and financial statements that we are required by law to provide.

The *Darebin City Council Annual Report 2018–2019* was prepared in accordance with all the statutory requirements of the *Local Government Act 1989* and its associated regulations.

‘Well Place Preston’ water-fountain sculpture at Preston Library



1,223

As at 30 June 2019, Darebin employed 1,223 people across the organisation.

Council Plan 2017–2021

Darebin’s Council Plan 2017–21 focuses on a new direction to address the critical challenges affecting our community. These include climate change, unprecedented population growth, growing inequality, new technology and reduced funding.

This is the second year of reporting against the Council Plan 2017–21. More information about the plan and the Council Plan Action Plan 2018–2019 can be found on the website at: darebin.vic.gov.au/CouncilPlan.

THE PLAN’S GOALS ARE:



GOAL 1

A sustainable city



GOAL 4

A strong economy



GOAL 2

Opportunities
to live well



GOAL 5

Involving
our diverse
communities



GOAL 3

A liveable city



GOAL 6

A well-governed
council

Our mission

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

Our values

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

Collaboration

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

Accountability

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

Respect

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

Integrity

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

Charter of good governance

Darebin’s Charter of Good Governance tells the community what it can expect from us in the way we govern the city.

The charter outlines six principles of good governance central to the way we do business: transparency, accountability, effectiveness and efficiency, community engagement and ethical decision-making.

The principles are embedded in the culture of our organisation and are evident within all the services and leadership we provide to our community.

Further information on the Charter of Good Governance can be viewed at: [darebin.vic.gov.au/Your Council/HowCouncil Works/Council and Elections](https://darebin.vic.gov.au/Your-Council/How-Council-Works/Council-and-Elections)

Little Long Walk Yarning Conference



Our services

For families

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

For older people and people with disabilities

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

For businesses

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

For the whole community

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

The year in review



Family fun day at FR Atkinson Reserve, Reservoir

Message from the Mayor

I am pleased to present to you Darebin's 2018–2019 Annual Report.

Darebin Council is very clear in our aspirations for a greener, more connected city, which is articulated through the Council Plan 2017–21. This report covers the progress we have made during the second financial year of the Plan, and I'm delighted to make this information available to the people of Darebin.

Darebin is a great place to live, work, or visit. It has the best of everything right on our doorstep, with unique parks and creeks, strip shopping, cafes and restaurants that are among the best in Australia, a thriving arts and culture scene, and a diverse and dynamic population.

Responding to growth

Darebin, like metropolitan Melbourne overall, is experiencing huge population growth. Many new migrants chose to make Darebin their home, continuing the trends that started after the Second World War with waves of European migrants. Others move here from other parts of Melbourne, Victoria and interstate, drawn by our proximity to the city, jobs, universities and TAFEs. This is great for our city, making it even more vibrant and alive. However, it puts pressure on services and programs to keep pace with the growing community's needs and expectations and, as you will see in this annual report, we are acting to ensure we provide the infrastructure for future needs.

The past year has been a time of continuity and growth. We have continued to implement the Council Plan, which we report on every quarter.

The staff and the staff leadership group, headed by CEO Sue Wilkinson, have gone from strength to strength. The organisation is well-placed to deliver the third financial year of the Council Plan, as well as ongoing improvements to services for residents.

Environmental issues

Climate emergency

Darebin was the first local government body in the world to declare a climate emergency, insisting on an emergency response to the largest threat facing us all in the decades ahead. I am so proud that more than 990 other councils and governments have followed us since then, including London, France and New York.

In 2018, Darebin presented the first-ever national climate emergency conference hosted by a local government. This conference enabled Council to develop a resource guide for other climate emergency councils, and two Council climate emergency webinars, which discuss the challenges and opportunities of declaring a climate emergency.

Darebin resurfaced 36 local streets using an asphalt which is made of approximately 90% recycled materials during the year, part of a program that we started 10 years ago.

Council planted more than 5,000 plants throughout bushland reserves providing connection for animals. We also planted more than 1,500 street trees and 200 park trees to assist in managing the urban heat island effect, providing habitat and amenity for people and animals.

Solar Savers

During the past year, 678 residential solar systems were installed through Council's award-winning Solar Saver program. This equates to 2,800kW of renewable energy generation. The program provides solar installation for residents who otherwise wouldn't be able to afford it. The loan to residents is paid back through their rates or rent. The program started in 2014 and now over 1,300 homes have benefited.



Waste and recycling

The past year has been challenging where recycling is concerned. Council's provider, SKM, stopped receiving recyclable materials, resulting in materials being sent to landfill for a period in February and again in July 2019.

The statewide crisis was caused by China and other countries in Asia tightening the rules on what they will accept. The state and federal governments have not displayed the leadership required to address this challenge.

However, at the time of writing this report, I am delighted that Darebin has successfully negotiated a new contract and residents can once again have confidence in the recycling service.

Council has trialled a new food and organic waste collection which will begin across Darebin in the coming year.

Standing up for our community

Electronic gaming machines (pokies)

In December, Council endorsed a policy that seeks to reduce the harm associated with electronic gaming machine (EGM) gambling. On average, adults in Darebin lost \$895 per adult in 2018-2019. We know that these machines contribute to harm, such as family violence, drug and alcohol problems and criminal behaviour. That's why Council has moved to ensure that community organisations that operate or own electronic gaming machines, receive electronic gaming machine-generated sponsorship, or meet in gaming venues, will be ineligible for community grants, financial assistance, in-kind support or the use of Council venues.

Since the adoption of this policy, Council has been working with a range of clubs and groups to develop transition plans to

make them independent of any reliance on electronic gaming machine funding and to ensure that they can continue to access Council facilities and resources and provide benefits to their members.

Aboriginal and Torres Strait Islander community

The Darebin Schools' NAIDOC Yarning Conference was based on close collaboration with Darebin schools and local Aboriginal and Torres Strait Islander educators. More than 320 Year 5 students from 10 Darebin public, Catholic and independent primary schools came together to learn about Aboriginal history and culture. Highlights included Wurundjeri Woi Wurrung elder Aunty Joy Murphy reading from her beautifully written book, *Welcome to Country*, and Nova Peris, Ambassador of The Long Walk, leading everyone in a Little Long Walk.

The event was recognised at the HART (Helping Achieve Reconciliation Together) Awards in 2019.

As Mayor, I have introduced the practice of always giving the acknowledgement of country in Woiwurrung, the language of the Wurundjeri, on whose land Darebin stands.

Council recently signed a renewed Statement of Commitment to Traditional Owners and Aboriginal and Torres Strait Islander People.

Refugees, asylum seekers and newly arrived residents

The Mayor's Taskforce Supporting People Seeking Asylum continued its advocacy and engagement in support of refugees, asylum seekers and newly arrived residents.

Age-friendly Darebin

Council commissioned the Age Friendly Darebin Review in May 2018 in response to the Federal Government's planned changes to Commonwealth Home Support Program funding. During the Review, and in response to lobbying from Darebin Council and others, the Federal Government extended funding arrangements for home support services until June 2022. Meanwhile, the independent panel appointed to conduct the Review, comprising Dr Rhonda Galbally AC and Peter Allen, finalised its report and Council has agreed to most of the 98 recommendations.

I am delighted that the report was welcomed by members of the community. Some of the major new initiatives recommended include an innovative service to assist older people to navigate the complexities and challenges of the national My Aged Care system, and a new volunteer program to address social isolation.

The report also recommended a number of improvements to existing council services and a range of matters where council can advocate for issues that older people told us about during the consultation process.

Building our community

Multi-Sports Stadium

Council continued its work on the Multi-Sports Stadium on Darebin Road by developing four outdoor netball courts. Although construction is behind schedule due to soil contamination, the new courts will provide some much-needed space for netball teams when completed later in the 2019-2020 financial year.

Reservoir Leisure Centre and Northcote Aquatic and Recreation Centre

There have been some significant improvements at Reservoir Leisure Centre this year, including an updated facade and reception area, new school change rooms and family change rooms as well as upgrades to the air handling systems and filters for the pool. Northcote Pool (NARC) has moved into its design phase. Architects will scope out what is possible in the coming year and the community will be invited to provide suggestions.

Ruthven Primary School site in Reservoir

A master plan for the old Ruthven Primary School site in Reservoir was finalised.

Preston Market

We engaged closely with residents, the State Government and the private owner of Preston Market to understand what our residents most value about the market and surrounding site. We continue to work to preserve what the community loves about Preston Market, as a meeting place that provides a wide range of affordable fresh food.

Parking strategy

Council's draft proposal for a uniform approach to parking restrictions around areas of high demand was put out for community consultation. Council consulted with residents in good faith, and listened to and respected the views put forward. The proposal was withdrawn and the existing "street-by-street" approach to restrictions continues as our method of responding to requests.



The year ahead

In the year ahead, my fellow councillors and I are looking forward to:

- the start of a food waste collection service across Darebin, reducing landfill and creating a useful product for gardens.
- the development of a new Community Engagement Strategy to ensure that Council decision-making is informed by inclusive, best-practice community engagement.
- implementation of the arts precinct at Northcote Town Hall.
- upgrades to JE Moore Park North Pavilion, Bill Lawry Pavilion and Bundoora Park Pavilion to make them female friendly.
- commencing implementation of the recommendations of the Age Friendly Darebin inquiry.
- a new model for festivals with two festival “seasons” in Spring and Autumn
- the development of our new place management program of activities to make our local areas more vibrant, active and successful.
- the implementation of applications that will enable customers to complete their financial transactions with Council anywhere, anytime, on any device.

Thank you

Once again, I would like to thank our Chief Executive Officer Sue Wilkinson for the new energy and culture she has brought to Darebin. I also thank the staff at Darebin for their dedication and hard work servicing our wonderful community during the year.

Importantly, I thank the community for their considered input and involvement in the work we do to support them.

I am very much enjoying my time serving as Mayor of Darebin and want to thank my fellow councillors for their support and hard work throughout the year.



Cr Susan Rennie
Mayor

Message from the Chief Executive Officer



It's been another huge year at Darebin and I am honoured to have been able to serve this community for another year. I'm also immensely proud and grateful to all of my staff who work so hard every day across a diverse range of services to ensure our communities are supported in all areas of their lives.

In this second financial year of the Council Plan, many exciting things have been achieved, including:

- Thirty-six streets were resurfaced with new environmentally friendly products, DuraGrip and DuraGrip Plus. This is an asphalt made of around 90 per cent waste product, including crumbed rubber from old truck tyres.
- Darebin City Council and its neighbour, Banyule City Council, came together to replace the substandard footbridge that crosses Darebin Creek near Northland. Each council contributed an equal share of the cost of construction. The bridge will provide an important pedestrian and cyclist access link between the municipalities when it is fully completed later in 2019.
- Among work to improve sporting facilities, the existing pavilion at WH Robinson Reserve in Goodwin St West Preston has been refurbished with the assistance of a Sports and Recreation Victoria grant. The reserve is home to the Preston Druids Cricket Club and The Darebin Women's Sports Club, with over 620 members. The new pavilion includes a function/social room, four change room facilities including toilet and shower facilities, accessible public toilets, gender-equal umpires' room, kitchen, kiosk, storage areas, medical room and verandah areas.
- Solar panels producing a total of 236kW of electrical power were installed on the roofs of five prominent Council buildings: Darebin Arts Centre, Northcote Library, Preston Library, Keon Park Children's Hub and Northcote Family Service. The project included the installation of onsite

solar generation and battery storage and will further reduce greenhouse and carbon emissions from Council's operations.

- Fourteen new drinking fountains were installed across the municipality. These fountains reduce the need for residents to buy bottled water.
- Approximately \$7 million was spent on programs and projects designed to promote and improve access to walking, cycling and public transport. For example, we ran 13 Bike Skills Workshops for adults, which attracted more than 150 participants.
- A Young Citizens Jury was established to provide a voice for young people in local decision-making.
- There are now regular celebrations of diverse communities, including Wurundjeri Week, Cultural Diversity Week and Refugee Week.
- We raised the Intersex flag above Preston Town Hall for the first time in recognition of International Intersex Awareness Day, and conducted a staff development session.

Darebin continues to be a great place to live and work. Thank you to the 1,300 Darebin staff, many of whom are highly respected leaders in their respective fields. I am proud to lead you as we work together to serve our amazing community.

Sue Wilkinson

Chief Executive Officer

2018-2019 financial summary

At Darebin, Council strives to ensure that our community’s current needs are met whilst 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 ensuring that our efforts to support our diverse community’s diverse needs are met.

In brief

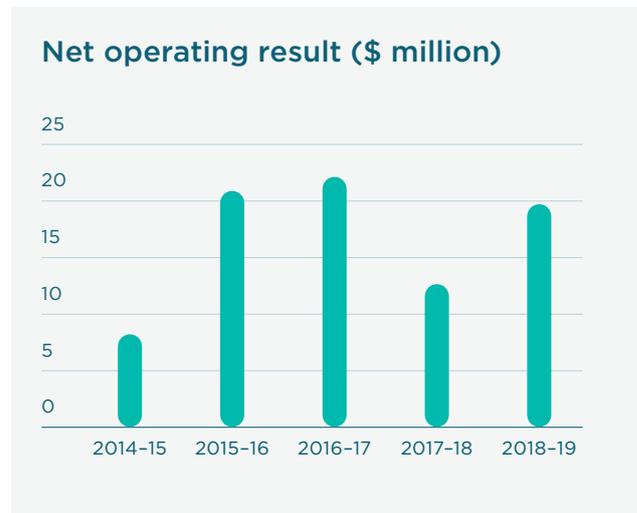
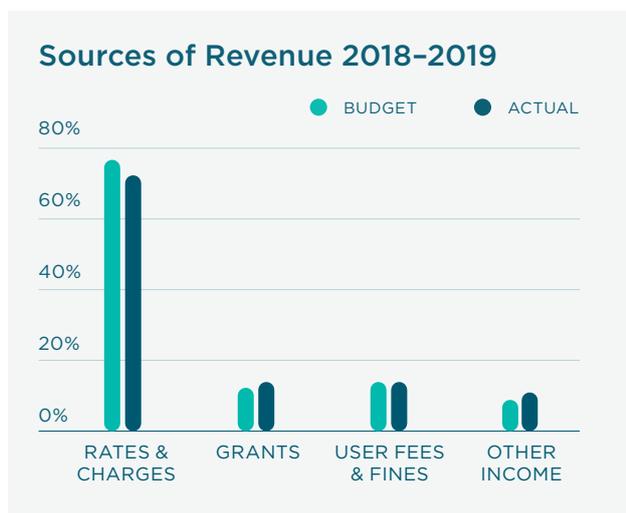
- Revenue of \$186.61 million, with 70% coming from rates and charges.
- Expenditure of \$167.34 million expenditure, with 49% attributable to employee costs and 34% for materials and services.
- Surplus of \$19.27 million.
- Net assets of \$1.44 billion, including community facilities and infrastructure.
- Cash and financial assets held of \$89.10 million, which is \$3.33 million more than the previous year.

Operating result

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

For the year ended 30 June 2019, Council achieved an operating surplus of \$19.27 million, which was a \$7.40 million increase from the 2017-2018 result. The main items contributing to this increase include increased rate revenue of 7.31 million, increased grants and contributions of \$5.19 million and increased materials and services of \$6.17 million.

The Strategic Resource Plan (SRP), which expresses the strategic objectives, plans and strategies in financial terms, was adopted by Council in June 2019 and shows surpluses will continue to be achieved in all years over the period 2019-2020 to 2022-2023 while maintaining existing service delivery. These surpluses are critical as they are the primary source of funding for the renewal, replacement and upgrade of community infrastructure through Council’s capital works program, which will average \$59.02 million a year over the four years to 30 June 2023.



Capital works

The capital works program is an essential part of Council’s stewardship role in managing the assets required to provide services to the community. A capital works program is essential to effective management of our infrastructure assets, which give the community access to services and facilities and support Council’s delivery of services.

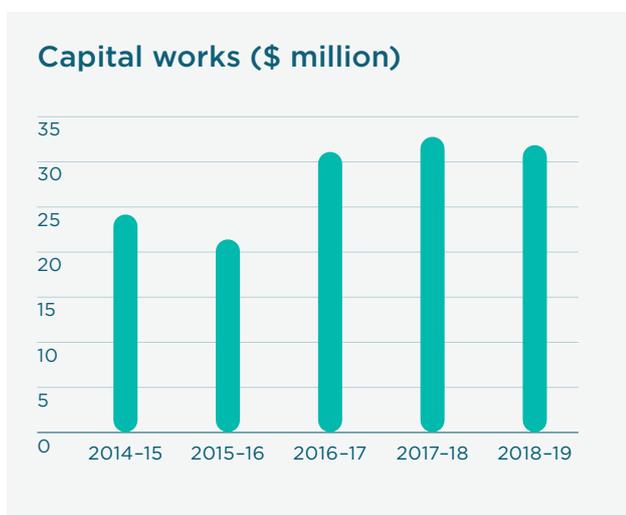
The Statement of Capital Works details the \$32.74 million of capital works spending across Darebin for 2018–2019. This includes \$18.39 million on asset renewal, \$6.67 million on asset upgrade, \$0.84 million on asset expansion, and \$6.84 million on new assets.

Cash flow

Cash and cash equivalents have increased by \$11.92 million to \$55.40 million. The main movements during the year were a cash inflow from operating activities of \$34.12 million, offset by a cash outflow of \$22.2 million for investing activities. Council continues to hold an appropriate level of cash to ensure liquidity. Council undertook no borrowings during the 2018–2019 year and had no outstanding borrowings at 30 June 2019.

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.



\$32.74m

\$32.74 million was spent on capital works across Darebin in 2018–2019



Our future

It is important that the results in this report for 2018–2019 are viewed in the context of Council’s long-term financial strategic objectives, which are reflected in the Council Plan 2017–2021 and articulated in the Strategic Resource Plan.

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

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

Council has forecast rate increases at 2.5 per cent for 2019–2020 and 2.15 per cent for 2020–2021, 2021–2022 and 2022–2023.

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.

Whilst 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 Strategic Resource Plan and Long-Term Financial Plan.

Our financial accounts were audited and issued an unqualified audit opinion by the Victorian Auditor-General. Refer to page 124 for the full Financial Report including Auditor-General Reports.

Council’s careful financial strategies and balanced long-term planning enabled rate rises to be limited to 2.5 per cent in 2019–2020.

\$19.27m

Council achieved an underlying surplus after capital contributions and other items of \$19.27 million.

Economic and other factors

The Australian economy is experiencing a period of low inflation, record low interest rates and low wage increases. The Reserve Bank of Australia's official cash rate remained unchanged at 1.5 per cent for 11 months of the financial year and dropped to 1.25 per cent on 5 June 2019. This has led to continued low investment income returns for Council's cash holdings, which has been offset by placing term deposits for longer periods. Council had no outstanding loans at 30 June 2019.

The consumer price index (CPI) rise of only 1.3 per cent has directly affected Council's revenue and, along with the rate cap set by the State Government, limits the funding available to provide services to the community into the future.

Demand for Council services by residents is increasing because of population growth and increased density in residential development. An associated issue is the

reduction in size of the traditional backyard across areas of the municipality, created by the Victorian Government's planning rules for higher density living. This has increased demand by residents on Council's open space, parks and sporting facilities. The cost to acquire land in the municipality for conversion to open space is prohibitive.

In common with other inner metropolitan councils, traffic and parking demands on local infrastructure are increasing while the costs of infrastructure construction for Council is increasing at a higher rate than CPI.

In summary, at a time when residential amenity in Darebin is being strongly shaped by external factors, Council's ability to finance significant projects to improve amenity continues to be diminished by the Victorian Government's rate-capping policy.

Cafe in Herbert Street, Northcote



A summary of how we spent your rates in 2018–2019

Each year your rates go towards providing important services, programs and infrastructure for the benefit of our growing and diverse community. In 2018–19, our \$167.34 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 services costs, quality and value to our community, working within the Victorian Government’s rate cap.

<p>Each \$100 of Council expenditure was allocated to:</p>	 <p>\$31.74 Capital works (including infrastructure renewal)</p>	 <p>\$9.83 Waste management</p>
 <p>\$8.67 Environment and amenity</p>	 <p>\$8.64 Culture and leisure</p>	 <p>\$8.57 Aged services</p>
 <p>\$7.77 Parks and gardens</p>	 <p>\$6.62 Planning and development</p>	 <p>\$6.34 Family services</p>
 <p>\$5.30 Building and asset maintenance</p>	 <p>\$3.27 Road maintenance</p>	 <p>\$3.25 Libraries</p>

Capital works 2018–2019

Darebin’s capital works program continues Council’s strong investment in new and renewed infrastructure. In 2018–2019, Council’s spend on capital works projects and programs was \$32.74 million. The actual capital expenditure for 2018–2019 included \$6.84 million on new assets, \$18.4 million on asset renewal and \$7.51 million on asset upgrades and expansion works. Some of these projects are being undertaken over several financial years.

Capital works projects undertaken in 2018–2019 included:

BT Connor sports lighting upgrade

New LED sports field lighting was installed at BT Connor Reserve in Reservoir, with the support of a State Government grant. The new lights comply with a semi-professional competition level of play, in accordance with relevant Australian Standards. The new lights will provide several benefits, including higher efficiency, and lower energy consumption and maintenance costs. BT Connor is home to the Preston Lions Football Club and becomes Darebin’s third sports ground with LED lights.

Play space at LW Williams Reserve, Preston



Carbon Reduction Program

Solar panels producing a total of 236kW of electrical power installed on roofs of five prominent Council buildings: Darebin Arts Centre, Northcote Library, Preston Library, Keon Park Children’s Hub and Northcote Family Service. The project included the installation of onsite solar generation and battery storage and will further reduce greenhouse and carbon emissions from Council’s operations.

Community Art Restoration

Work is complete on FIDO, the canine public art piece next to Fairfield Train Station. Works included timber restoration, electrical renewal, audio upgrades, motor and pulley mechanical upgrades to activate the wagging tail and sensors to activate lights and sounds at appropriate times.

Darebin Arts Centre foyer

The Darebin Arts Centre is a significant cultural and community venue that attracts between 80,000 and 100,000 audience members and function attendees annually. The Centre has been reinvigorated by upgrading the foyer and bar areas, replacing the floor covering, improving the customer service front desk, and installing a new security system. A new lift was installed to provide access to people of differing abilities to the stage and back-stage areas.

Darebin Arts Centre upgrade





Drinking fountains

A program of works was undertaken to install new drinking fountains across the municipality. Drinking fountains were installed at Bundoora Park Farm (visitor centre, farmyard and Coopers Settlement), Darebin Parklands, Judith Scott Memorial Park, Preston Shire Hall, Northcote Town Hall forecourt, Fairfield Community Centre, Crispe Park, Doug Hannan Reserve, Clyde Jones Reserve and Bundoora Park, Leslie Reserve, former Ruthven Primary School and Bundoora Park Oval.

Multi-Sports Stadium

Works at John Cain Reserve included the design and start of construction of four outdoor netball courts and adjacent ticket box along with the start of design for the Multi-Sports Stadium. The outdoor courts will be completed later in 2019 and the design of the stadium is expected to be completed in 2019–2020.

Neighbourhood house accessibility

Accessibility and building renewal upgrades were completed at Merrilands Community Centre East Building and The Bridge Preston (also known as the Preston Neighbourhood House and Church). Accessibility features include the upgrade of all the ramps to the buildings on both sites.

At Merrilands Community Centre, accessibility works included the upgrade of the accessible toilet and accessible car space plus the construction of an ambulant toilet. Other works included kitchen repairs and upgrades, new floor and paint finishes throughout, new energy efficient lighting and external works to improve accessibility around the site.

Additional works at The Bridge Preston included minor internal building works to remove walls and improve the circulation space around the social enterprise café.

Northcote Aquatic and Recreation Centre (NARC) and Reservoir Leisure Centre (RLC)

The NARC feasibility study completed in 2018–2019 concluded that a complete rebuild is required. Following the decision, Council appointed an architectural design team to start designing the new Green-Star rated facility. The design is expected to take about two years before construction begins.

Numerous improvements were made to the RLC to improve user experience and operation of the Centre, including the front façade, reception, first aid room, pool columns and disabled pool hoist. New spaces were created to accommodate school change rooms and quick-change cubicles. A feasibility study is exploring future options for RLC and is expected to be completed later in 2019.

Play space at Bundoora Park Farm, Bundoora



Playspace upgrade

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

LW Williams Reserve – new play equipment including a climbing net, a spinner and a swing, new footpath, sandpit, stepping logs and furniture, soft fall mulch top-ups, rubber surfaces, landscaped gardens and drinking fountain.

All Nations Park East – renewal of steel and timber elements, a new tunnel, footpath, furniture, new slides, a basket swing, sandpit, soft fall surfaces, activity panels, echo tubes, landscape elements and new planting.

Preston Municipal Offices building facade

The Preston facade works are part of an extensive program by Council to restore the Northcote and Preston town halls. Council engaged the heritage architects Lovell Chen for the design and documentation of both town halls. The Preston Town Hall is the first under restoration with initial works taking place in 2018–2019 along Gower Street.

New toilet block at Bundoora Park, Bundoora



The works have restored Preston Town Hall to its former glory.

Public Toilet Strategy

Progress has been made on the design and delivery of several new public toilet facilities. An accessible toilet was constructed to replace an older facility at Bundoora Park. A new Changing Places facility was constructed in Kelvin Grove Preston. Designs are underway for three further Changing Places facilities – Edwardes Lake Park (to be constructed in 2019–2020), All Nations Park and Bundoora Park.

Road Rehabilitation Program

The Road Rehabilitation Program included five streets: Myrtle Grove, Preston, Simpson Street, Northcote and Edwin Street, Fairfield (all completed), while McLachlan Street Northcote and Cornwall Street Northcote will be completed in July 2019. All these roadways now have improved surfaces for vehicles, bicycles and pedestrians. Raingardens were features of Edwin Street, Cornwall Street and McLachlan Street, while McLachlan Street and Cornwall Street have both been resurfaced in asphalts that are made with 40 per cent recycled materials that include waste plastics bottles and old ground asphalt and glass.

Road Resurfacing Program

A total of 36 streets were resealed. These included Gertz Avenue, Cooper Street, Wood Street, Theobald Street and Charles Street which were sealed with new environmentally friendly asphalts (DuraGrip and DuraGrip Plus). These asphalts contain 90 per cent waste products, including crumbed rubber sourced from old truck tyres. The new asphalt is a proven performer and adds flexibility to road surfaces.

Safe travel/pedestrian crossing/walking initiatives

A program of works was delivered to improve the pedestrian and cyclist experience in Darebin. Works included raised pavements, line marking, school crossing improvements, kerb outstands, rain gardens, signage improvements, bike paths, landscape improvements, pram crossings and traffic calming infrastructure.

Urban Forest Strategy implementation

More than 3,400 trees were planted in bushland, parks and streets across the municipality. In the summer, newly planted trees in streetscapes and parks are maintained by watering, weed spraying, re-tying and adjusting stakes and the application of mulch. Trees that were planted in the first quarter will be intensely maintained with watering and formative pruning for the next two years until they are established. They will then be maintained as part of normal operational programs.

Number of plantings by type in 2018–2019

Plantings	No.
Plantings (trees, shrubs, flowering plants, grasses and groundcovers) in creek corridors and bushland reserves	5,000+
Trees planted in bushland, parks & streets	3,400
• Trees planted in bushland	1,700
• Trees planted in parks	200
• Trees planted in streets	1,500

WH Robinson Pavilion

The existing pavilion at WH Robinson Reserve in Goodwin Street, West Preston has been refurbished with the assistance of a Sports and Recreation Victoria grant. WH Robinson Pavilion is home to the Preston Druids Cricket Club and The Darebin Women's Sports Club, which have more than 620 members combined. The refurbished pavilion now includes a function/social room, four change rooms with toilet and shower facilities, accessible public toilets, gender-equal umpires' room, kitchen, kiosk, storage areas, medical room and verandahs.

Wood Street Bridge

Darebin City Council and its neighbor, Banyule City Council, came together to replace the substandard footbridge that crosses Darebin Creek near Northland. Each council contributed an equal share of the construction costs. The bridge will provide an important pedestrian and cyclist access link between the municipalities when it is completed later in 2019.

Plantings at Edwardes Lake Park, Reservoir



Sustainability

Sustainability is at the heart of Council's mission and is reflected throughout the Council Plan 2017-2021.

In 2018-2019, key initiatives were implemented by Council to address the four pillars of sustainability:

Environmental sustainability

- Installed 678 residential solar systems through Council's award-winning Solar Saver Program
- Created the Climate Emergency Darebin Advisory Committee (CED)
- Established the Darebin Nature Trust to create more open space across Darebin

Social sustainability

- Finalised a master plan for the old Ruthven Primary School in Reservoir
- Designed and started construction of the outdoor components of the Multi-Sports Stadium facility

- Continued the review of aged care services in light of Federal Government changes and community needs
- Proceeded with the long-term lease of the Townhall Avenue site for the purpose of creating affordable housing

Cultural sustainability

- Completed the upgrade of the Darebin Arts Centre
- Implemented Libraries After Dark to promote evening activities at Preston Library

Economic sustainability

- Started development of a plan for the revitalisation of Preston Central
- Activated eight formerly vacant shopfronts in Darebin.

Rathcown Road Bridge, Reservoir





Environment report

Highlights of 2018–2019

- In 2018, Darebin Council presented the first-ever national climate emergency conference hosted by local government.
- Solar systems were installed in 678 residences through Council's award winning Solar Saver Program.
- More than 5,000 plants were planted throughout the creek corridor and bushland reserves, providing better passageways for fauna.
- Three new shared path bridges were built: Beavers Road Bridge to Moreland, Wood Street Bridge to Banyule and Rathcoun Road Bridge, which completes the off-road path that connects northern Reservoir to the City.

The climate emergency

- Council has been more actively reaching out to other climate emergency councils in Australia and around the world to support greater connection and collaboration. Darebin hosted the first local government Climate Emergency Conference in September 2018.
- 678 residential solar systems were installed through Council's award winning Solar Saver Program. This equates to 2,800kW of electrical power, with an estimated equivalent annual greenhouse gas saving of approximately 7,000 tCO₂-e.
- A resource guide for other climate emergency councils was developed. Two council climate emergency webinars were conducted – one with Australian councils and another with international councils to discuss the challenges and opportunities of declaring a climate emergency.

Waste, recycling and litter

Key actions on waste, recycling and litter:

- A plan was implemented for the city-wide roll-out of food waste recycling as part of Council's green waste service in 2019–2020
- We started an ambitious Recycling and Waste Review to investigate our low carbon strategic direction and service design options to help address the climate emergency
- Council advocated to the State Government for the use and transparency of landfill levy funds, banning of single-use plastics, introduction of container deposit legislation and the need for urgent action on recycling issues in Victoria
- Our 'Recycle Right' campaign conducted more than 50 face-to-face community activities that reached more than 1,100 residents
- Council received funding to roll out the 'Take your e-waste to a better place' campaign, which provides residents with information on alternative e-waste recycling options.

Water and waterways

Council's Water Strategy, Watershed: Towards a Water Sensitive Darebin 2015–2025, marks a turning point for managing water using a water-sensitive, whole-of-water cycle approach. Key actions in 2018–2019:

- Council conducted the Waterwatch Program, which is a citizen-science program that helps monitor and run activities along Darebin and Merri creeks
- We conducted an audit of water assets (raingardens and tree pits) and developed a maintenance plan
- We consulted on the design of a potential wetland and stormwater treatment system at Donath and Dole Reserve in Reservoir.



Sustainable planning and transport

Council spent approximately \$7 million on programs and projects designed to promote and improve access to walking, cycling and public transport.

Key actions in 2018–2019:

- The first public electric vehicle charging stations were installed in Darebin
- We provided an additional 305 metres of new shared path at the Rathcown Road Bridge and at Hickford Street roundabout near Cheddar Road
- Forty-five new bicycle parking racks were installed at places including the Reservoir Community and Learning Centre, primary schools, Penders Park, Dennis Station and the Alphington Farmers Market. Three new bike repair stations were also installed
- We partnered with Newlands Primary School for round two of the Octopus School Program. A record 23 schools participated in 'Walk to School Month'. We constructed a raised school crossing for the Northern School of Autism
- Thirteen bike skills workshops for adults were conducted, attracting more than 150 participants
- The first three treatments were completed along the new 'Streets for People' corridor in Northcote and Thornbury
- We installed nine new car share spaces on local roads in Darebin and approved another nine
- New area-based parking restrictions were implemented in Fairfield Village to support local businesses, residents and visitors
- We successfully lobbied for \$535,000 in Victorian Government funding through the Northern Trails Strategy for construction of the Rathcown Road Bridge and installation of consistent wayfinding signage on the Darebin Creek Trail
- Together with the local community, we successfully lobbied the Victorian Government to reopen pedestrian and bicycle access across the Fairfield rail spur
- We successfully advocated to the Victorian Government for the removal of four level crossings at Preston and Bell Stations (i.e. Oakover Road, Bell Street, Cramer Street and Murray Road, Preston).

Green space and biodiversity

Open Space Strategy

This year Council consulted on its newly developed open space strategy - *Breathing Space: The Darebin Open Space Strategy*. The Strategy assists Council to create a comprehensive, connected and well-managed system of open spaces to meet the needs of the community today and into the future. The Strategy sets out a plan for strategic land acquisition for new public open spaces as well as land for biodiversity conservation. This Strategy will feed directly into the process of developing an Open Space Levy and a Development Contributions Plan.

Biodiversity

- We planted more than 5,000 plants throughout bushland reserves providing corridors for fauna.
- Several controlled ecological burns were undertaken at Ngarri djarrang and Bundoora Park Grasslands to stimulate indigenous vegetation cover and reduce weed cover.
- More than 1,500 street trees and 200 park trees were planted, which will assist in managing the urban heat island effect and provide habitat and amenity value.

Sustainable food

Council works to support the development of local food systems that are secure, healthy, sustainable and fair. Key achievements in 2018–2019:

- Darebin co-hosted the Backyard Harvest Festival with 1,215 hectares in autumn 2019, with more than 390 tickets sold to 19 tours and workshops held in home gardens.
- We contributed funding to the Urban Food Program, where Fruit and Veg Squad volunteers harvested more than 2,600 kilograms of fruit and 100 kilograms of vegetables from households and the Darebin Information Volunteer Resource Service garden for distribution through the emergency food relief service.

Green business

Key sustainable business initiatives in 2018–2019:

- Two green business networking events were held, one of which was hosted in Darebin by local social enterprise cafe Moon Rabbit
- A “Sustainability Matters” event that showcased local sustainable business champions attracted 81 attendees
- There were 35 Light\$mart LED installations
- Seven cafes joined our Cafe to Garden Program to recycle coffee grounds. Other businesses were supported with organic waste recycling options.

Solar panel installation



Diversity report

Building an inclusive organisation

- A Welcoming Cities Reference Group was established to continue our progress on Welcoming Cities Standards.
- Council renewed its Memorandum of Understanding with the Islamic Society of Victoria/ Preston Mosque.
- We continued to apply the Darebin Inclusive Communications Charter to enhance communication in community languages.
- Work continued on the development of a diversity framework document, *Towards Equality: Darebin Equity, Inclusion and Human Rights Framework 2019-2029*.

Providing inclusive services

- A local homelessness protocol and local homelessness services guide were developed.
- Fifty-seven thousand books and other materials in languages other than English were loaned out to the community.
- Publication continued of *Get Active in Darebin*, a seasonal program of free exercise and low-cost social sport opportunities.
- The Global Sisters Business Education Program for Darebin’s newly arrived and migrant women received support.
- We advanced program development and event planning for an inclusive event that will recognise the world’s oldest living culture.

Empowering communities

- A Young Citizen Jury was established to provide a voice for young people in local decision-making.
- Council signed a renewed Statement of Commitment to Traditional Owners and Aboriginal and Torres Strait Islander People.
- The Darebin’s Women’s Leadership Program was implemented.
- The Mayor’s Taskforce Supporting People Seeking Asylum continued its advocacy and engagement in support of refugees, asylum seekers and newly arrived residents.
- We continued to celebrate the achievements and contributions of diverse communities in partnership with Darebin Intercultural Centre, Darebin Libraries and other Council facilities such as Wurundjeri Week, Cultural Diversity Week and Refugee Week.
- We recognised International Day Against Homophobia, Biphobia and Transphobia.

Local soccer match



48,842

In 2016, there were 48,842 people living in Darebin who were born overseas



Consultation and engagement

A great community can only be built with the assistance of our residents, businesses and ratepayers. As stated in our Charter of Good Governance (page 7), we aim to meaningfully involve the community in our decision-making processes and in shaping the future vision of our city.

Community engagement is a key step in forming decisions, policies and services that are relevant and responsive to changing needs and expectations. In 2018–2019, we conducted more than 30 engagement projects. Here are just some of the ways we engaged with the Darebin community.

Budget submission process 2019–2020

Council conducted an extensive community engagement process for the Darebin 2019–20 budget submission process. We provided several ways for the community to get involved, such as 12 pop-ups across the city before budget development had started and focus groups to understand what matters most to the community. We also attended several community advisory committees. An online form was used to facilitate the submission process. This resulted in a total of 85 formal submissions being received and considered by Council.

DR Atkinson Reserve

This project seeks to create a new playspace for the community with bespoke play structures and elements designed by local children. The play structures and elements will create a uniquely imaginative, artistic, exciting and creative playspace, directly inspired by the children who will use it. Council intends to use this project to recognise children's voices in our diverse community.

In December 2018, Council held a family fun day at DR Atkinson Reserve to kick-start the conversation with the community. More than 170 people attended and the feedback collected, including brilliant drawings by children, helped shape the concept design. An online survey was available on Your Say Darebin from 15 December 2018 to 29 January 2019 for the broader community to provide feedback and ideas for park and playspace improvements.

Following that, in February 2019, Council collaborated with Reservoir Views Primary School grade 5/6 art class to design unique play equipment at DR Atkinson Reserve. As part of this design project, Reservoir artist Ju-Yuen Chew facilitated art workshops with the year 5/6 art classes to design a playspace for the community. The art students created fantastical model-sized artworks that were used to inform the design of play equipment, prepared by Arterial Design consultants. In April and May 2019, the play equipment concept design was letter-dropped to about 1,000 properties within a 500-metre radius of the park. The concept was also made available for community feedback on the Your Say Darebin page. About 15 submissions were received on the concept designs.

The landscape design of the playspace will be finalised in 2019–2020, with construction planned for future years, subject to Council funding.

Preston Market Precinct

Council has been working intensively alongside the Victorian Planning Authority as it prepares new planning controls, including a structure plan for the Preston Market Precinct, to ensure the voices of the community and traders are heard when it comes to the future of the market and the broader precinct.

There were two phases of engagement undertaken in 2018–2019. A community reference group developed principles that were reported to the Minister for Planning to inform the next stages of the planning process.

In the first phase of engagement in October 2018, Council officers undertook extensive engagement with our diverse communities and hard-to-reach groups to socialise the guiding principles for the precinct.

In May and June, the second phase of engagement tested several scenarios and themes and gave the community meaningful input into the design process that will underpin the planning controls. Engagement activities included three deliberative workshops, pop-up sessions, an online survey, targeted stakeholder meetings and Council led kitchen table discussions with diverse groups.

In addition, Council completed several detailed studies and technical reports that will help us to advocate for good outcomes in the Precinct Structure Plan, around issues such as community infrastructure, local economics, environmentally sustainable design and market identity.

Seafood shop at Preston Market



Shopkeepers at Preston Market



Shopping at Preston Market



Seafood shop at Preston Market



Awards

Planning Excellence Award for Darebin Creative and Cultural Infrastructure Framework

The Darebin Creative and Cultural Infrastructure Framework was a cross-departmental project by the Creative Culture and Events, Strategic Planning, and Economic Development teams. It was recognised by the Planning Institute Australia for Planning Excellence. The framework also received a commendation for 'Best Planning Idea – Small Project'.

Australasian Reporting Award (ARA) for Darebin 2019 Annual Report

The Darebin Planning and Reporting Unit won a gold award for the 2018–2019 annual report. Darebin has won ARA annual report gold awards for the past three years.

Five Green Room Awards for Darebin Arts Speakeasy

Darebin Arts Speakeasy is a performing arts program across Northcote Town Hall Arts Centre and Darebin Arts Centre. The five Green Room Awards were for 'Theatre Companies Award for Performer', 'Independent Theatre Award for Performer', 'Contemporary and Experimental Award for Performance', 'Independent Theatre Award for Lighting Design', and 'Independent Theatre Award for Music Composition and Sound Design'.

Hart Award (Schools and Early Year Category) for Schools Yarning Conference

In May this year, Darebin was awarded a Hart (Helping Achieve Reconciliation Together) award for its Schools Yarning Conference for Darebin students. Presented by Reconciliation Victoria and Victorian Local Governance Association, the award recognises Victorian partnerships and initiatives that contribute to local reconciliation outcomes.

Image right: Hart Award presentation

Institute of Public Administration Australia (IPAA) – Top 50 Public Sector Women (Vic) 2018

In 2018, Sue Wilkinson (CEO) was recognised by IPAA as one of the top 50 public sector women in Victoria. The award supports the identification and development of exceptional female leaders across the public sector.

Victorian Early Years Award (Health and Wellbeing) for Kingsbury Play Map Project

Awarded by the Department of Education and Training, the Victorian Early Years Awards celebrate the exceptional contributions that individuals and organisations make to improve the lives of Victorian families and children. The Kingsbury Map Project raises awareness of diverse play opportunities that strengthen community links by encouraging families and children in Darebin to try out free play places and spaces in their neighbourhood.

WorkSafe Award 2018 – Commitment to Workplace Health and Wellbeing

This award recognised Darebin's whole-of-organisation commitment to address this issue and create a safe and respectful workplace. After appointing a family violence support officer, various processes and training were embedded into our workplace operations and community programs to deal with family violence issues and encourage reporting.



97

groups received Council
community cash grants

3,296

older residents received home
support services from Council

48,490

tonnes

of waste collected from kerbside bins



509kms
of local roads



1,220

new planning
applications received

71,417

rateable properties

136,812

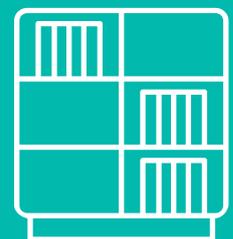
phone calls and 41,515
online payments handled
by Customer Service

860,633

visits to Darebin's leisure and
aquatic facilities

1.1million

library items borrowed



Our city



Cultural dancer at Darebin Community Kite Festival

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 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 161,609 (2018 Australian Bureau of Statistics Estimated Resident Population) and this number is expected to increase to 230,118 by 2041. There are 66,010 residential properties, 4,689 business properties and 534 mixed-use properties as at 30 June 2019.

Darebin City Council owns, controls, manages or maintains 509 kilometres of roads, 78.5km of rights-of-way, 30.6km of shared paths, 1,035km of footpaths, 333 buildings, 13 road bridges, 51 foot bridges, 30 gross pollutant traps (structures that trap solid waste such as litter), 23,370 stormwater pits, 614km of stormwater pipe drains and 930 hectares of open space (including parks and gardens).

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

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

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

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

In March 2019, Darebin's unemployment rate was 5.44 per cent, which was higher than Greater Melbourne (4.72 per cent) and Victoria overall (4.7 per cent).

The 2014 Darebin Household Survey indicated that 5.8 per cent of respondents aged 16 years and over identified as bisexual, gay, lesbian or 'other' sexuality. This figure is likely to be higher due to under-reporting in the lesbian, gay, bisexual, transgender, intersex and queer (LGBTIQ) community.

92.6%

92.6% of residents currently live within 500 metres of open space

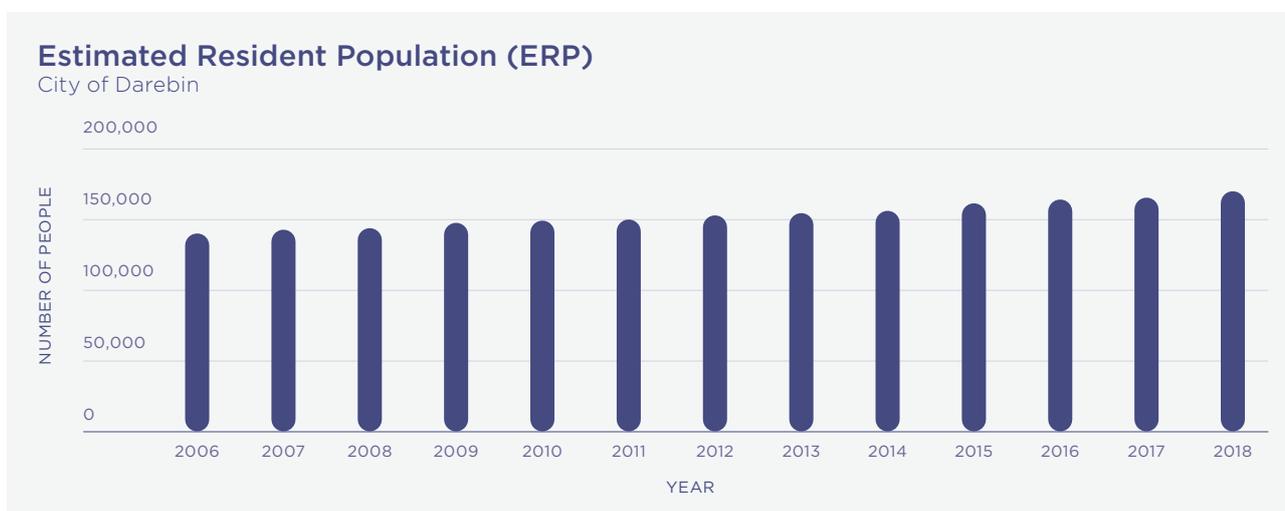
5.44%

In March 2019, Darebin's unemployment rate was 5.44 per cent

Darebin has one of the largest populations of Aboriginal and Torres Strait Islander people of the 31 local government areas in metropolitan Melbourne. Our Aboriginal and Torres Strait Islander community is among the largest in Victoria, with 2.4 per cent of all Aboriginal and Torres Strait Islander Victorians living in the City of Darebin. This equates to 1,167 Aboriginal and Torres Strait Islander residents, who comprise 0.8 per cent of Darebin’s total population.

According to the 2014 Darebin Household Survey, one in five Darebin residents is affected by a disability of some kind, which includes physical disabilities and medical conditions, psychological and intellectual conditions, and learning disabilities. Of the residents with a disability, almost one-third require assistance.

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



SOURCE: Australian Bureau of Statistics, Overseas arrivals, Australia. Compiled and presented by id consulting. Accessed 5 August 2019. URL: <https://profile.id.com.au/darebin/overseas-arrivals>

Darebin's residents — who we are

Place of birth

59% were born in Australia

33% were born overseas (main countries: Italy, China, India, Greece, United Kingdom, Vietnam, New Zealand and Lebanon)

8% not stated

Aboriginal or Torres Strait Islander

0.8% are Aboriginal or Torres Strait Islander

Languages spoken at home

59% English

7% Italian

6% Greek

4% Mandarin

3% Arabic

2% Vietnamese

19% other

138 languages in total

Religion

48% Christian

35% no religion

5% Muslim

3% Buddhist

3% Hindu

37 religions in total

Households

64% live in families

28% live alone

8% live in group house

Ages

16% children 0-14

13% young people 15-24

57% 25-64

14% 65+

Income

\$1,420 median (\$1,539 Greater Melbourne)

38% have a personal income of less than \$500 a week

Employment

70,306 Darebin residents were employed in 2016

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

5,433 (7.2%) were unemployed (6.8% Greater Melbourne)

Tertiary qualifications

40,282 (32.7%) have a bachelor's degree (27.5% Greater Melbourne)

Other facts of interest

24% take public transport to work (15% Greater Melbourne)

6% with a disability requiring assistance (4.9% Greater Melbourne)

4% are international students

5.8% are lesbian, gay, bisexual, transgender, intersex or queer¹

SOURCES:
1 City of Darebin 2014 Household Survey

Our Council

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

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

Councillors are bound by a Code of Conduct that outlines the legislative requirements and expectations of Councillors when representing their

Council and in their dealings with the community, Council staff and each other.

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

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

Family fun day at FR Atkinson Reserve, Reservoir



Council meetings

In 2018–2019, Council meetings were held on every third Monday in the Darebin Council Chambers. Meetings are open to the public unless confidential items are being considered. In addition to Council business, there is an opportunity for members of the community to ask questions in public question time.

Information about councillor attendance at meetings is available in the Governance and Corporate Information section of this report, which starts on page 92. To see the schedule of Council meetings or watch meetings live online, go to our website: darebin.vic.gov.au/Your-Council/How-council-works/Meeting-Agendas-and-Minutes

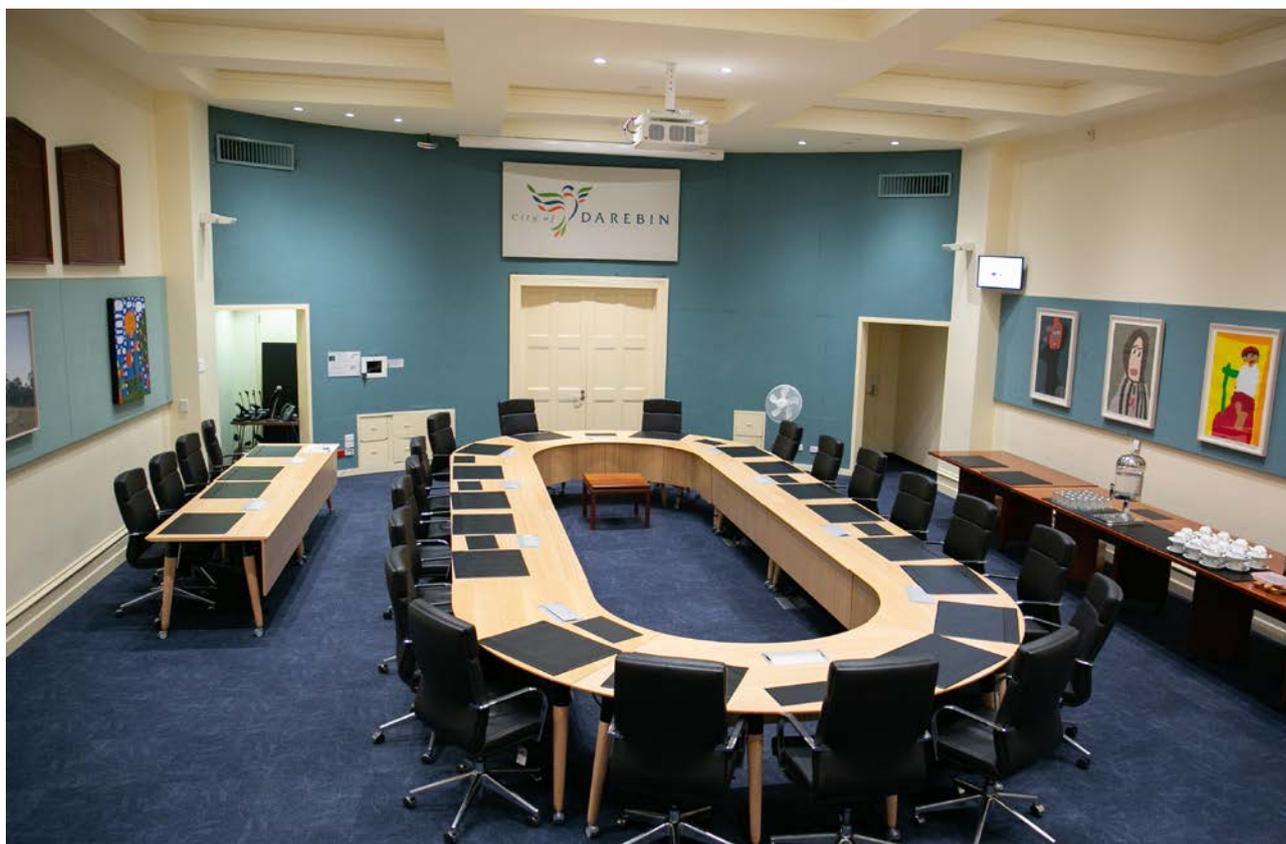
Briefing sessions

In addition to regular meetings, Council holds briefing sessions.

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

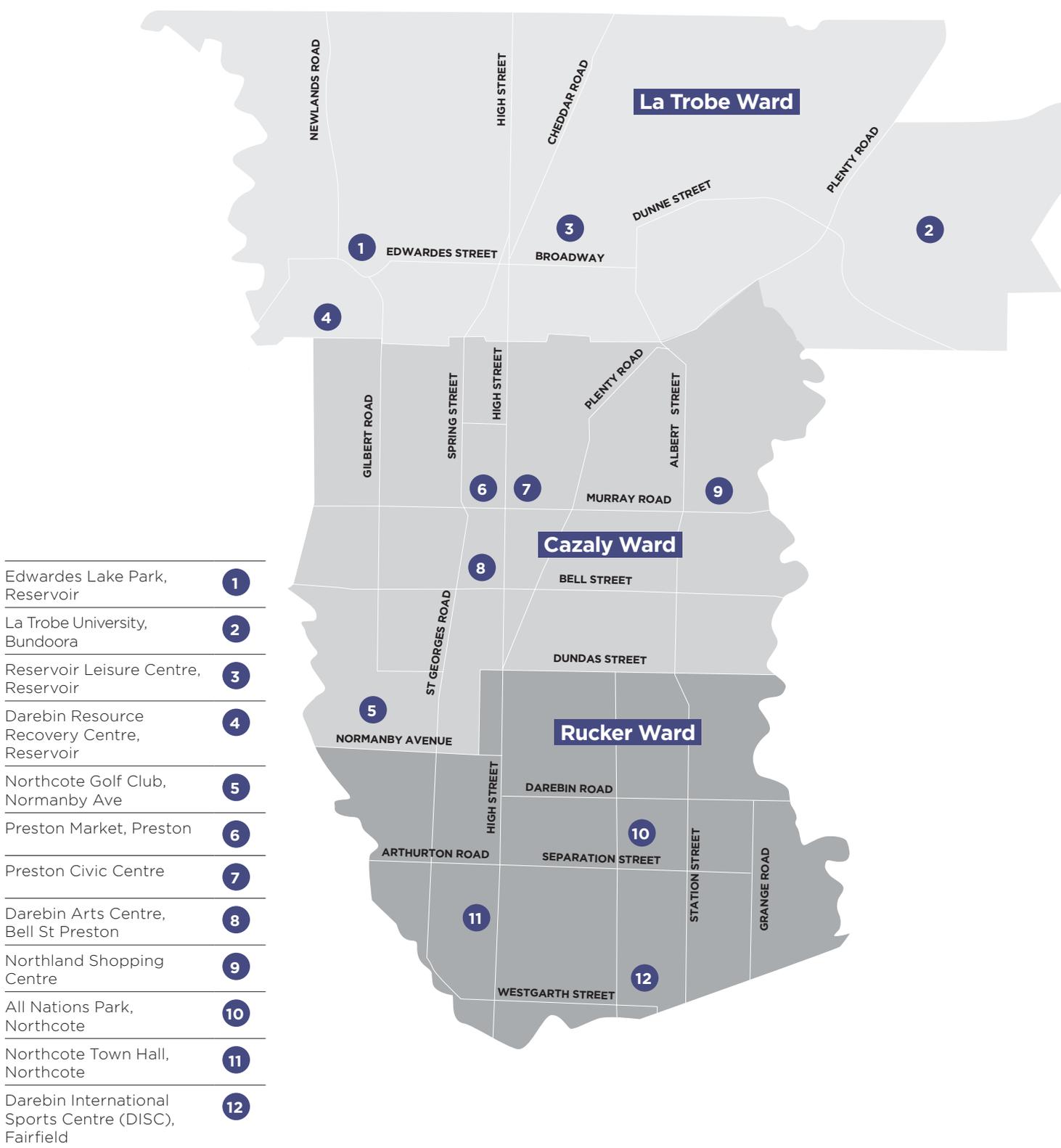
For more information about how Council works, see our website: darebin.vic.gov.au/HowCouncilWorks

Council chambers at Preston Town Hall



Darebin map of wards

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



Our Councillors

Rucker Ward



Cr Kim Le Cerf

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

Cr Le Cerf was elected to Darebin Council in 2016 and served two terms as Mayor from 2016 to 2018. She is passionate about the environment and wants to create a sustainable future for generations to come. Cr Le Cerf feels a strong connection to the local community where she lives and is raising her three children.

Committees

- Audit Committee
- Climate Emergency Darebin Advisory Committee (Chair)
- Darebin Aboriginal Advisory Committee (proxy)
- Darebin Creek Management Committee Inc.
- Darebin Domestic Animal Management Reference Group (proxy)
- Hearing of Submissions Committee
- Planning Committee

Terms as Councillor

- 2016–2020

Terms as Mayor

- 2016–2017
- 2017–2018



Cr Trent McCarthy

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

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

Committees

- CEO Employments Matters Committee
- Climate Emergency Darebin Advisory Committee (Deputy Chair)
- Darebin Environmental Reference Group (Chair)
- Darebin Nature Trust (Chair)
- Hearing of Submissions Committee
- Melbourne Innovation Centre
- Municipal Association of Victoria
- Northern Alliance for Greenhouse Action
- Planning Committee

Terms as Councillor

- 2008–2012
- 2012–2016
- 2016–2020



Cr Susan Rennie

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

Cr Susan Rennie was elected to Council in 2016 and is serving as Mayor. Susan is a long term public health campaigner and community champion for gambling reform and equality. She works to enhance public health and wellbeing and believes that we cannot achieve good community health without environmental health. Other key interests include building a more sustainable city, improving the planning scheme and increasing civic participation and community engagement in decision-making.

Committees

- Active and Healthy Ageing Community Board (Chair)
- CEO Employments Matters Committee
- Climate Emergency Darebin Advisory Committee (proxy)
- Darebin Aboriginal Advisory Committee (Chair)
- Darebin Community Awards Advisory Committee
- Darebin Education Committee (Chair)
- Darebin Women's Advisory Committee (proxy)
- Darebin Ethnic Communities Council
- Global Covenant of Mayors for Climate and Energy
- Hearing of Submissions Committee (Chair)
- Municipal Association of Victoria (proxy)
- Municipal Emergency Management Planning Committee
- Planning Committee (Chair)

Terms as Councillor

- 2016–2020

Terms as Mayor

- 2018–2019

Cazaly Ward



Cr Steph Amir

0419 750 192

Steph.Amir@darebin.vic.gov.au

Cr Amir was elected to Council in 2016 as Darebin's youngest current councillor and first openly LGBTIQ councillor. With a background in policy and research across the public, private, community and academic sectors, she is committed to evidence-based decision making. Cr Amir lives in Preston with her partner and daughter and hopes to make Darebin a more vibrant, equitable and sustainable place to live for all residents.

Committees

- Darebin Bicycle Advisory Committee (Chair)
- Darebin Lifelong Learning Strategy Reference Group (Chair)
- Darebin Nature Trust
- Hearing of Submissions Committee
- Metropolitan Transport Forum (proxy)
- Merri Creek Management Committee Inc.
- Northland Urban Renewal Precinct Steering Committee (Chair)
- Planning Committee
- Sexuality, Sex and Gender Diversity Advisory Committee (proxy)

Terms as Councillor

- 2016–2020



Cr Lina Messina

0419 750 504

Lina.Messina@darebin.vic.gov.au

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

Committees

- Audit Committee
- Darebin Education Committee (proxy)
- Darebin Environmental Reference Group (proxy)
- Darebin Interfaith Council (proxy)
- Darebin Women's Advisory Committee (Chair)
- Hearing of Submissions Committee
- Melbourne Innovation Centre
- Metropolitan Local Government Waste Forum
- Metropolitan Transport Forum
- Northland Urban Renewal Precinct Steering Committee
- Planning Committee
- Preston Business Advisory Committee

Terms as Councillor

- 2016–2020



Cr Julie Williams

0419 750 152

Julie.Williams@darebin.vic.gov.au

Cr Williams was elected to Council in 2012. She has lived, in Darebin nearly all her life and is now raising her family here. She is passionate about health and well-being, inclusiveness, sustainability, infrastructure, safety and appropriate development for the growing population so future generations thrive.

Committees

- CEO Employment Matters Committee
- Darebin Disability Advisory Committee (Chair)
- Darebin Domestic Animal Management Reference Group (Chair)
- Darebin Lifelong Learning Strategy Reference Group (proxy)
- Hearing of Submissions Committee
- Planning Committee
- Preston Business Advisory Committee
- Northland Urban Renewal Precinct Steering Committee

Terms as Councillor

- 2012–2016
- 2016–2020

La Trobe Ward



Cr Gaetano Greco

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

Cr Greco has been actively representing La Trobe Ward residents since 2008. Some of his top priorities have been protecting the iconic Preston Market from overdevelopment, ensuring Council continues to deliver quality aged care services and making sure individual residents' concerns are properly followed up. He is keen to get on with big infrastructure projects such as the future redevelopment of the Reservoir Leisure Centre.

Committees

- Active and Healthy Ageing Community Board (proxy)
- Bundoora Homestead Board of Management Committee
- CEO Employments Matters Committee
- Darebin Aboriginal Advisory Committee (proxy)
- Darebin Ethnic Communities Council
- Darebin Interfaith Council (Chair)
- Edwardes Lake Park Reference Group (Chair)
- Friends of Baucau Inc.
- Hearing of Submissions Committee
- Planning Committee

Terms as Councillor

- 2008–2012
- 2012–2016
- 2016–2020

Terms as Mayor

- 2013–2014



Cr Tim Laurence

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

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

Committees

- Bundoora Homestead Board of Management
- Darebin Arts Ambassadors (Deputy Chair)
- Edwardes Lake Park Reference Group
- Planning Committee
- Hearing of Submissions Committee

Terms as Councillor

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

Terms as Mayor

- 2000–2001
- 2012–2013



Cr Susanne Newton Deputy Mayor

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

Cr Newton was elected to Council in 2016 and became Deputy Mayor in November 2018. She aims to enhance Darebin's liveability and community in preparation for a growing population, while also driving the courageous decisions that reflect the progressive community of Darebin, such as addressing the climate emergency and supporting the Change the Date movement. She is proud to be part of a team with so many strong women leaders.

Committees

- Active and Healthy Ageing Community Board (Deputy Chair)
- Bundoora Homestead Board of Management
- Darebin Aboriginal Advisory Committee (Deputy Chair)
- Darebin Arts Ambassadors (Chair)
- Darebin Bicycle Advisory Committee (proxy)
- Darebin Disability Advisory Committee (proxy)
- Darebin Nature Trust
- Edwardes Lake Park Reference Group
- Hearing of Submissions Committee
- Planning Committee
- Sexuality, Sex and Gender Diversity Advisory Committee (Chair)

Terms as Councillor

- 2016–2020

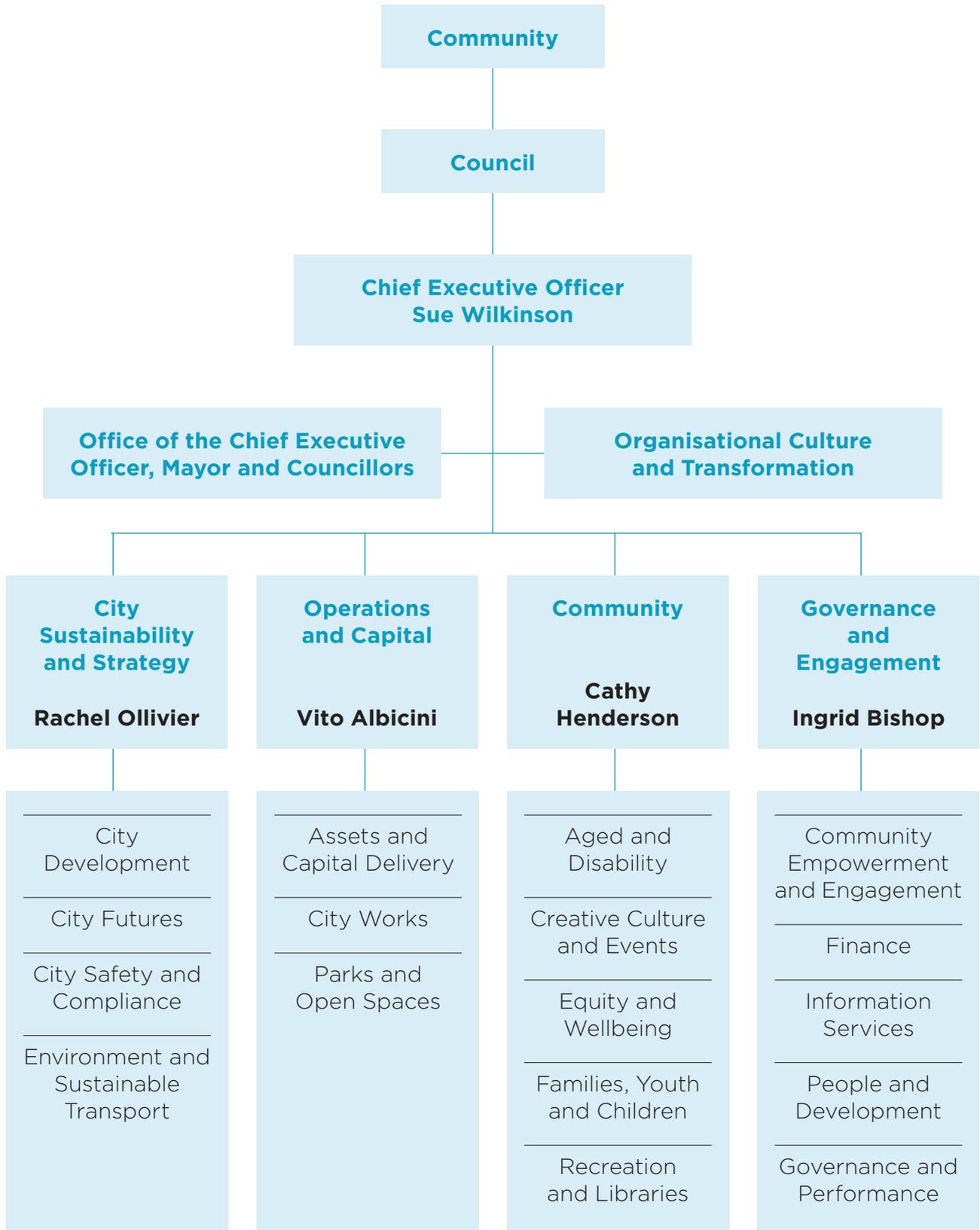
Our people



Planning permit meeting at Preston customer service centre

Organisation structure

as at 30 June 2019



darebin.vic.gov.au/Organisation

Our Executive Management Team

Darebin City Council is managed by a highly experienced Executive Management Team (EMT), led by the Chief Executive Officer. The EMT plans, coordinates and monitors the progress of Council’s strategic direction and goals. Guided by the Charter of Good Governance, the EMT operates in accordance with our values of accountability, respect, integrity and collaboration. It is focused on inspiring and empowering employees to work together to improve the business and deliver outstanding services to our community.

General Managers

As at 30 June 2019, Darebin City Council had four general managers.

Ingrid Bishop General Manager Governance and Engagement

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



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

Cathy Henderson General Manager Community

Qualifications: Master of Public Policy and Management; Bachelor of Arts; Graduate, AICD Company Directors Course.



Cathy Henderson joined Darebin Council as General Manager Community on 19 March 2018. She has previously held various positions in local government in Victoria and New South Wales, and also in higher education at The University of Melbourne. The Community Division includes the following departments: Aged and Disability, Creative Culture and Events, Families, Youth and Children, Recreation and Libraries, and Equity and Wellbeing.

Division profiles

Employee count by division at 30 June 2019 (includes full-time, part-time, casual and temporary employees)

Division	2018-2019
Office of the Chief Executive	4
Community	661
City Sustainability and Strategy	237
Governance and Engagement	148
Operations and Capital	173
Total	1,223



Chief Executive Officer Sue Wilkinson

Following an extensive executive search and recruitment process during 2017, Council appointed Sue Wilkinson as Darebin City Council's Chief Executive Officer. Sue started with Council on 18 September 2018. Sue previously held various senior positions with the Victorian Government and local government, including Chief Executive Officer at Colac Otway Shire. She holds a Bachelor of Applied Science (Planning) and postgraduate Diploma of Urban Planning. She has successfully completed the AICD Company Directors Course.

Rachel Ollivier
General Manager City Sustainability and Strategy
Qualifications: Master of Finance (Economic Policy); Graduate Diploma of Public Relations; Bachelor of Applied Science, Environmental, AICD Company Directors Course.



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

Vito Albicini
General Manager Operations and Capital
Qualifications: Master of Business Administration – APESMA, Bachelor of Engineering (Civil); Graduate Diploma of Management; Graduate Diploma of Local Government and Engineering Management.



Vito Albicini moved into the position of General Manager Operations and Capital on 12 February 2018. Vito previously held the position of Manager Infrastructure and Capital Delivery. Before joining Council, Vito held various positions in the private and local government sectors. The Operations and Capital Division includes the following departments: Assets and Capital Delivery, City Works and Parks and Open Space.

Number of full-time equivalent employees by division at 30 June 2019

Division	2018–2019
Office of the Chief Executive	4
Community	260.17
City Sustainability and Strategy	128.76
Governance & Engagement	109.72
Operations & Capital	156.62
Total	659.27

Number of permanent employees by division at 30 June 2019 (part-time and full-time only)

Division	2018–2019
Office of the Chief Executive	4
Community	366
City Sustainability and Strategy	184
Governance and Engagement	118
Operations and Capital	158
Total	830

Number of casual employees by division at 30 June 2019

Division	Males	Females	Total
Office of the Chief Executive	0	0	0
Community	92	162	254
City Sustainability and Strategy	14	28	42
Governance and Engagement	10	11	21
Operations and Capital	3	12	15
Total	119	213	332

Workplace report

The Darebin City Council workforce at 30 June 2019

At 30 June 2019, we employed 1,223 people across our organisation. This figure comprised full-time, part-time, temporary and casual employees.

There were 659.27 full-time equivalent (FTE) employees.

Total number of employees by category at 30 June 2019

Category	Number
Permanent full-time	476
Permanent part-time	354
Temporary	61
Casual	332
Total	1,223

Employees (full-time equivalent), 2014-2015 to 2018-2019

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
FTE employees	701	698	684	676	659

Note: Temporary employees are not included in the FTE count.

Total number of employees, 2014-2015 to 2018-2019 (all employee categories)

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Darebin City Council employees	1,254	1,283	1,279	1,240	1,223

Number of permanent employees by gender at 30 June 2019 (full-time, part-time and FTE)

	Full-time	Part-time	Total	FTE
Female	206	288	494	361.39
Male	270	66	336	297.88
Total permanent workforce at 30 June 2019	476	354	830	659.27



Number of employees by salary classification at 30 June 2019 (permanent)

Classification	Female	Male	Total
Band 1	39	28	67
Band 2	6	4	10
Band 3	118	96	214
Band 4	61	40	101
Band 5	81	54	135
Band 6	81	42	123
Band 7	39	37	76
Band 8	19	12	31
Immunisation Nurse Level 1	2	1	3
Immunisation Nurse Level 3	5	0	5
Maternal and Child Health Nurses Year 1	1	0	1
Maternal and Child Health Nurses Year 2	2	0	2
Maternal and Child Health Nurses Year 4	1	0	1
Maternal and Child Health Nurses Year 5	20	0	20
Senior Executive Officer	8	11	19
Senior Officer	11	11	22
Total	494	336	830

Number of employees by classification at 30 June 2019 (all employee categories)

Classification	Female	Male	Total
Band 1	54	41	95
Band 2	25	16	41
Band 3	249	188	437
Band 4	84	49	133
Band 5	102	64	166
Band 6	100	52	152
Band 7	43	39	82
Band 8	20	14	34
Immunisation Nurse Level 1	4	1	5
Immunisation Nurse Level 3	5	0	5
Maternal and Child Health Nurses Year 1	3	0	3
Maternal and Child Health Nurses Year 2	4	0	4
Maternal and Child Health Nurses Year 3	3	0	3
Maternal and Child Health Nurses Year 4	1	0	1
Maternal and Child Health Nurses Year 5	20	0	20
Senior Executive Officer	8	12	20
Senior Officer	11	11	22
Total	736	487	1,223



FTE employees by classification at 30 June 2019

Classification	Female	Male	Total
Band 1	9.24	7.26	16.5
Band 2	2.7	2.83	5.53
Band 3	65.16	85.91	151.07
Band 4	51.29	37.91	89.2
Band 5	69.11	51.7	120.81
Band 6	72.78	42	114.78
Band 7	35.24	36.63	71.87
Band 8	18.39	12	30.39
Immunisation Nurse Level 1	0.12	0.01	0.13
Immunisation Nurse Level 3	1.42	0	1.42
Maternal and Child Health Nurses Year 1	0.8	0	0.8
Maternal and Child Health Nurses Year 2	1.2	0	1.2
Maternal and Child Health Nurses Year 4	1	0	1
Maternal and Child Health Nurses Year 5	14.1	0	14.1
Senior Executive Officer	7.84	11	18.84
Senior Officer	11	10.63	21.63
Total	361.39	297.88	659.27

Social inclusion and employment programs

The Pathways to Employment Committee continued to be a vehicle for various work placement programs across Council for secondary, tertiary and overseas-qualified students, Aboriginal and Torres Strait Islander people, and people with a disability.

We supported more than 120 placements and a careers expo for 250 local students, coordinated 10 employees to volunteer at a mock interview program hosted by the Inner Northern Local Learning and Employment Network, and conducted the annual Real Jobs Industry Program with 280 Darebin Year 10 students. We also conducted employability skills training for the Croxton School and Preston Reservoir Adult Community Education Centre.

Council supported two Aboriginal and Torres Strait Islander trainees to complete their Certificate III in Business

Administration. Both trainees successfully entered Council's casual pool and have been working across administrative and customer service roles.

We conducted three free community grants submissions training sessions for more than 50 diverse community members to assist them to develop skills to source and write grant submissions and respond to royal commissions and regulatory bodies. The next round of training will be delivered in February 2020.

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

Council undertook an internal diversity survey to better understand the diversity of our workforce. The analysed data will inform future employment strategies.

Industrial relations

During 2018–2019, Council maintained industrial harmony and constructive relationships between management, employees and unions, enabling us to work together to manage most employee issues and disputes internally.

The Collective Negotiation Team started negotiations for Council’s Enterprise Agreement 2018–2022 in May 2018. Through an interest-based bargaining approach, the team worked through 84 items tabled for discussion. A resounding 93 per cent of voting employees voted ‘Yes’ in support of the Agreement, which was ratified by the Fair Work Commission in April 2019. The Agreement balanced outcomes for all people.

Council also reinstated its Consultative Committee to monitor the implementation of the Agreement, to address and, as far as practicable, to resolve issues affecting employees relating to the Agreement, to promote organisational culture, values, learning and development, and to provide input into policies and procedures that affect employees’ terms and conditions of employment.

Equal employment opportunity

Darebin’s Chief Executive Officer Sue Wilkinson continued to send a strong message to all employees that bullying and harassment would not be tolerated and that ensuring employees have a safe environment in which to work is non-negotiable.

This was supported by a culture and processes that provide a workplace where employees are valued, respected, safe and free from all forms of discrimination, harassment, bullying, occupational violence and victimisation.

We also strive for a culture where people are treated fairly, have equal opportunity for success and are not hampered by artificial barriers or biases. We are committed to ensuring jobs and opportunities are open to all employees, are merit-tested, and that our internal processes do not unknowingly disadvantage or exclude anyone from applying.

The diversity of our workforce is recognised as a key factor that enables us to meet the needs of our community. Council regularly facilitates equal employment opportunity training for employees.

Young people at The Hub, Northland



Our 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	2015	2016	2017	2018	2019
Percentage	1.5%	0.9%	0.8%	0.7%	0.5%

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	2015	2016	2017	2018	2019
Percentage	14%	14.5%	14.6%	17.5%	15.7%

Employees' country of birth

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

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

** Data source: Darebin City Council payroll system 2019.

Midsumma Festival banner



Bike riders in Roseberry Avenue, Preston





Learning and development

During 2018–2019, Council provided 77 capacity building programs that were completed by more than 860 employees. Programs included Strategic Thinking, Presenting for Impact, Time Management, and Writing for Government. Council also provided leadership training focused on leadership style, team work and team dynamics, and leading with emotional intelligence.

We also supported several employees to complete a Master of Business Administration.

Child safe training was undertaken, with Council having several employees skilled in this area. An online compliance training module on Child Safe Standards was developed and implemented for staff, to drive cultural change and to ensure children visiting or accessing Council services are kept safe and free from harm.

Council also provided a range of diversity training, including Disability Awareness, Islamic Awareness, LGTBI Awareness, Say NO to Racism, Diversity and Inclusion, and Aboriginal and Torres Strait Islander Awareness.

Educating employees on policies and laws and driving a culture that is free from discrimination, fraud and corruption continues to be a focus for Council. During 2018–2019, more than 1,680 training sessions were completed on privacy, fraud and corruption, excellence in governance, and equal employment opportunity.

We continued to implement the revised Corporate Induction Program for employees on Council's vision, values, goals, and business areas, in addition to role-specific information. The new program includes an induction expo that allows employees to talk to staff from various business areas and seek additional

information about services offered by Council and key stakeholders.

Council also conducted a training needs analysis which informed corporate training initiatives for the 2018–2019 corporate training calendar.

Health, safety and wellbeing

Darebin City Council recognises that it has a legal duty of care to provide and maintain a safe and healthy working environment for employees, Councillors, contractors, suppliers and visitors. As part of this, throughout 2018–2019 Council continued to roll out the new Darebin Council Occupational Health and Safety (OHS) Commitment throughout its divisions and departments. The new OHS Commitment was integral to the future planning and scoping of Council's new OHS Strategy for 2019–2022. The OHS Commitment has been supported by senior leaders across all divisions and departments.

In 2018–2019 Council drafted the new OHS Strategy for 2019–2022, which aims to improve the safety and wellbeing of employees, Councillors, contractors and visitors. The OHS Strategy areas were prioritised on risk factors, claims history, incident data and past audit findings.

During 2018–2019, Council continued to review the OHS and injury prevention systems. As part of Council's continuous improvement and staff capability building, health and safety training courses undertaken included:

- Mental Health Awareness in the Workplace
- Manual Handling
- Compassion, Fatigue and Resilience
- First Aid
- Occupational Health and Safety e-learning courses

Council provided a range of health and wellbeing programs for employees throughout the year, including:

- weekly yoga classes
- weekly metafit classes
- massage
- mental health – guest speaker and a series of team workshops
- Employee Assistance Program (EAP) services and onsite EAP to coincide with several key Council events
- diabetes awareness.

Health and safety representatives and health and safety committees

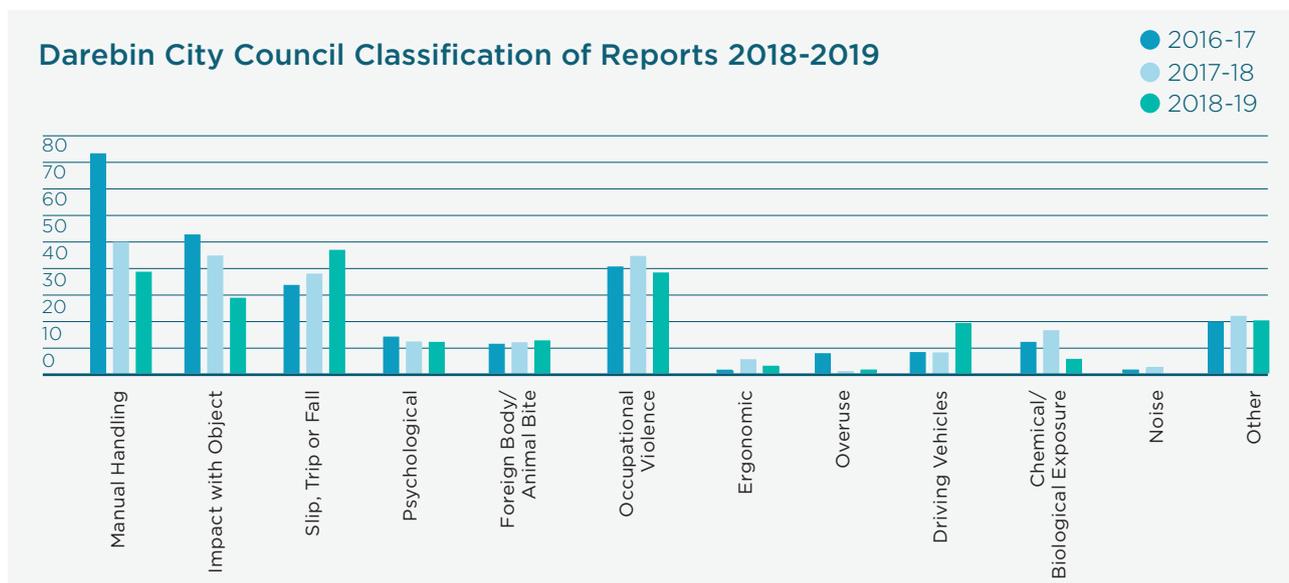
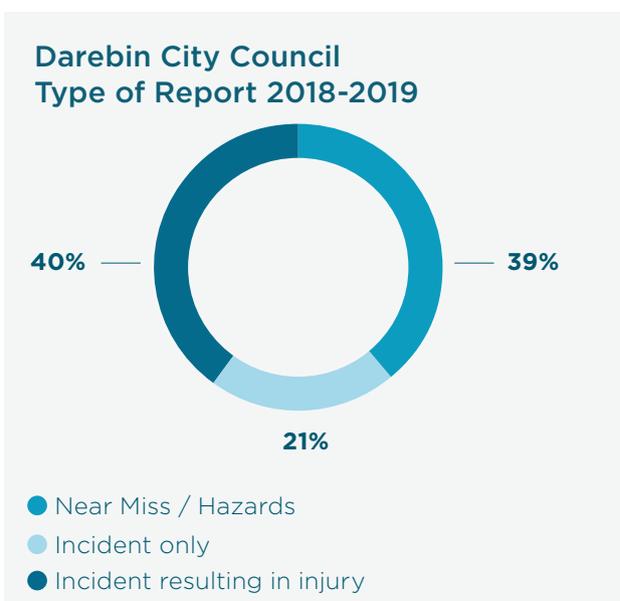
Darebin Council has continued to nurture and support a safety culture with the assistance and support of our elected health and safety representatives (HSRs). HSRs are proactive and enthusiastic staff members who are part of our continuous improvement initiatives. HSRs are key members of our OHS committees.

In meeting our legal obligations, Council continues to support four OHS committees which meet regularly, in accordance with the *Occupational Health and Safety Act 2004*.

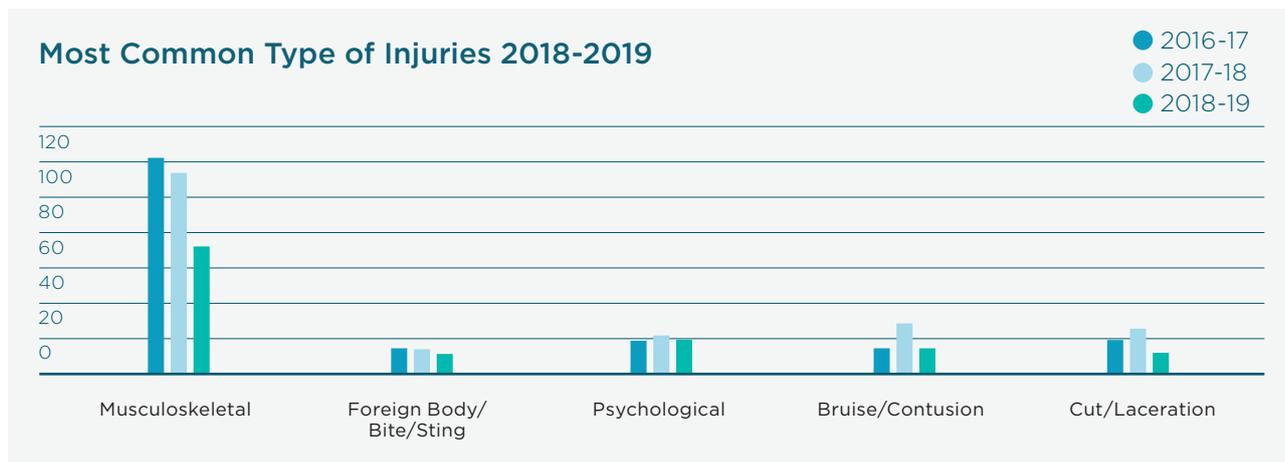
The OHS committees are based on the four-division structure of the organisation. An overarching Safety Leadership Forum oversees Council’s safety culture and strategy.

Incident and Injury Reporting

During 2018–2019, Council employees continued to report hazards, near misses and incidents in accordance with Council policy and legislative obligations. The accompanying chart shows 2018–2019 reports by type.



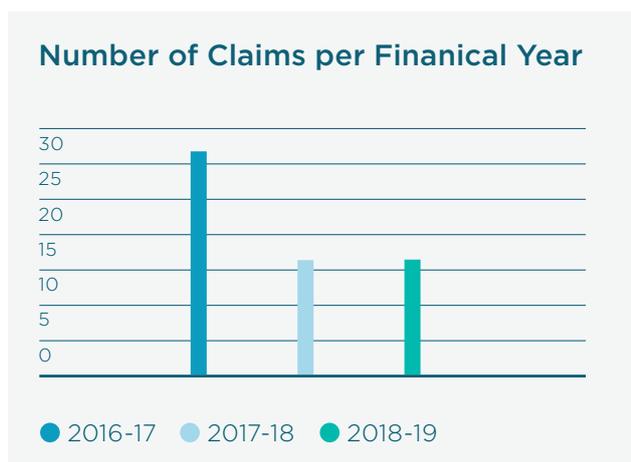
The most reports relate to slip/trip/falls, manual handling, occupational violence and impact with object.



Musculoskeletal injuries have continued to be the most common injuries sustained by Council employees.

WorkCover and injury management

During 2018-2019, Council had 11 claims that were accepted by the Victorian WorkCover Authority. This is the same as in 2017-2018 (see chart).



WorkCover premium

Council's WorkCover premium for 2018-2019 was \$1,423,718. This represents an increase on the previous year's premium. The premium cost is influenced by several factors such as remuneration, claims history and costs, industry comparison and the performance of Council's WorkCover insurance agent. Council's premium history and rating are shown in the accompanying table.

Year	Premium (exc. GST)	Employer performance rating (<1 indicates better than the industry)
2016-2017	\$803,917 (reduced by \$510,846)	0.56
2017-2018	\$989,909 (increased by \$185,992)	0.98
2018-2019	\$1,423,718 (increased by \$433,809)	1.76



Celebrating Darebin's volunteers

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

Darebin Information Volunteer Resource Service

Council provides funding and support to the Darebin Information Volunteer Resource Service (DIVRS), a not-for-profit volunteer organisation that provides free services and programs for vulnerable people in Darebin. This includes assistance to clients experiencing financial hardship, plus advocacy, case-management, counselling and referral.

During 2018–2019, DIVRS has worked hard to increase its service to meet the growing needs of the community. The service's volunteers provided more than 22,652 hours of time and \$193,301 of direct material aid to low income and vulnerable residents.

The Darebin Fruit Squad, which harvests fruit from home gardens and redistributes it to emergency relief agencies, is based at the DIVRS. Since the program began in 2012, the Darebin Fruit Squad has harvested more than 12,638 kilograms of fruit and distributed it to the community.

In 2018–2019, the Darebin Fruit Squad harvested 2,356kg of fruit from the 'urban orchard'. The generosity of Darebin households and the volunteer fruit-pickers directly benefits the health and wellbeing of our community.

The L2P Learner Driver Mentor Program at the DIVRS helps disadvantaged young people to gain their provisional licences. Volunteer mentors provided 2,869 hours of mentoring in 2018–2019 to learner drivers. The program makes it easier for young people to get a job, access education and training, or care for family members.

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.

4,303

Council received 4,303 animal management requests in 2018-2019

1,220

Council received 1,220 planning applications in 2018-2019

Family fun day at FR Atkinson Reserve, Reservoir



Our performance



Bike rider in Roseberry Avenue, Preston

Overview

The Report of Operations outlines our 2018–2019 performance against the major initiatives in Council’s 2018–2019 Budget. It also reports on Darebin Council Plan 2017–2021 goals and its 16 Big Actions. Big Actions also form the Major Initiatives of the Budget 2018–19.

Integration with Council Plan and Council Budget

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

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

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

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

The Annual Report 2018–2019 shows our progress in realising the vision of the Council Plan 2017–2021. Detailed performance reports on the organisation’s progress against the annual Council Plan Action Plan are also posted quarterly on our website at: darebin.vic.gov.au/CouncilPlan

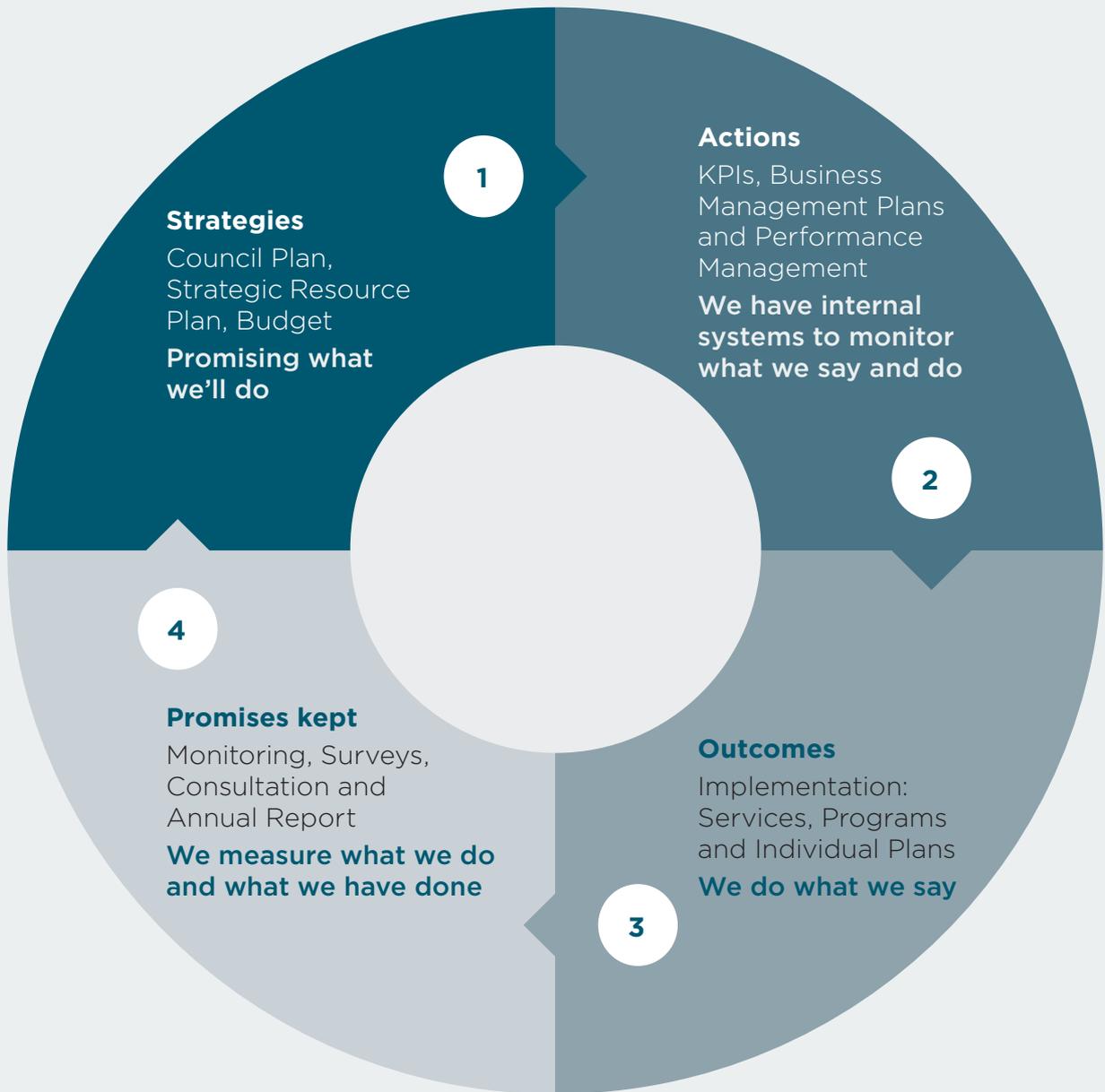
626,599

There were 626,599 visits to local libraries in 2018-2019

Fitness station at Edwardes Lake Park, Reservoir



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



Darebin Council Plan 2017–2021

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

The 2018–2019 Annual Report is the second reporting year of the Council Plan 2017–2021.

The Council Plan has six goals, each with three attendant strategies. Each strategy has a several actions, which are listed in the Council Plan Action Plan Progress Report 2018–2019 (available at: darebin.vic.gov.au/CouncilPlan).

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

For each goal, we have reported on:

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

We have reported on our progress for 2018–2019 against each of the actions in the Council Plan Action Plan Progress Report 2018–2019, which can be found on our website at darebin.vic.gov.au/CouncilPlan



GOAL 1

A sustainable city
page 62



GOAL 2

Opportunities
to live well
page 69



GOAL 3

A liveable city
page 75



GOAL 4

A strong economy
page 81



GOAL 5

Involving our
diverse communities
page 84



GOAL 6

A well-governed
council
page 88

Goal 1 – A sustainable city

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

Strategy 1.1

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

Strategy 1:2

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

Strategy 1:3

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

There are 46 actions listed under Goal 1 in the Council Plan Action Plan for 2018–2019. The following section shows progress against the Big Actions from the Council Plan and also provides highlights from the Action Plan. Progress comments on all 46 can be found at: darebin.vic.gov.au/CouncilPlan

Budget allocated to Goal 1

Net cost	2018–2019 \$'000
Budget	31,787
Actual	30,997
Variance	790



SERVICES FOR GOAL 1

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

Note: The service areas in the table align with the 2018–2019 budget, and are consistent with the Council Plan 2017–2021.

Service area	Description of services provided	Net cost of providing this service in 2018–2019		
		Budget	Actual	Variance
		(\$'000)		
A sustainable city				
Environment and natural resources	Develops and implements policies and programs that contribute to sustainability within Council and the community. Responsible for the Climate Emergency Plan, Whole of Water Cycle Strategy and the Waste and Litter Management Strategy.	2,996	<u>2,663</u>	333
Open spaces, parks and natural environment	Responsible for the management and maintenance of approximately 600 hectares of open space, including 90 playgrounds, several wetlands, pathways, seating, garden beds, waterways, pedestrian bridges, catchments, dams and more than 65,000 street trees and 100,000 trees in parks and reserves.	12,811	<u>13,293</u>	(482)
Transportation	Develops policy and project delivery for transport management and safety.	2,381	<u>2,381</u>	0
Waste management	Collection of domestic garbage and recyclables, green waste and dumped rubbish, street and right-of-way cleansing, the hard waste collection service, and management of the contract for the operation of the Resource and Recovery Centre in Reservoir.	13,599	<u>12,660</u>	939

BIG ACTIONS FOR GOAL 1

Big Action 1: Double Solar Power in Darebin

In 2017, Council committed to doubling the amount of solar power installed within the City from 18 megawatts (MW) to 36 MW by 2021. As of June 2019, the total amount of solar power installed in Darebin capacity is 31.5 MW. Council is already 75 per cent of the way to doubling solar capacity by June 2021 and on track to meet its target.

Big Action 2: Create a new Climate Emergency Darebin Advisory Committee (CED)

Climate Emergency Darebin designed a program of projects that were implemented in 2018-19 to increase Council's reach and help other Local Governments and community act on the climate emergency. Projects included a community publication on the climate emergency and hosting a community climate emergency dinner for over 80 people who pledged to take action in a variety of ways. Other projects include: initiating a feasibility study for residential tenants to access solar energy, a micro-grid pilot feasibility study, hosting national and international webinars (linking up climate emergency councils across Australia and the world), and developing a framework and supporting resource for climate emergency councils.

Big Action 3: Dramatically improve walking and cycling

Highlights in Council's Walking and Cycling program include:

- Launching the new Darebin Loves Bikes campaign at the Darebin Community and Kite Festival. Over 200 festival attendees reached the event by bike and 37 bikes were checked and tuned.
- Running the autumn series of bike skills workshops.
- Working with Reservoir West Primary School to design raised pedestrian crossings and slow traffic at intersections.
- Working with Newlands Primary School to plan and design school crossings for construction in future years. Getting to school routes are being designed in collaboration with the school community.
- Constructing a safer shared path link on the Cheddar Road shared path at Hickford Street and safer raised side road crossing points around Westgarth Station.
- Consulting and designing the Preston Activity Link and Northern Reservoir Streets for People corridors. Beginning construction of the Northcote-Thornbury Streets for People corridor.

Big Action 4: Advocate for better public transport

(Please refer to Goal 5)

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

The Darebin Nature Trust (DNT) first met in August 2018 and since then it has provided valuable feedback on the draft Open Space Strategy. The strategic focus of the DNT is to enhance biodiversity and the open space network. Through 2019-2020 the DNT will continue to provide advice on opportunities for Council to integrate biodiversity into its design, maintenance and education activities.

Big Action 11: Increase our Tree Canopy and urban forest

The tree planting program restarted in March 2019 and all targets were met. Highlights of the planting program have been the planting of 35 new trees in Boldewood Parade, 74 trees in Lawley St Reservoir and 64 trees in Dunne St Kingsbury. Park tree planting include: 20 at Edwardes Lake Park Reservoir, 25 at B.T. Connor Reserve, 23 at Atkinson Reserve and 42 at All Nations Park in Northcote. Support has also been given to community groups such as Stationeers and schools by providing trees and shrubs for planting projects. Giveaways at Council events (2,500 trees and shrubs) across Darebin also work towards increasing the urban forest canopy.

Legend



On track



Getting there, some obstacles



Well behind schedule



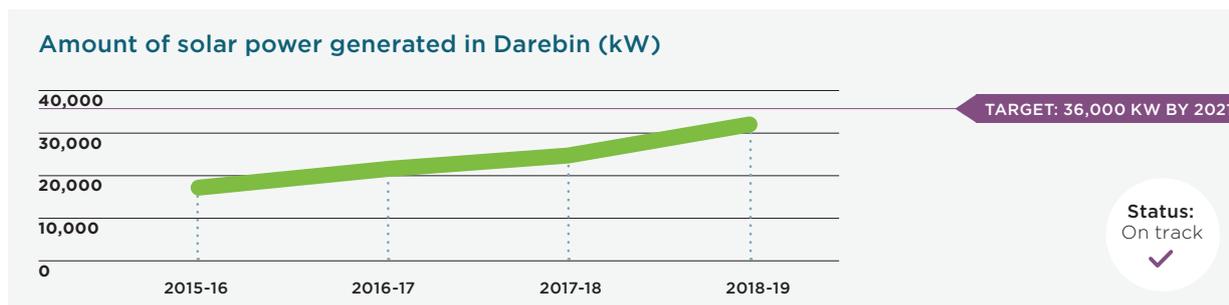
HIGHLIGHTS AND ACHIEVEMENTS FOR GOAL 1

- Adopted the Local Law for the Protection of Trees on Private Property. The local law aims to maintain the tree canopy on private property as well as maintain the local character of an area.
- Completed a new bridge across the Darebin Creek at Rawthcrown Road (with 50 per cent funding from the Department of Environment, Land Water and Planning). The bridge provides a safer connection between the Darebin Creek Trail and Bundoora Park.
- Completed the draft of the Open Space Contributions Framework, the mechanism by which we are seeking to increase the levy that developers pay in open space contributions to ensure the ongoing quality of life of our future city as our population grows.
- Hosted a successful Sustainability Matters event showcasing the ground-breaking work of our local businesses in reducing waste and operating in a more sustainable way.
- Hosted the first Climate Emergency Conference in September 2018. Later hosted a community leader's climate emergency dinner, where 80 people committed to climate action through a range of activities, as well as advocating for other organisations to declare a climate emergency.
- Met tree planting targets in parks, streets and bushland areas, with more than 3,400 trees planted.
- Purchased two fully electric passenger vehicles, along with charging stations for the Preston Town Hall.
- Tried a food waste recycling service, with more than 1,000 households in Kingsbury invited to participate. Council resolved to introduce the new service to Darebin residents in the spring of 2019.

CHALLENGES FOR GOAL 1

- The collapse of international recycling markets has created instability in the recycling sector. A period of disruption in the recycling processing service resulted in 1,000 tonnes of recyclables going to landfill.
- Weed management has become an issue, with some community members pushing for a ban on certain herbicides that form a major part of our weed control programs.

PERFORMANCE INDICATORS AND RESULTS FOR GOAL 1



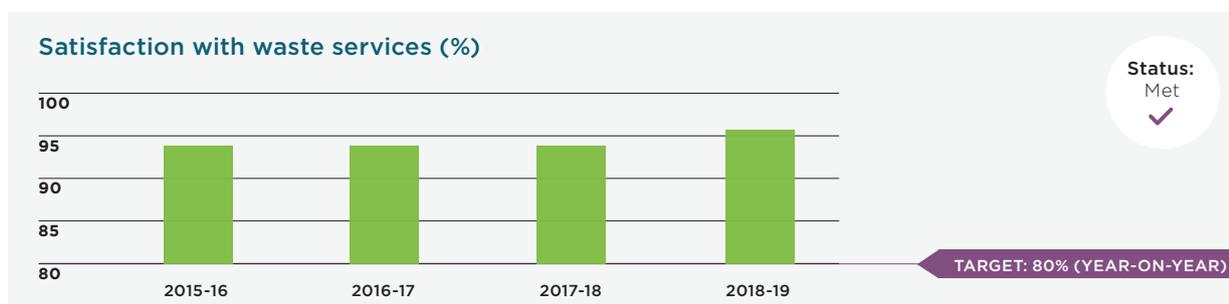
Source: Clean Energy Regulator (data from households or businesses that have claimed a Small Generation Unit (SGU) - Solar Panel).



Source: Darebin City Council asset records

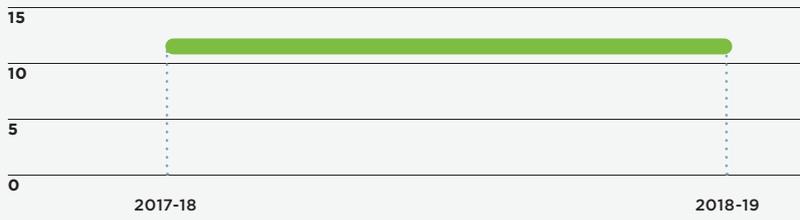


Source: Tonnage records, Municipal Recycling Facility and Estimated Residential Population (Australian Bureau of Statistics).



Source: Darebin City Council Community Satisfaction Survey

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



TARGET: 30% BY 2021

Council progressed four area-based speed change applications with VicRoads during 2018-2019 and will continue delivery during 2019-2020 to achieve the target in 2021.

Status:
Off track
✗

Source: Darebin Asset System and GIS

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

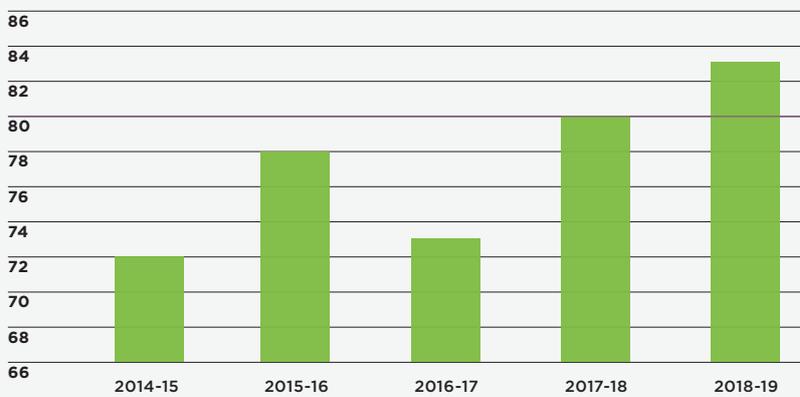


TARGET: 12% INCREASE BY 2021

Status:
Met
✓

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

Satisfaction with footpath maintenance and repairs (%)

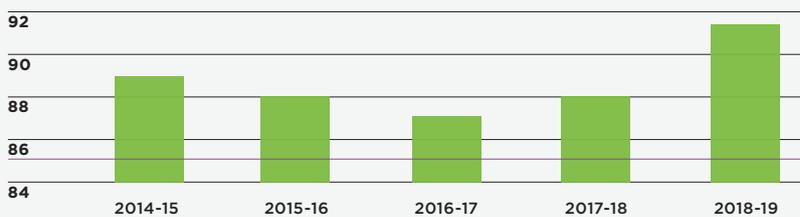


TARGET: 80% YEAR-ON-YEAR

Status:
Met
✓

Source: Darebin City Council Community Satisfaction Survey

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

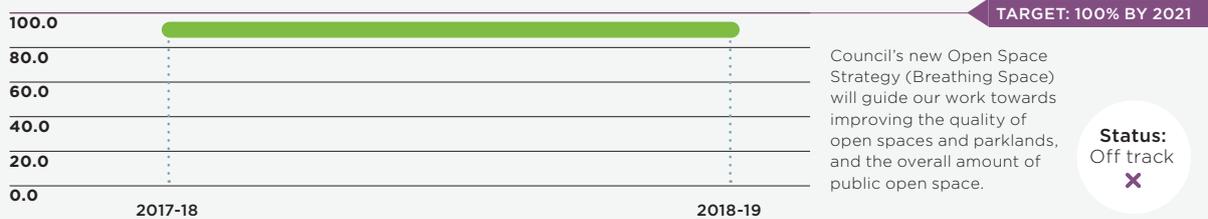


TARGET: 85% YEAR-ON-YEAR

Status:
Met
✓

Source: Darebin City Council Community Satisfaction Survey

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



Council's new Open Space Strategy (Breathing Space) will guide our work towards improving the quality of open spaces and parklands, and the overall amount of public open space.

Source: Darebin Asset System, GIS and 2016 Census Data

Proportion of tree coverage on public land (%)



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

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

Please Note:

The strategic indicator 'Reduce private vehicle usage' is not reported here as the relevant data set will not be released until 2019-2020.

SOME FUTURE PLANS FOR GOAL 1

- Complete a new Waste Strategy
- Continue advocacy to the Victorian Government calling for the use and transparency of landfill levy funds, banning of single-use plastics, introduction of container deposit legislation and the need for urgent action on recycling issues.
- Finalise our first 'Streets for People' corridor in Northcote/Thornbury. These works provide for safer and more enjoyable walking and cycling environment along our commuter streets where walking, cycling and green space take priority.
- Purchase Council's first fully electric garbage truck.
- Roll out food waste collection service in the spring of 2019 to all households that have a green waste bin.
- Work with other councils and our community to advocate to both the Victorian and Australian governments to declare a climate emergency.

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

Goal 2 – Opportunities to live well

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

Strategy 2.1

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

Strategy 2.2

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

Strategy 2.3

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

There are 53 actions listed under Goal 2 in the Council Plan Action Plan 2018–2019. The following section shows progress against the Big Actions from the Council Plan and also provides highlights from the Action Plan. Progress comments on all 53 actions can be found at darebin.vic.gov.au/CouncilPlan

Budget allocated to Goal 2

Net cost	2018–2019 \$'000
Budget	16,693
Actual	17,288
Variance	(595)



SERVICES FOR GOAL 2

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

Note: The service areas in the table align with the 2018-2019 Budget, and are consistent with the Council Plan 2017-2021.

Service area	Description of services provided	Net cost of providing this service in 2018-2019
		Budget Actual Variance \$'000

Opportunities to live well

Aged and disability	Provides a range of services to assist older people and those with a disability and their carers who wish to live independently and remain active in the community. Services and activities include general home care, personal care, respite care, home maintenance, housing support, dementia care, meals and community transport.	6,346 <u>5,444</u> 902
Families, youth and children	Responsible for a mix of service delivery, policy and community partnership projects that target Darebin's children, youth and their families. It includes early childhood resources and liaison, help for early years services to support children with additional needs, a centralised registration service for kindergarten and child care services, supported play groups, toy library, maternal and child health services, an immunisation program, family support services and youth services.	4,944 <u>5,321</u> (377)
Recreation and leisure	Recreation policy, planning and programming; facility management; sports development and liaison; specialist recreation programming for disadvantaged groups and individuals; and information provision. Responsible for Council's major recreation facilities at the Darebin Community Sports Stadium, Darebin International Sports Centre, Northcote Aquatic and Recreation Centre and the Reservoir Leisure Centre.	959 <u>2,333</u> (1,374)
Learning and libraries	Responsible for our library services at Fairfield, Northcote, Preston and Reservoir and our virtual library at www.darebinlibraries.vic.gov.au	4,445 <u>4,189</u> 256

BIG ACTIONS FOR GOAL 2

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



With input from a Community Reference Group, Council has started development of a master plan for the park, including short and long term improvements. A planting list has been created to improve biodiversity and maintain the natural character of the park. In 2019-20, Council will consult and finalise the Masterplan and progress planting at the site. Council decided not to proceed with a children's hub late 2018 and, based on community consultation, ensured that this site remain a natural, open space.

Big Action 7: Build a multi-sports stadium



Architects have been appointed to design the Multi-Sports Stadium. The design is well underway and Council will be asked to consider the concept design of the project in late 2019.

Big Action 8: Renew the Northcote Aquatic and Recreation Centre



Council resolved to proceed with the design phase of the redevelopment for NARC. In June 2019, Council entered into a contract with an architect for design services for NARC. The design process is underway.

Big Action 9: Reimagine and revitalise seniors clubs



As part of the Age Friendly Darebin Review, initiated May 2018, the draft report provided recommendations about Senior Citizens Centres and Clubs. Future actions to deliver this initiative, will be considered after the independent panel report to Council. A functional assessment of all senior citizen centres in Darebin commenced and is expected to be completed late July 2019.

Legend



On track



Getting there, some obstacles



Well behind schedule



HIGHLIGHTS AND ACHIEVEMENTS FOR GOAL 2

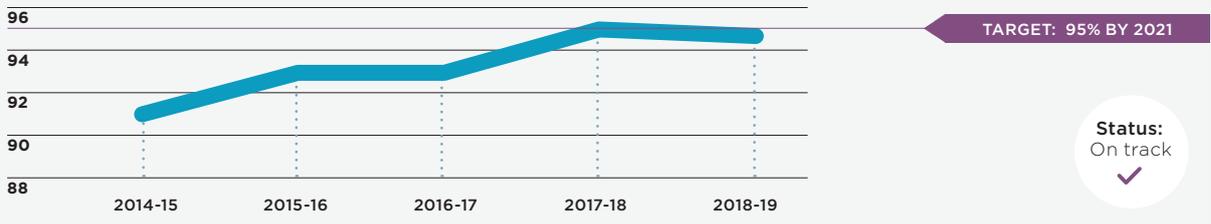
- A major oval renovation project at Preston City Oval involved levelling of the surface to facilitate better drainage and improvements to the grass surface.
- An increase in new commercial child care centres in Darebin has provided additional choice and flexibility for families and alleviated many of the enrolment pressures early years services have historically experienced.
- Completed a mural commission in April to congratulate residents for a Nobel Peace Prize. Collateral, lighting and a marker were scheduled to be completed in August.
- Completed an Age Friendly Darebin Review, with 98 recommendations including: new/improved services, social and cultural connections, and better built environments. The two rounds of community consultation engaged 1,100 people in more than 50 events and activities.
- Constructed the first Changing Places facility in Darebin. Changing Places include an adult-sized changing table, hoist, and enough space to support someone in a safe and clean environment.
- Held a Home Made Food and Wine Festival, with participant numbers in the competition up by 20%. About 1,500 people attended a Meet the Makers event.
- Held a music feast closing party, with 4,000 people in attendance.
- Held an Unspoken: What Will Become of Me? event to connect the community with end-of-life processes and resources.
- Reservoir Leisure Centre had strong increases in attendances across a range of programs including an:
 - increase in overall centre attendance, up 11% to just under 390,000 total visits
 - increase in total visits by members, up 18.6%.

CHALLENGES FOR GOAL 2

- Complete and implement a new Darebin Libraries Strategy to provide much-needed support for our community's lifelong learning needs.
- Ensure that ageing recreation and aquatic facilities keep up with community needs and expectations.
- Provide appropriate female-friendly facilities to cater for continued growth in sports participation by women and girls.
- Respond to community and stakeholder concerns about the future direction of aged care services.

PERFORMANCE INDICATORS AND RESULTS FOR GOAL 2

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



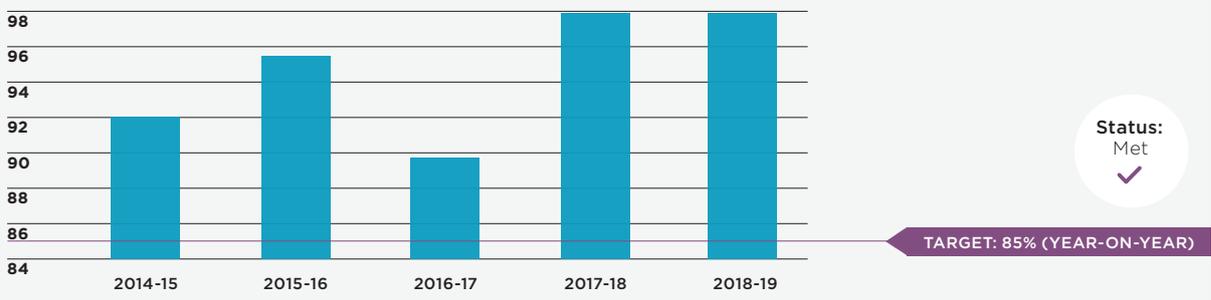
Source: Australian Immunisation Register

Participation in the Maternal and Child Health Service (%)



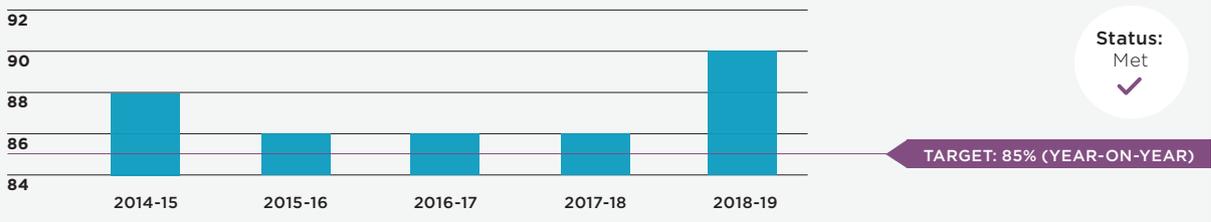
Source: Child Development Information System

Satisfaction with Council's festivals and events (%)



Source: Darebin City Council Community Satisfaction Survey

Satisfaction with Aged Care Services (%)



Source: Internal Council survey

Please Note:

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



SOME FUTURE PLANS FOR GOAL 2

- Design and implement an exciting, new, cutting-edge arts and culture festival program.
- Following on from the development of the Age Friendly Darebin Report, implement a new and improved ways of making Darebin an even better place for older people, and therefore everyone, to live.
- Pursue a new strategic direction that will allow more resources to be committed to arts projects and practice at the Northcote Town Hall and Darebin Arts Centre.
- Work with the community on the design of the Northcote Aquatic and Recreation Centre and Multi-Sports Stadium.

Goal 3 - A liveable city

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

Strategy 3.1

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

Strategy 3.2

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

Strategy 3.3

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

There are 36 actions listed under Goal 3 in the Council Plan Action Plan for 2018-19. The following section shows progress against the Big Actions from the Council Plan and also provides highlights from the Action Plan. Progress comments on all 36 actions can be found at darebin.vic.gov.au/CouncilPlan

Budget allocated to Goal 3

Net cost	2018-2019 \$'000
Budget	22,020
Actual	23,623
Variance	(1,603)



SERVICES FOR GOAL 3

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

Note: The service areas in the table align with the 2018-2019 Budget, and are consistent with the Council Plan 2017-2021.

Service area	Description of services provided	Net cost of providing this service in 2018-2019 Budget <u>Actual</u> Variance \$'000
A liveable city		
City development and health	Provides support and advice to Council with respect to the Darebin Planning Scheme (Strategic Planning) as well as delivering services to ensure compliance with building legislation and industry standards (Statutory Planning). Responsible for Council's environmental health service (enforcement of the Food Act, Health Act, Tobacco Act and Environmental Protection Act and associated regulations).	4,875 <u>5,038</u> (163)
Creative culture and events	Provides a program of arts and cultural events and activities and develops policies and strategies to facilitate arts practice in the municipality. Management and programming of the Bundoora Homestead Art Centre and the Darebin Art and History Collection, and coordination of Darebin Arts Centre and Northcote Town Hall Arts Centre and community hubs.	4,736 <u>5,084</u> (348)
Facilities and infrastructure management and maintenance	Responsible for planning, management and maintenance of roads, footpaths, drains, bridges, facilities, properties as well as network of street, directional, parking, regulatory and advisory signs. Oversees and coordinates the capital works program including construction of major infrastructure projects.	11,870 <u>12,249</u> (379)
Civic compliance	Responsible for Council's animal management, Local Laws, Planning Enforcement, Traffic Enforcement and School Crossings Supervision Service.	539 <u>1,253</u> (714)

BIG ACTIONS FOR GOAL 3

Big Action 12: Expand our land subdivision levy

Council's current land subdivision levy (Open Space Levy) collects funds for new and improved open space capacity to help meet the needs of our growing population. Feedback from the community on the draft Open Space Strategy has been incorporated into a final strategy which Council adopted on 2 September 2019. A key action of the strategy is to increase the levy's contribution rate. A new Open Space Contribution Framework is currently being developed to inform the increased levy rates. Once the framework is finalised and adopted by Council, a planning scheme amendment process would commence to implement the levy.

Big Action 13: Create a Developer Contributions Scheme

The Developer Contribution Scheme is a multi-year project that will allow Council to collect funds from new developments to cover the costs of infrastructure. Currently, work is focused on planning for specific infrastructure needs and works to which developers would contribute. Future work is expected to commence on a Planning Scheme Amendment, with the public exhibition process to follow.

Big Action 14: Create a new suburb for Northland

There have been some delays to some of the milestones in this project. A draft Precinct Plan is expected to be released in early 2020. Further work is being commissioned to provide more detail to guide the future development of the area.

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

In 2018-19 Council secured a commitment from the State Government to remove all four level crossings in Preston and is now using the opportunity and calling for high quality design of the area including new parks and recreation spaces as well as walking, wheeling and cycling connections. The State Government has started replacing Reservoir Station and removing the level crossing, which will create new open space and improve the station and make it more accessible. Council has been asking for improved designs including widening the pedestrian plaza, planting more trees, increasing bike parking and incorporating kiosks.

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

Council has undertaken community engagement activities to develop a new vision for Preston Central. These included targeted stakeholder workshops, street stands and a full-day Future Preston Summit, held in the Shire Hall. Together with Council advocating to the State Government for integrated level crossing removal and station redevelopment at Bell Street and the review of the planning controls for Preston Market, these projects are an opportunity to revitalise the Preston Central area and deliver improved community outcomes.

Legend



On track



Getting there, some obstacles



Well behind schedule

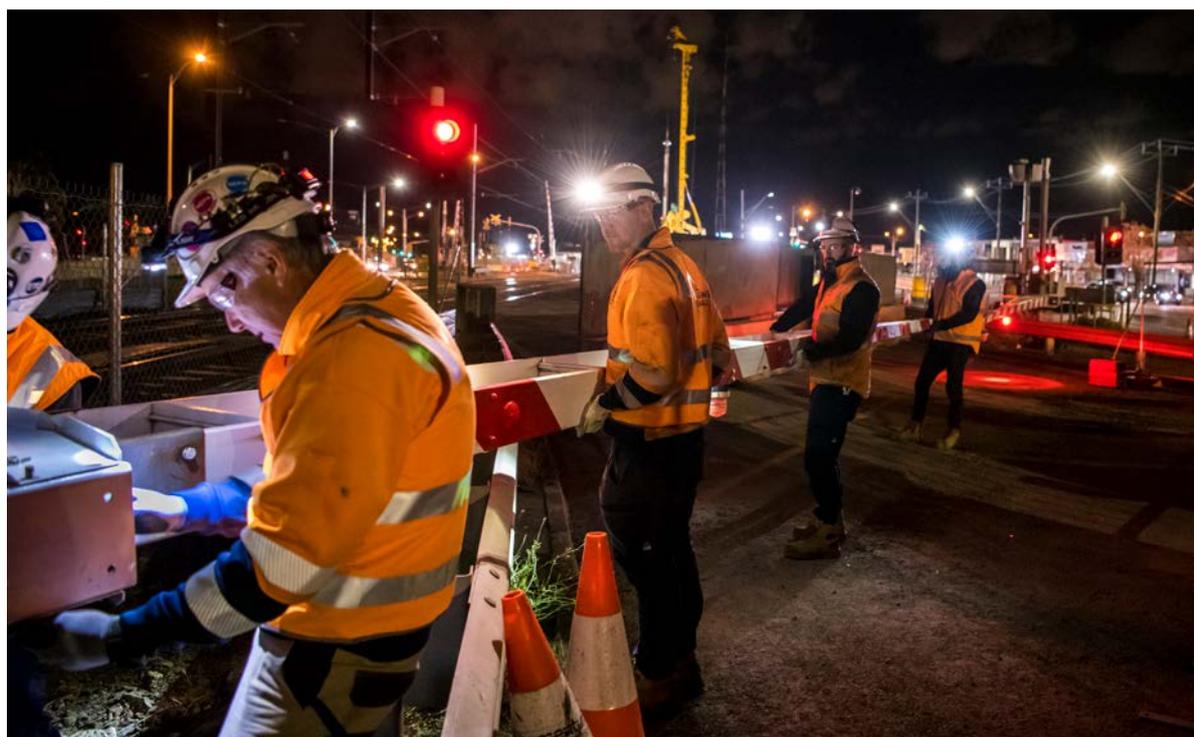
HIGHLIGHTS AND ACHIEVEMENTS FOR GOAL 3

- Advanced our exploration of affordable housing projects on Council land through a Request for Proposals from registered housing providers for a scheme at Townhall Avenue and in partnership with Kids Under Cover at a site in Preston Central.
- Advocated for a better standard of development and have achieved recent success in the Victorian Civil and Administrative Tribunal in asking developers to improve the design quality of their developments. Council has been supported in saying ‘no’ to poor development, as illustrated by decisions made on proposed developments in High Street and Plenty Road (Preston), and High Street and Broadway (Reservoir).
- Finalised Breathing Space: The Darebin Open Space Strategy to guide our work in getting more and better open space for our growing population.
- Implemented life-time animal registration tags to streamline our registration process and allow for e-renewal notices in the near future. This will make it easier for residents to renew their animal registrations.
- Replaced more than 18,000 square metres of damaged footpaths.
- Secured a commitment from the Victorian Government to support Council’s position for the removal of four level crossings in Preston, following 3.5 years of advocacy. This paves the way for the removal in 2022 of level crossings at Oakover Road, Bell Street, Cramer Street and Murray Road, Preston.

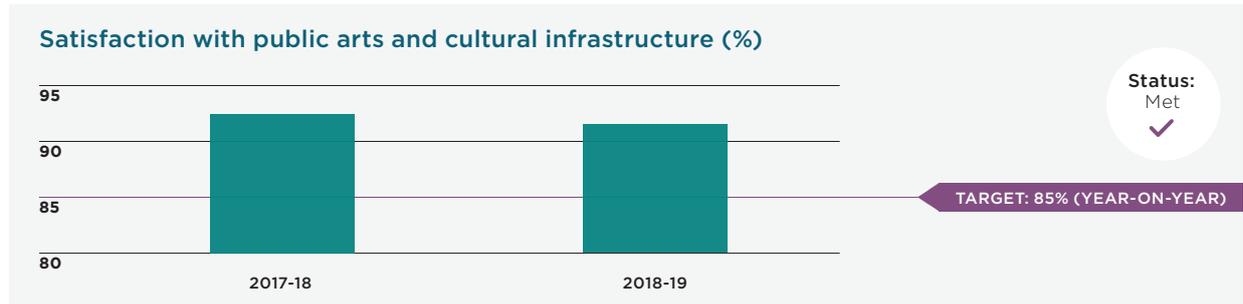
CHALLENGES FOR GOAL 3

- The complexity and frequency of disruption related to construction, service authority and infrastructure improvement activity continue to place pressure on the level of amenity our community enjoys. Council is continuing to look at new ways of tackling this problem and minimising the disruptive effects of these activities.

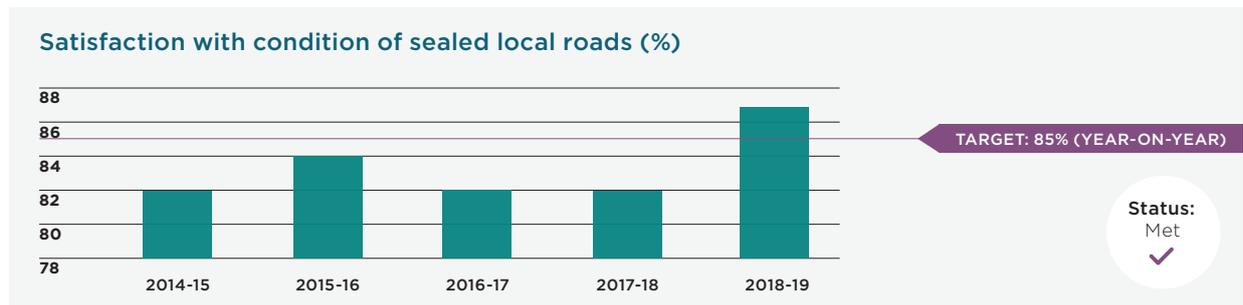
Crossing removal near Reservoir station



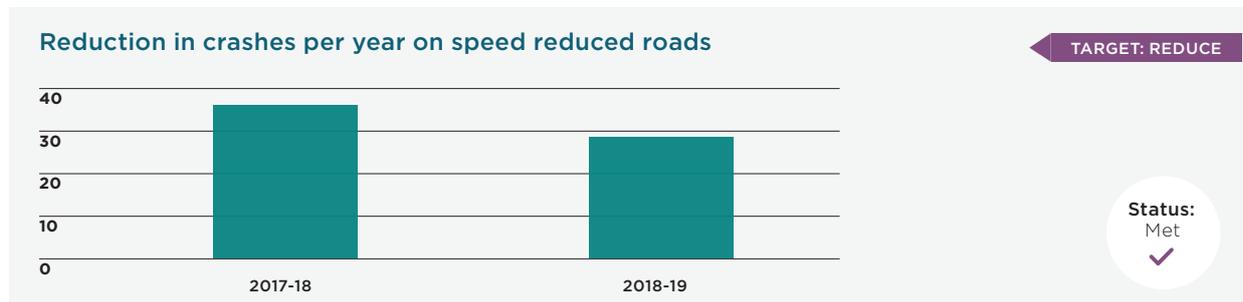
PERFORMANCE INDICATORS AND RESULTS FOR GOAL 3



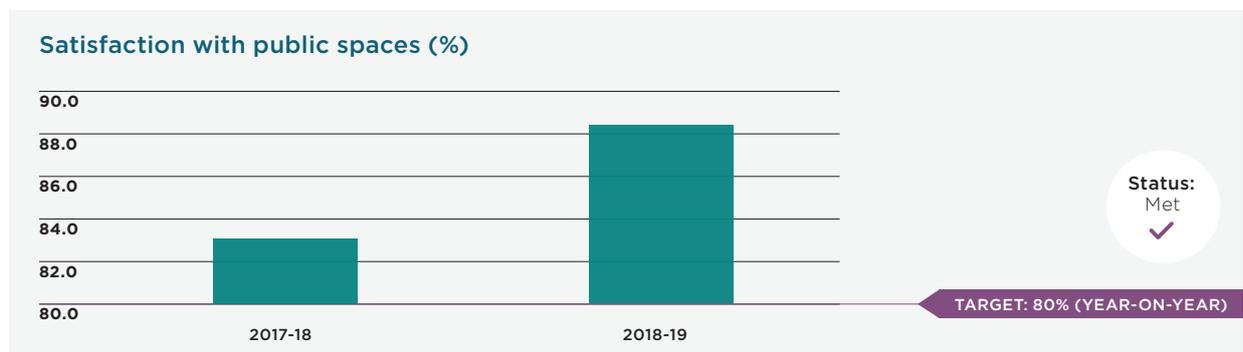
Source: Darebin City Council Community Satisfaction Survey



Source: Darebin City Council Community Satisfaction Survey

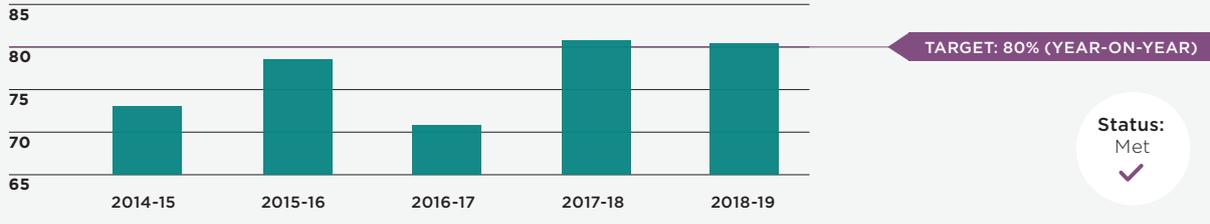


Source: VicRoads crash stats website (multi-year averages on locations used to compare rates)



Source: Darebin City Council Community Satisfaction Survey

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



Source: Darebin City Council Community Satisfaction Survey

FUTURE PLANS FOR GOAL 3

- Advocate for new open spaces as part of the removal of the level crossings at Preston and Bell stations (i.e. Oakover Road, Bell Street, Cramer Street and Murray Road, Preston)
- Complete the review of the Local Law to improve its format, with improved clarity for residents and staff alike.
- Continue to show leadership in the interests of community safety working to support the Victorian Building Authority and the Victorian Cladding Taskforce in addressing the issues associated with combustible cladding.
- Continue to work collaboratively with the Level Crossing Removal Project to maximise the benefits and support our community and businesses in getting through the disruption of these highly beneficial rail infrastructure projects.
- Manage disruption and achieve positive outcomes for the level crossing removal projects.

Goal 4 – A strong economy

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

Strategy 4.1

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

Strategy 4.2

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

Strategy 4.3

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

There are 12 actions listed under Goal 4 in the Council Plan Action Plan for 2018–2019. The following section shows progress against the Big Actions from the Council Plan and also provides highlights from the Action Plan. Progress comments on all 12 can be found at darebin.vic.gov.au/CouncilPlan

Budget allocated to Goal 4

Net cost	2018–2019 \$'000
Budget	1,134
Actual	1,038
Variance	96



SERVICES FOR GOAL 4

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

Note: The service areas in the table align with the 2018-2019 Budget, and are consistent with the Council Plan 2017-2021.

Service area	Description of services provided	Net cost of providing this service in 2018-2019 Budget <u>Actual</u> Variance \$'000
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A strong economy

Economic development	Economic development develops and implements strategies and activities to foster and promote a sustainable business sector to provide local employment. We work with local trader and business associations to help them improve business performance. We work with neighbouring municipalities to develop and implement regional economic growth.	1,134 <u>1,038</u> 96
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BIG ACTIONS FOR GOAL 4

Big Action 10: Reinvigorate the Darebin Arts Centre



An upgrade of the Darebin Arts Centre foyer commenced in January 2019 and construction works completed in April 2019. This upgrade ensures the venue is fit-for-purpose, accessible to people of all abilities and a thriving arts centre. A new five-year operational plan for Darebin Arts Centre is near completion and provides a road map to enable and support arts and creativity locally. The plan will significantly enhance the use of the venue, facilitating the making of new work - enabling spaces within Darebin for artists and creative sector organisations to base themselves.

HIGHLIGHTS AND ACHIEVEMENTS FOR GOAL 4

- Advanced the work to renew special rates levies across three activity centres - Fairfield, Preston and Northcote - to enable targeted marketing and promotional activities for the shopping strips over the next five years.
- Introduced Pitch It, a program to identify and support exciting new local businesses with grant funding and mentoring.
- Successfully partnered with Northland Shopping Centre to conduct the annual Job Fair in September 2018. More than 1,000 young people and 18 retailers participated, with young people supported through daily resume and interview readiness activities delivered at The Hub.
- Undertook extensive community engagement, completed key background and technical reports including an Identity Study, and worked closely with the Victorian Planning Authority to inform the planning process for the Preston Market.

Legend



On track



Getting there, some obstacles

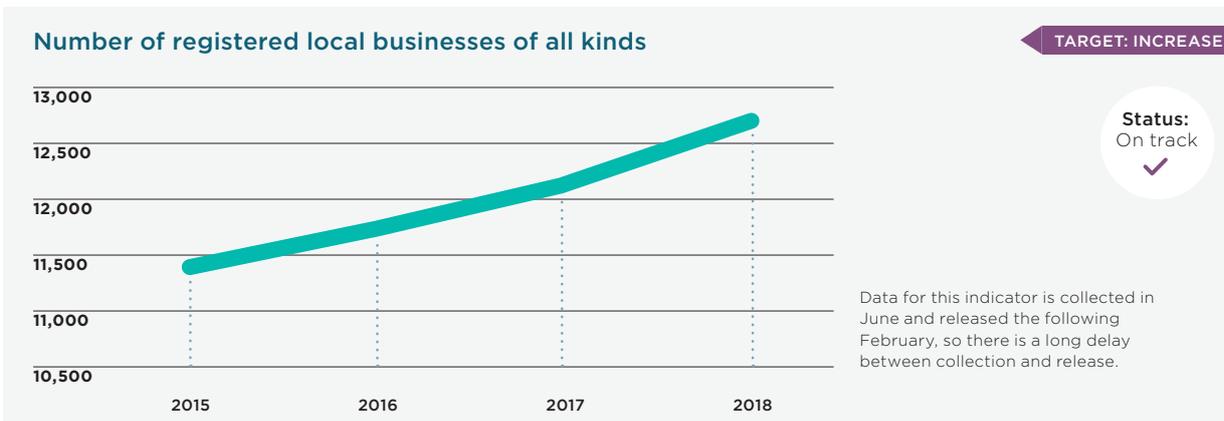


Well behind schedule

CHALLENGES FOR GOAL 4

There is a need to build understanding within our community of what Council can directly control and what it can influence or advocate for.

PERFORMANCE INDICATORS AND RESULTS FOR GOAL 4



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



Source: Darebin City Council's internal records

FUTURE PLANS FOR GOAL 4

- Develop our new place management program of activities to make our local areas more vibrant, active and successful.
- Translate the engagement findings and technical information for Preston Market to continue to advocate for the best outcomes for the market and the precinct as the Structure Plan process is progressed by the Victorian Government.

Goal 5 - Involving our diverse communities

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

Strategy 5.1

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

Strategy 5.2

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

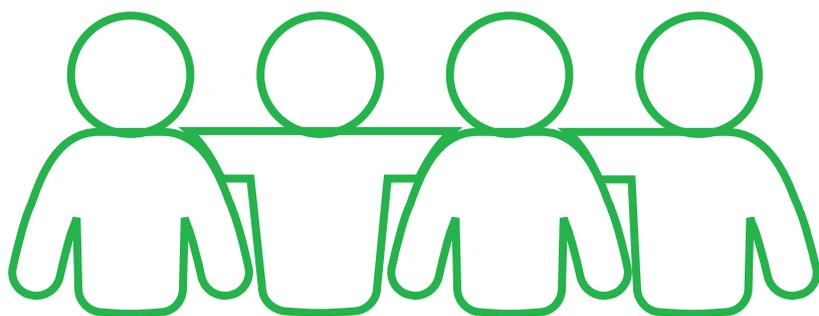
Strategy 5.3

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

There are 36 actions listed under Goal 5 in the Council Plan Action Plan for 2018–2019. The following section shows progress against the Big Actions from the Council Plan and also provides highlights from the Action Plan. Progress comments on all 36 can be found at darebin.vic.gov.au/CouncilPlan

Budget allocated to Goal 5

Net cost	2018–2019 \$'000
Budget	9,730
Actual	9,879
Variance	(149)



SERVICES FOR GOAL 5

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

Note: The service areas in the table align with the 2018-2019 Budget, and are consistent with the Council Plan 2017-2021.

Service area	Description of services provided	Net cost of providing this service in 2018-2019		
		Budget	Actual	Variance
		(\$'000)		
Involving our diverse communities				
Customer service	This provides the customer interface for several services and a wide range of transactions. Service is accessed via customer service centres, a telephone call centre, our website and an after-hours emergency service.	2,479	<u>2,220</u>	259
Equity and wellbeing	This service develops policy and implements projects that address disadvantage and make Darebin a healthier, safer and more inclusive place for all residents.	2,883	<u>2,885</u>	(2)
People and development	Provides support to the organisation on strategic issues such as change management, leadership development and organisation development.	2,447	<u>2,486</u>	(39)
Communication, advocacy and engagement	Using demographic data to undertake consultation, facilitation, engagement and evaluation to inform the promotion and advocacy of social justice, community inclusion and equity. Work with other levels of government, partners, stakeholders and media on issues that are important to the Darebin community.	1,921	<u>2,287</u>	(366)

BIG ACTIONS FOR GOAL 5

Big Action 4: Advocate for better public transport*



Improving public transport is a key priority. Council has advocated to the Federal Government to commit investment in the extension of the Tram Route 11 to Reservoir Station and with the State Government to bring forward the section of the Suburban Rail Loop - serving the north and other east-west public transport connections. Council has also advocated for key local issues such as reinstatement of the tram stop at Tyler St and Plenty Road. After many years of advocacy, Council has welcomed the State Government's significant commitment to better public transport in Darebin, through removal of the Reservoir Level Crossing and a pre-election commitment to remove four level crossings in Preston. Council is now advocating for the design of these removals to maximise access to public transport and connect buses, trains and trams.

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

HIGHLIGHTS AND ACHIEVEMENTS FOR GOAL 5

- Adopted a Rates Financial Hardship Policy to provide a framework for financial relief to individual ratepayers having trouble in meeting their rate payment obligations.
- Increased program hours on offer at the East Preston Community Centre program from 20 in 2017-2018 to 70 a week in 2018-2019. New programs included a community led sewing course, legal services, gentle exercise classes and story time for children.
- More than 300 Year 5 students attended the Schools Yarning Conference, celebrating the 2018 NAIDOC theme 'Because of her we can'. Students learned about First Peoples' history and culture across interactive workshops, led by 27 Aboriginal and Torres Strait Islander educators.
- The Aboriginal Maternal and Child Health Initiative has been recognised for its beneficial contributions to our community by being a finalist in the 2019 LGPro Excellence Awards.
- Young Citizens Jury successfully completed 100% of the Young Citizens Jury Solutions Implementation Plan 2018-2019, and maintained a strong advocacy for young people's voices through local projects.

CHALLENGES FOR GOAL 5

- Responding to the needs of an increasing number of rough sleepers in Darebin.
- Supporting local services and organisations to respond to the increasing needs of asylum seekers affected by the cuts to the Status Resolution Support Services payment.

Legend



On track

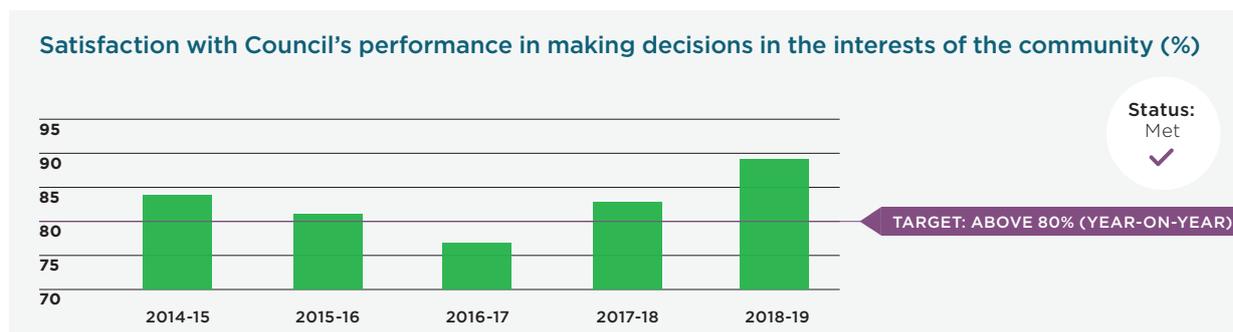


Getting there, some obstacles

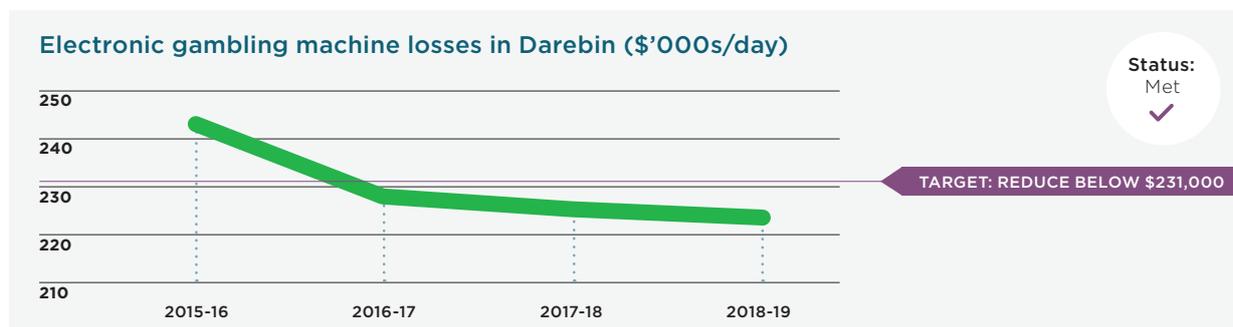


Well behind schedule

PERFORMANCE INDICATORS AND RESULTS FOR GOAL 5



Source: Darebin City Council Community Satisfaction Survey



Source: Victorian Commission for Gambling and Liquor Regulation

FUTURE PLANS FOR GOAL 5

- Deploy a new Community Engagement Framework and Strategy to help Council hear the community's views in the development of our programs and services.
- Develop and implement an assertive outreach program to support the wellbeing needs of people experiencing homelessness in Darebin.
- Develop the new Darebin Access and Inclusion Plan. Council will work with community members with a disability to create a vision of an accessible and inclusive Darebin.
- Partner with a local jobs provider to set up a community employment program for 10 community members from lower socio-economic backgrounds who are either unemployed or underemployed. Program participants will obtain a Certificate III in Business Administration and enter Council's casual pool of workers.

Goal 6 – A well-governed Council

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

Strategy 6.1

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

Strategy 6.2

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

Strategy 6.3

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

There are 23 actions listed under Goal 6 in the Council Plan Action Plan for 2018–2019. The following section shows progress against the Big Actions from the Council Plan and also provides highlights from the Action Plan. Progress comments on all 23 can be found at darebin.vic.gov.au/CouncilPlan

Budget allocated to Goal 6

Net cost	2018–2019 \$'000
Budget	20,422
Actual	17,437
Variance	2,985



SERVICES FOR GOAL 6

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

Note: The service areas below align with the 2018-2019 budget, and are consistent with the Council Plan 2017-2021.

Service area	Description of services provided	Net cost of providing this service in 2018-2019		
		Budget	Actual	Variance
		(\$'000)		
A Well Governed Council				
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.	1,942	<u>1,965</u>	(23)
Corporate governance	This service includes direct administrative support to the Mayor and Councillors, coordination of Council and Committee meetings. It also includes the Chief Executive Officer, Executive Management Team, as well as the administration of Council business, policy support and corporate risk.	6,065	<u>3,187</u>	2,878
Digital services	Responsible for providing computer software and hardware support to the organisation and records management.	6,076	<u>5,713</u>	363
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.	3,179	<u>3,401</u>	(222)
Fleet Services	Responsible for the oversight of the fleet required to support Council's service provision.	3,159	<u>3,171</u>	12



BIG ACTIONS FOR GOAL 6

There are no Big Actions for this goal.

HIGHLIGHTS AND ACHIEVEMENTS FOR GOAL 6

- Continued to remain financially sustainable, achieving an underlying surplus of \$19.27 million, despite the challenges created by Council rates revenue increases being capped by the Victorian Government and the increased expectations and demands on Council services arising from population growth and demographic changes.
- Coordinated more than 100 overseas qualified, Aboriginal and Torres Strait Islander, disability and work experience placements.
- Council won a Gold Award in the internationally recognised Australasian Reporting Awards for its 2017-2018 Annual Report.
- Our public-facing work on pokies machines placed Darebin at the front of the community campaign to limit the damage that electronic gambling causes to the community.
- Partnered with the Inner Northern Local Learning and Employment Network to conduct the Real Jobs Interview Program, with more than 280 Darebin Year 10 students participating.
- The Customer Service Centre is more accessible for people with disabilities now that we have Central Accreditation Service (CAS) accreditation and have installed hearing loops. We have also increased the Language Aid Program to provide interpreters for more people who need them.
- The Statutory Planning Service now has an almost complete digital capability through the planning application process. This transformation reduces our energy footprint and paper consumption and provides a better, more convenient service.¹

CHALLENGES FOR GOAL 6

- The cap on rate rises will continue to constrain Council's financial sustainability and its capacity to continue to meet the community's expectations on infrastructure and services provided.
- The short timeframe provided for feedback on the additional reforms proposed for the *Local Government Bill 2018* was challenging, given the substantial nature of the proposal and its potential impact. Council continues to advocate for an appropriate consultation process for these significant reforms.

¹ With the exception of section 72 amendment applications, all planning applications can now be lodged digitally.



PERFORMANCE INDICATORS AND RESULTS FOR GOAL 6

There are no performance indicators associated with this goal.

FUTURE PLANS

- Continue reviews of services to ensure that service provision aligns with community needs, efficient delivery of services, and long term financial sustainability.
- Develop a better customer complaints process and a customer experience approach across Council services.
- Develop and implement a Workforce Planning Strategy with diversity principles applied to support Council to meet present and emerging community needs.
- Implement applications that will allow customers to complete their financial transactions with Council anywhere, anytime, on any device.
- Increase cyber security capabilities, such as recruiting a security specialist and increasing security awareness within Council, to harden our barriers to potential hackers and cyber thieves.
- New property and asset management strategies will provide contemporary frameworks to guide evidence-based and service-focused decision making by Council.

Governance and corporate information



Preston Municipal Offices building



Overview

1. An overview of our governance in 2018–2019

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

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

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

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

For more information, go to darebin.vic.gov.au/Governance

2. Councillor allowances

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

Darebin is a Category 3 Council in the structure. In this category, allowances of up to \$30,827 a year for councillors and up to \$98,465 a year for the mayor apply. Mayoral and councillor allowances are also subject to the addition of the equivalent of the superannuation guarantee, which is 9.5 per cent. The allowance is subject to annual automatic adjustments by the Minister for Local Government.

On 26 November 2018, Councillor Rennie was elected to serve as Mayor of Darebin Council for a one-year term.

3. Councillor expenses

Councillors incur expenses while fulfilling their roles as elected representatives. Expenditure is regulated by the Councillor Support and Expenses Policy, as endorsed by Council, and is consistent with section 75 of the *Local Government Act 1989*. A quarterly summary of councillor expenses is published at darebin.vic.gov.au/Governance and presented to the Audit Committee. Mobile and Internet charges are recorded in the month they are incurred. Other expenses are reported on a cash basis. All expenses reported are exclusive of GST.

89%

89% of community respondents said they were satisfied with Council decisions in 2018–2019

Councillor expenses 1 July 2018 to 30 June 2019

	Cr. McCarthy	Cr. Greco	Cr. Laurence	Cr. Williams	Cr. Le Cerf	Cr. Messina	Cr. Rennie	Cr. Amir	Cr. Newton	Total
Day-to-day activities	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Mobile	403	469	265	936	309	560	506	295	347	4,088
Landline	-	-	-	-	-	-	-	-	-	0
Internet	240	240	240	240	240	480	240	240	240	2,400
Travel	2,036	0	576	40	1,189	1,810	2,025	0	1,086	8,762
Family care	-	-	-	-	-	-	-	-	-	0
Conferences/ training	1,513	0	0	0	713	6,485	2,475	8,136	2,036	21,358
Functions/events	-	-	-	-	-	-	-	-	-	0
Approved by Council resolution	-	-	-	-	-	-	-	-	-	0
Other	-	-	-	-	-	-	-	-	-	0
Net expenses	-	-	-	-	-	-	-	-	-	0
Reimbursements to Council	-	-	-	-	-	-	-	-	-	0
Total net expenses	4,191	709	1,081	1,215	2,451	9,335	5,246	8,671	3,709	36,608

4. Conflict of interest declaration

In accordance with the *Local Government Act 1989*, Councillors and Council officers are required to disclose conflicts of interest and leave the meeting before discussions about those particular agenda items. During 2018–2019, there were 14 conflicts of interest declared by Councillors and four conflicts of interest declared by Council officers.

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

5. Assemblies of Councillors

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

In 2018–2019, there were 154 Assemblies of Councillors convened, including Councillor briefing sessions and strategic workshops, which usually take place twice a month.

6. Council meetings

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

Council meetings are generally open to the public. Council is committed to transparent governance and meetings are only closed when reports being considered are deemed by the Chief Executive Officer and/or Council to be confidential. During 2018–2019, there were 11 Council reports considered to be confidential.

In addition to considering reports at Council meetings, the community is invited to ask or submit questions during public question time. In 2018–2019, there were 238 questions submitted. The record of Councillor attendance at Ordinary Meetings of Council and Special Council Meetings held during 2018–2019 is shown in the table on page 95.

Councillor attendance at meetings, 1 July 2018 to 30 June 2019

Date	Ordinary Meeting	Special Meeting	Number of Reports	Confidential Items	Questions from the Gallery	Notices of Motion	Cr Amir	Cr Greco	Cr Laurence	Cr Le Cerf	Cr McCarthy	Cr Messina	Cr Newton	Cr Rennie	Cr Williams
2/07/2018	1	-	5	0	10	0	1	LoA	LoA	LoA	1	1	1	1	LoA
23/07/2018	1	-	7	3	2	1	1	1	LoA	1	LoA	Ap	1	1	1
13/08/2018	1	-	6	0	16	5	1	1	LoA	1	1	1	1	1	1
3/09/2018	1	-	13	0	11	9	1	1	LoA	1	1	1	1	1	1
24/09/2018	1	-	8	2	13	8	1	1	1	1	1	1	1	1	1
15/10/2018	1	-	10	0	7	8	1	1	LoA	1	1	1	1	1	1
5/11/2018	1	-	10	0	10	6	1	1	LoA	1	1	1	LoA	1	1
26/11/2018	-	1	7	0	0	0	1	1	LoA	1	1	1	1	1	1
3/12/2018	1	-	17	1	6	1	1	1	LoA	1	1	1	LoA	1	1
4/02/2019	1	-	7	0	10	1	LoA	1	1	1	1	1	1	1	1
25/02/2019	1	-	13	0	11	0	1	1	1	1	1	Ap	1	1	1
18/03/2019	1	-	7	0	8	12	1	1	1	1	1	1	1	1	1
8/04/2019	1	-	8	0	11	11	1	1	1	1	LoA	1	1	1	1
29/04/2019	1	-	10	1	3	2	1	1	LoA	LoA	1	1	1	1	1
20/05/2019	1	-	10	1	12	0	LoA	1	LoA	1	1	1	1	1	1
11/06/2019	1	-	8	0	51	1	1	1	LoA	1	1	1	1	1	1
24/06/2019	1	-	12	1	6	1	1	1	1	1	1	1	1	1	1
	16	1	158	9	187	66	17	17	16	17	17	15	17	17	17

LoA Approved leave of absence (counted as an attendance)

Ap Apology

Council officers in Gower Street, Preston



7. Our Council Committees

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

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

Council also has Community Advisory Committees that provide specialist advice or recommendations to Council. More information about our committees can be read at darebin.vic.gov.au/Committees

8. Hearing of Submissions Committee

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

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

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

8.1 Hearing of Submissions Committee membership and attendance in 2018–2019

From 1 July 2018 to 30 June 2019

	Hearing of Submissions Committee	Cr Laurence	Cr Williams	Cr McCarthy	Cr Greco	Cr Amir	Cr Le Cerf	Cr Rennie	Cr Newton	Cr Messina
20/08/2018	1	LoA	1	1	1	1	1	1	1	1
25/03/2019	1	1	1	1	1	1	1	1	LoA	1
13/05/2019	1	Ap	1	1	1	1	1	1	1	1
23/05/2019	1	Ap	1	1	1	1	1	1	1	1
	4	2	4	4	4	4	4	4	4	4

LoA Approved leave of absence (counted as an attendance)

Ap Apology

8.2 The year in review for the Hearing of Submissions Committee

Four meetings were held in 2018-2019 to hear submissions in relation to the local law for the protection of trees on private property, the renewal of special rate schemes in Fairfield and Northcote, and the proposed budget 2019-2020.

9. Planning Committee

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

In December 2018 Council amended the Planning Committee Charter to give the Committee the power to make decisions on strategic planning matters including planning scheme amendments, matters relating to planning policies and land use strategies, and matters relating to strategic development sites.

Planning Committee meetings are held to consider and determine:

- applications that receive five or more objections, fail to meet the objectives of adopted Council policy, or raise major policy implications and applications for major development and change of use
- strategic land use matters.

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

9.1 Planning Committee membership and attendance 2018–2019

All Councillors were members of the Committee. Cr Rennie (Mayor 26 November 2018 to 30 June 2019) was the Chair. Councillor attendance at Planning Committee meetings is shown in the accompanying table.

Planning Committee attendance from 1 July 2018 to 30 June 2019

Date	Planning Committee Meeting	Number of Reports	Cr Amir	Cr Greco	Cr Laurence	Cr Le Cerf	Cr McCarthy	Cr Messina	Cr Newton	Cr Rennie	Cr Williams
20/08/2018	1	2	1	1	LoA	1	1	1	1	1	1
19/11/2018	1	2	1	LoA	LoA	1	1	1	LoA	1	Ap
17/12/2018	1	4	1	1	LoA	1	1	Ap	1	1	1
12/03/2019	1	1	1	1	1	1	1	1	1	1	LoA
15/04/2019	1	3	1	1	1	1	1	1	1	1	1
13/05/2019	1	4	1	1	Ap	1	1	1	1	1	1
20/06/2019	1	2	1	1	Ap	1	Ap	1	1	1	Ap
	7	18	7	7	5	7	6	6	7	7	5

LoA Approved leave of absence (counted as an attendance)

Ap Apology



9.2 The year in review for the Planning Committee

The Planning Committee considered reports on 17 planning applications. It also received reports on:

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

9.3 Key issues in 2018–2019

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

- a proposal at 43–47 Simpson Street Northcote for a four-storey mixed-use development, with ground floor retail/commercial floor space and 12 dwellings
- an amendment to the development plan for an 11,980 square metre (sqm) site at 198 Beavers Road, Northcote proposed to be developed with up to 140 dwellings at a height of four storeys
- an 18 storey mixed-use development at 6-34 High Street Preston, containing 157 dwellings and 900 sqm of retail and office space
- consideration of legal advice in relation to the decision by Victorian Civil and Administrative Tribunal (VCAT) not to support Council's refusal of an application proposing additional electronic gaming machines within the Darebin RSL, 396–402 Bell Street, Preston
- a five-storey mixed-use development at 834 High Street, Preston, proposing seven dwellings with a ground floor shop
- a proposed new double storey Police Station at 67–73 Mahoneys Road, Reservoir

- a six-storey mixed-use development at 345 Bell Street, Preston, proposing dwellings and ground floor shops
- a five-storey mixed use development at 479 St Georges Road, Thornbury, containing six dwellings and a ground floor office.

9.4 Challenges

The Planning Committee functioned efficiently and made decisions on 17 applications in 2018–2019. This is a reduction on previous years and has resulted in a stronger focus by the Committee on more significant development proposals. A challenge for Council remains gaining support for its Planning Committee decisions at VCAT with an overall track of 44 per cent support in 2018–2019 for Council decisions that were appealed at VCAT.

10. Bundoora Homestead Board of Management

The Bundoora Homestead Board of Management is a Special Committee appointed pursuant to section 86 of the *Local Government Act 1989* to manage the operation of Bundoora Homestead Art Centre, the public art gallery within the City of Darebin. The Board comprises

nominated Councillors and community representatives and has delegated authority from Council to manage Bundoora Homestead. In 2018–2019, the Board was chaired by Kirsten Matthews to 5 December 2018 and then by JD Mittman.

10.1 Bundoora Homestead Board of Management membership and attendance 2018–2019

Meeting and Event dates	Kirsten Matthews (Chair to 05/12/18)	JD Mittmann (Chair from 05/12/18)	Cr Gaetano Greco	Cr Tim Laurence	Cr Susanne Newton	Angie Bedford	Peta Clancy	Giovanna D'Abaco	Cathy Henderson	Janette Lewis	Kade McDonald	Valentina Maxwell-Tansley	Sue Thornton	Lyndel Wischer
19/09/18 Board Meeting	1	1	Ap	Ap	Ap	N/A	N/A	N/A	1	Ap	1	1	N/A	Ap
05/12/18 Board Meeting	1	1	Ap	Ap	Ap	N/A	N/A	1	1	Ap	1	1	N/A	Ap
31/01/19 Induction	1	Ap	Ap	LoA	Ap	1	1	1	1	Ap	1	1	1	1
15/03/19 Networking Event	1	1	Ap	Ap	LoA	1	Ap	1	1	Ap	1	1	1	1
2/04/19 Workshop	1	1	Ap	1	1	Ap	Ap	1	1	1	Ap	1	1	1
12/06/19 Board Meeting	1	1	Ap	Ap	Ap	Ap	Ap	Ap	1	1	Ap	Ap	1	1
	6	5	0	2	2	2	1	4	6	2	4	5	4	4

LoA Approved leave of absence (counted as an attendance)

Ap Apology

N/A Not applicable due to resignation or change of status of Board Member.



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

Highlights in 2018–2019 included:

- The Board gathered on six occasions for meetings, induction of new members, a workshop and a networking event. The workshop in April 2019 focussed on reviewing and planning for sustainable cafe operations at the facility.
- The Board acknowledged Kirsten Matthews for her time and expertise as Chair from 28 June 2017 to 5 December 2018. JD Mittman has been appointed as Kirsten Mathew's successor.
- Four new Board members were appointed by Council in 2018: Peta Clancy, Angie Bedford, Sue Thornton and Giovanna D'Abaco. The Board acknowledges these new members and thanks them for volunteering their time to support art and heritage across the municipality.
- The Board presented two Annual Reports to Council on 25 February 2019 for the 2016–2017 and 2017–2018 periods. Council thanked the Board for its commitment and work over the past two financial years.
- The Board was pleased to host a networking event in March 2019 where the Chair announced the Sushi Snake Play Space, a design created with Indigenous artist Steaphan Paton and Hassell Landscape Architects.

10.3 Bundoora Homestead Board of Management outlook for 2018–2019

Consolidate the considerable change that has been implemented since 2017.

Assess opportunities for future growth of art and heritage services to the community.

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

11. Audit Committee

The Audit Committee is an advisory committee established in accordance with section 139 of the *Local Government Act 1989* to assist Council in fulfilling its responsibilities relating to external financial and performance reporting, risk and financial management, corporate governance and internal control systems.

The Audit Committee comprises three independent members and two Councillors:

Mr Terry Richards

(Chair from 1 July to 3 December 2018)

Ms Lisa Tripodi

(Chair from 25 March to 30 June 2019)

Dr Marco Bini

Cr Kim Le Cerf

Cr Susan Rennie (to 3 December 2018)

Cr Lina Messina (from 3 December 2018).

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

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

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

12. Darebin community advisory committees

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

The community representatives can be residents or representatives of service authorities, support agencies or community organisations. Advisory committee representatives are appointed

through an expression of interest process. Council reviews the committees' terms of reference annually before the Councillor representatives are appointed (usually at the statutory meeting of Council in November). Each committee has a Council

officer who supports its operation. Community advisory committees report to Council on their special areas of expertise and interest twice a year and their advice contributes to the development and evaluation of Council strategies, policies and programs.

A list of the Darebin community advisory committees in 2018–2019

Community Advisory Committee	Appointments for 2018–2019
Active and Healthy Ageing Community Board	Cr Rennie (Mayor) (Chair) Cr Newton (Deputy Mayor) (Deputy Chair) Cr Greco (proxy)
Climate Emergency Darebin Advisory Committee	Cr Le Cerf (Chair) Cr McCarthy Cr Rennie (proxy)
Darebin Aboriginal Advisory Committee	Cr Rennie (Mayor) (Chair) Cr Newton (Deputy Mayor) (Deputy Chair) Cr Greco (proxy)
Darebin Arts Ambassadors	Cr Newton (Deputy Mayor) (Chair) Cr Laurence (Deputy Chair)
Darebin Bicycle Advisory Committee	Cr Amir (Chair) Cr Newton (Deputy Mayor) (proxy)
Darebin Community Awards Advisory Committee	Cr Rennie (Mayor) (Chair)
Darebin Disability Advisory Committee	Cr Williams (Chair) Cr Newton (Deputy Mayor) (proxy)
Darebin Domestic Animal Management Reference Group	Cr Williams (Chair) Cr Le Cerf (Proxy)
Darebin Education Committee	Cr Rennie (Mayor) (Chair) Cr Messina (Proxy)
Darebin Environmental Reference Group	Cr McCarthy (Chair) Cr Messina (proxy)
Darebin Interfaith Council	Cr Greco (Chair) Cr Messina (proxy)
Darebin Lifelong Learning Strategy Reference Group	Cr Amir (Chair) Cr Williams (Proxy)
Darebin Nature Trust	Cr McCarthy (Chair) Cr Amir Cr Newton
Darebin Women's Advisory Committee	Cr Messina (Chair) Cr Rennie (proxy)
Edwardes Lake Park Reference Group	Cr Greco (Chair) Cr Laurence Cr Newton
Municipal Emergency Management Planning Committee	Cr Rennie (Mayor) (Chair)
Northland Urban Renewal Precinct Steering Committee	Cr Rennie (Mayor) (Chair) Cr Amir Cr Messina Cr Williams
Sexuality, Sex and Gender Diversity Advisory Committee	Cr Newton (Deputy Mayor) (Chair) Cr Amir (proxy)

This information is also available at darebin.vic.gov.au/Committees

Six-monthly progress reports from the committees for 2018–2019 can be accessed in the Council Minutes for 25 February 2019 and 2 September 2019 at darebin.vic.gov.au/Your-Council/How-council-works/Meeting-Agendas-and-Minutes

13. Community Grants Program

Every year Council provides funds and assistance to not-for-profit groups and organisations through the Community Grants Program (previously Community Support Program).

For more information visit darebin.vic.gov.au/Grants.

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

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

13.1 Summary of applications received and recommendations for the 2018–2019 funding round

Funding stream	Applications received	Applications approved	Percentage approved	Amount requested	Amount approved
Cash grants	125	97	77.6%	\$516,161	\$237,816
Venue hire subsidy grants	62	62	100%	\$103,271	\$81,499
Quick response grants – venue hire subsidies	19	19	100%	\$7,566	\$7,244
Total	206	178	86.4%	\$626,998	\$326,559

13.2 Annual Cash Grant applications by funding streams

Funding stream	Applications received	Applications approved	Percentage approved	Amount requested	Amount approved
Arts and culture	23	19	82.7%	\$83,952	\$61,217
Sport and recreation	14	7	50.0%	\$57,370	\$23,100
Environment	12	11	91.7%	\$52,417	\$24,000
Community development	76	60	78.9%	\$322,422	\$129,499
Total	125	97	77.6%	\$516,161	\$237,816

13.3 Annual facility hire subsidy applications by venue

Venue	Applications received	Applications approved	Percentage approved	Amount requested	Amount approved
Northcote Town Hall	10	10	100%	\$25,270	\$14,500
Darebin Arts and Entertainment Centre	2	2	100%	\$1,985	\$1,985
Northcote and Preston Libraries' Meeting Rooms	9	9	100%	\$13,799	\$10,000
City and Shire Halls	20	20	100%	\$36,645	\$31,458
Intercultural Centre	11	11	100%	\$17,642	\$16,541
Reservoir Community and Learning Centre	4	4	100%	\$2,300	\$2,000
Donald Street Community Hall	1	1	100%	\$855	\$729
Clyde Street Community Hall	3	3	100%	\$1,146	\$1,125
Fairfield Community Hall	1	1	100%	\$1,161	\$1,161
Keon Park Children's Hub	1	1	100%	\$2,468	\$2,000
Total	62	62	100%	\$103,271	\$81,499

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

14. Documents available for inspection

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

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



15. Other information available for inspection

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

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

16. Statutory information

16.1 Best Value Report 2018–2019

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

- The principles are based on:
- quality and cost standards
- responsiveness to community needs
- accessibility
- continuous improvement
- community consultation
- reporting to the community.

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

Achievements within the Continuous Improvement Framework for 2018–2019 included:

- Local government performance indicators and service indicators were incorporated into the Continuous Improvement Framework and benchmarked against previous results.
- Quarterly reports on progress against the Council Plan Action Plan 2018–2019 were presented to Council and posted on the website.
- The PuLSE continuous improvement framework was implemented across the organisation. PuLSE encourages staff to change the way they go about their work and to turn problems into solutions. Through its capacity-building component, more than 80 staff have been trained in applying continuous improvement techniques and tools such as lean and process mapping. Improved processes are documented electronically and shared via a process library. The program objective is to empower staff to create more value for customers with fewer resources. The approach provides ongoing improvements to service provision.

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

- The Customer Service Centre is more accessible for people with disabilities with Central Accreditation Services (CAS) accreditation and installation of hearing loops. The Language Aid Program has increased to provide interpreters for more people who need them.
- The program hours on offer at the East Preston Community Centre program have been increased from 20 to 70 per week, enabling provision of new programs and services that were informed by community need and demand.



- Developing a new community co-design program (Streets for People) for the Darebin community helped shape streets that are safer and more enjoyable for cyclists and pedestrians. This is a change in the way Council has previously consulted on walking and cycling infrastructure and involves tapping into community knowledge at the local level about what could be improved.
- More than 1,000 young people's voices were part of the consultation and community engagement process for the Youth Services Strategy 2019–2021. Asked to share their current concerns/ challenges and aspirations for the future that they would like to inherit, young people assisted in clarifying aspirational goals and ensured alignment with Council's commitment.
- Embedded the recommendations from Darebin's Aged Friendly Cities Report into Breathing Space: The Darebin Open Space Strategy to ensure older people are able to access and enjoy Darebin's open spaces.
- The Animal Management Unit revised operations when dealing with dog attacks. This effort was recognised by the Ombudsman as being leading best practice for the sector.
- Efficiencies were generated and convenience were improved for ratepayers through increasing the number rates notices sent via eNotice and BPAY View and sending SMS reminders of payments due. This also helped to reduce postage costs.
- The Tree Planting Program involves extensive community consultation upon notification of intention to remove and plant trees. Residents are provided with tree assessments for all trees in their street, options for selecting the next species of tree to be planted, and voting forms where residents can register their choice of tree.
- A review of Council's assets protection process has been completed. This has assisted in ensuring that construction activity is undertaken to minimise damage and provide adequate repair of any damage to public infrastructure. This includes roads, footpaths, kerbs, street trees and drainage infrastructure. The review considered improving levels of service delivery, management of bonds held by Council to secure the protection of assets and reducing any cost burden associated with damage to Council assets from construction.
- Consultation was undertaken with the Disability Advisory Committee to achieve an improved outcome from for the replacement lift at Darebin North East Community Hub, ensuring community accessibility needs are met now and in the future.

16.2 Carers Recognition

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

Council ensures that its staff, agents and volunteers are informed about the principles and obligations of the Act by including information on the care relationship in induction and training programs for staff working in home and community care, disability services, and other front-line positions with the general community.

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

16.3 Charter of Human Rights and Responsibilities

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

During 2018–2019, activities that occurred under the charter included:

- participation in the Victorian Human Rights and Equal Opportunity Commission's linked projects to increase reports of racism and discrimination via a Community Reporting Tool, and providing community education sessions on reporting racism aimed at African and/or Muslim communities
- training and information for staff on the charter and, specifically, the responsibilities it places on staff to protect, promote and uphold rights in their everyday work
- flying the Intersex flag above Preston Town Hall for the first time in recognition of the International Intersex Awareness Day, along with a staff development session
- a Yarning Conference for Darebin's Grade 5 schools, in collaboration with key Aboriginal organisations and held at the Aborigines Advancement League to provide deep learning on aspects of Aboriginal history, culture and heritage
- changes to the Equity, Inclusion and Wellbeing Planning and Audit Tool with a renewed emphasis on collegiate discussions to embed equity and human rights considerations in Council's work. This dialogue approach has deepened corporate understanding of the Charter and helped identify and address barriers to implementing a human rights based approach

- review and update of the framework guiding Council's work in equity, inclusion, and human rights which will consolidate and strengthen implementation of the Charter. This Framework will establish the conceptual, legal and practical dimensions of a human rights-based approach in Council.

In 2018–2019, there were no complaints relating to Darebin City Council's implementation of the *Victorian Charter of Human Rights and Responsibilities Act 2006* received by Council or the Victorian Ombudsman.

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

16.4 Disability Access and Inclusion Plan

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

Council worked in partnership with government, peak bodies, the Local Area Coordinator of the Brotherhood of St Laurence, and the service sector to continue to support the Darebin community as the National Disability Insurance Scheme (NDIS) was fully rolled out across Victoria.

The Darebin Access and Inclusion Plan 2015–2019 includes actions that promote:

- liveable housing and safe public places
- accessible transport and freedom of movement
- the right to education, employment and pathways to wellbeing
- an amplified voice in public affairs and decision-making
- the right to a creative and dynamic city with quality services
- freedom from discrimination.



Highlights from 2018–2019 include:

- construction of the first ‘Changing Places’ facility in Darebin, located on Kelvin Grove Preston.
- an ongoing partnership with the Local Area Coordinator, Brotherhood of St Laurence to provide a localised approach to information exchange and partnership opportunities.
- partnering with the Committee for Melbourne and Amaze to commence a ‘Streetability’ project to make Preston Central Autism friendly. This project includes assessing local services and businesses and supporting simple adjustments to create autism friendly environments. This project is ongoing.
- conducting two housing workshops in partnership with the Summer Foundation, providing information to people with disability, their families, carers, and service providers, to understand the housing options available under the National Disability Insurance Scheme (NDIS), and how to develop a housing plan.
- ongoing support of ‘Bandmates Victoria’ to increase community and cultural participation of people with disability, including the delivery of access training to Darebin live-music venues and Council festival and events staff.
- upgrade and installation of hearing assistance equipment to meet Council’s obligations under the *Disability Discrimination Act 1992*.
- conducting three workshops for carers in partnership with Carers Victoria, to support carers to understand and prioritise their own health and wellbeing.
- participating in the North East Melbourne Area Disability Service Providers Expo in partnership with City of Whittlesea and Nillumbik Shire Council.
- supporting the Customer Service Centre to attain the Communication Access Symbol. Communication tools were developed, and staff were trained to communicate successfully with people with communication difficulties.

It is a requirement of Section 38(3) of the *Disability Act 2006* that Council reports on the progress of its Access and Inclusion Plan in the Annual Report and at a public Council meeting.

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

16.5 Domestic Animal Management Plan

The Domestic Animal Management Plan 2017–2021 was adopted by Council on 17 October 2017 for the next four years and aims to guide Council and the community towards the goal of responsible animal ownership and management. The Plan was developed in accordance with the *Domestic Animals Act 1994* and the Victorian Government’s requirements.

Key highlights and achievements in 2018–2019 include:

- In collaboration with our partners at the Epping Animal Welfare Facility, we have been able to reduce the total number of animals coming into Council’s care by 113 on a year-on-year basis. This reduction has in part been brought about by the introduction of targeted de-sexing programs, and the continued focus of educating our community to be responsible pet owners.
- Of the 1,205 animals (458 dogs and 747cats) that were impounded, 405 dogs and 485 cats were either reclaimed or adopted during the year, with our partner, the RSPCA, maintaining its policy that the facility operates on a ‘No kill of a healthy animal’ philosophy. Forty cats were still awaiting adoption.
- Council’s continuing commitment to responsible pet ownership, as outlined in the Domestic Animal Management Plan, has led to the following achievements:
 - a review and update of Council’s assessment procedures for dealing with, and assessing, dangerous dogs and restricted breeds
 - an increase in the hours staff are patrolling on-leash and off-leash parks
 - an expanded discount animal de-sexing program



- an increase in pet education programs, including the very successful Pet Expo
- an increased staff training program
- a commitment to doorknock areas with low registration numbers

The level of euthanasia of cats entering the Epping Animal Welfare Facility is of a concern to Council. To help mitigate this, Council has sought assistance from neighbouring councils, and has put in place partnerships with local veterinary clinics and animal welfare organisations. These arrangements will reduce the level of cat euthanasia over time. This work is aimed at reducing the numbers of unowned (feral) or partly-owned cats that are not de-sexed.

16.6 Food Act Ministerial Directions

In accordance with section 7E of the *Food Act 1984*, Council is required to publish a summary of any Ministerial Directions received during the financial year. No such Ministerial Directions were received in 2018–2019.

16.7 Infrastructure and development contributions

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

Infrastructure contributions

In 2018–2019, no levies were received, no works-in-kind were accepted, and there was no expenditure of funds from Infrastructure Contributions Plans.

Development contributions

In 2018–2019, no levies were received and no works-in-kind were accepted under Development Contributions Plans (DCPs). Expenditure of DCP levies is detailed below.

Land, works, services or facilities delivered in 2018–2019 from DCP levies collected

Project description	DCP name (year approved)	DCP fund expended \$	Works- in-kind accepted \$	Council's contribution \$	Other contributions \$	Total project expenditure \$	% of item delivered
Multi-Sports Stadium	City of Darebin Development Contributions Plan, June 2004 (Revised 2015) as amended by Planning Scheme Amendment C148 May 2016	\$560,755	\$0	\$0	\$916,286	\$1,477,041	14%

16.8 Freedom of information

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

The Act has four main functions:

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

FOI Part II Statements

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

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

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

FOI requests received	2015-2016	2016-2017	2017-2018	2018-2019
New requests	35	37	39	44
Access granted in full	0	3	9	3
Access granted in part	17	20	19	21
Access denied in full	0	0	5	1
Requests not finalised at the end of the reporting period	4	8	1	3
Withdrawn	8	2	0	2
Requests outside the Act	0	0	1	3
Requests, no documents existed	3	1	1	0
Others: not processed, not proceeded with, Act did not apply	4	3	3	1
Application fees collected	\$867.60	\$834.20	\$787.50	\$924.80
Charges collected	\$706.00	\$875.50	\$910.60	\$644.50



16.9 Information privacy

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

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

Darebin City Council received six privacy complaints in 2018–2019.

16.10 Protected disclosures

The *Protected Disclosure Act 2012* aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and providing protection for people who make disclosures. Further information about the application of the *Protected Disclosure Act 2012*, including how to make a disclosure, is available on our website at darebin.vic.gov.au/Governance.

During 2018–2019, no protected disclosures were received by Council and no protected disclosures were referred to Council by the Independent Broad-based Anti-corruption Commission.

16.11 Contracts

Compliance with Council's procurement requirements remained strong in 2018–2019.

Council did not enter into any contracts valued at \$150,000 or more for goods or services or \$200,000 or more for works of a kind specified in section 186(5)(a) and (c) of the Act.

With the exception of two suppliers – which were engaged for consulting purposes without undertaking a public tender process with a value of \$182,154.50 and \$284,827.27 respectively – Council did not enter into any other contracts valued at \$150,000 or more for the goods or services and \$200,000 or more for works without engaging in a competitive process.

16.12 Report against the Road Management Act 2004

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

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

The Road Management Plan:

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

Council adopted its initial Road Management Plan in 2004, revised it in 2009 and 2013, and adopted the latest version on 19 June 2017. Under section 54(5) of the *Road Management Act 2004*, "a road authority must in accordance with the regulations conduct a review of its Road Management Plan at prescribed

intervals”. *Road Management (General) Regulations 2016*, Part 3 requires Council to complete its review of the Road Management Plan within six months after each general election or by the next 30 June, whichever is later.

Council uses mobile devices to collect the data that result from our inspections carried out by the Inspections Officer live in the field. This data is uploaded directly into Council’s asset management system

and is used to produce a GPS record of the inspection, a temporary repairs works request and the permanent repair work orders in real time.

17. Local Government Performance Reporting Framework Indicators

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

Service measure	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	Material Variations and Comments
Aquatic Facilities					
Standard					
Health inspections of aquatic facilities <small>[Number of authorised officer inspections of Council aquatic facilities/Number of Council aquatic facilities]</small>	1.50	4.00	3.50	4.00	Council aquatic facility numbers remained constant whilst inspections increased compared to the previous year.
Health and safety					
Reportable safety incidents at aquatic facilities <small>[Number of WorkSafe reportable aquatic facility safety incidents]</small>	1.00	0.00	3.00	0.00	Reportable safety incidents at aquatic facilities within Darebin decreased to zero in 2018-19 due to operational changes and increased training with a focus on a proactive approach to safety.
Service cost					
Cost of indoor aquatic facilities <small>[Direct cost of indoor aquatic facilities less income received/ Number of visits to indoor aquatic facilities]</small>	-\$0.71	-\$0.38	\$0.23	\$1.07	Both Northcote Aquatic and Recreation Centre (NARC) and Reservoir Leisure Centre (RLC) experienced a number of service interruptions. This resulted in an increase in cost per visit in 2018-2019 compared to previous years.

Service measure	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	Material Variations and Comments
Service cost					
Cost of outdoor aquatic facilities	\$0.00	\$0.00	\$0.00	\$0.00	Service not provided.
[Direct cost of outdoor aquatic facilities less income received/ Number of visits to outdoor aquatic facilities]					
Utilisation					
Utilisation of aquatic facilities	5.55	5.41	5.25	5.33	Currently two leisure centres operate within the City of Darebin: Northcote Aquatic and Recreation Centre (NARC) which is managed externally by YMCA Victoria, and Reservoir Leisure Centre (RLC) which is managed in-house.
[Number of visits to aquatic facilities/Municipal population]					
Animal Management					
Timeliness					
Time taken to action animal management requests	1.84	1.78	2.12	2.09	Over 2018-2019 Council received 4,303 animal management requests. Darebin City Council is committed to delivering a high-quality risk-based animal management service, with request response times averaging two days.
[Number of days between receipt and first response action for all animal management requests/ Number of animal management requests]					
Service standard					
Animals reclaimed	38.47%	40.23%	37.15%	40.10%	This indicator does not include animals that have been diverted to animal rescue groups for rehoming or adopted via the RSPCA animal adoption networks, therefore the number of animals that have found owners is well in excess of this percentage outcome.
[Number of animals reclaimed/ Number of animals collected] x100					
Service cost					
Cost of animal management service	\$64.51	\$66.34	\$81.77	\$94.08	As Darebin has improved and increased its out of hours animal management service scope in response to the community's needs, this increase in service cost reflects the increase in staffing costs necessary to meet the increased service demand.
[Direct cost of the animal management service/Number of registered animals]					

Service measure	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	Material Variations and Comments
Health and safety					
Animal management prosecutions [Number of successful animal management prosecutions]	3.00	8.00	3.00	2.00	Increased public education, and a focus on proactive patrolling, particularly early morning and late evening park patrols, has increased compliance and produced a corresponding decrease in matters proceeding to court.

Food Safety

Timeliness					
Time taken to action food complaints [Number of days between receipt and first response action for all food complaints/Number of food complaints]	1.50	2.09	2.14	2.14	
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	90.21%	99.16%	98.39%	95.39%	Council completed the vast majority of scheduled food safety assessments in the financial year. Any outstanding assessments were made a priority for completion.
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]	\$537.75	\$527.66	\$530.59	\$512.14	Increased registerable business growth across the municipality resulted in a lower cost per premise than in the previous reporting period.
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%	92.13%	100.00%	100.00%	Darebin achieved a 100% result again in 2018-2019, thereby demonstrating Council's commitment to addressing high-risk, non-compliant premises.

Service measure	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	Material Variations and Comments
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Governance

Transparency					
Council decisions made at meetings closed to the public	5.14%	6.37%	4.11%	3.07%	This result reflects Council's commitment to transparent governance and decision making.
[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					
Consultation and engagement					
Satisfaction with community consultation and engagement	66.00	65.00	68.00	70.80	During 2018-2019, Council undertook more than 30 engagement projects, including the Preston Market Precinct, Darebin Graffiti Management Strategy, Darebin Integrated Weed Management Strategy, and a number of play space improvements such as DR Atkinson Reserve in Reservoir.
[Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]					
Attendance					
Councillor attendance at council meetings	92.63%	94.02%	95.24%	97.08%	
[The sum of the number of Councillors who attended each ordinary and special Council meeting/(Number of ordinary and special Council meetings) ÷ (Number of Councillors elected at the last Council general election)] x100					
Service cost					
Cost of governance	\$45,771.89	\$52,913.78	\$53,774.22	\$54,342.78	
[Direct cost of the governance service/Number of Councillors elected at the last Council general election]					
Satisfaction					
Satisfaction with council decisions	66.90	65.00	67.00	70.80	
[Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]					

Service measure	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	Material Variations and Comments
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Libraries

Utilisation

Library collection usage	5.92	5.71	5.71	5.64	
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[Number of library collection item loans/Number of library collection items]

Resource standard

Standard of library collection	72.70%	70.14%	71.29%	65.65%	
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[Number of library collection items purchased in the last 5 years/ Number of library collection items] x100

Service cost

Cost of library service	\$8.12	\$8.37	\$8.42	\$8.55	
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[Direct cost of the library service/ Number of visits]

Council and our community value its library services and invests appropriate financial resources to support customer needs. Significant investment in well-used digital collections and access through the Darebin Libraries apps enable customers to access library services without visiting a branch. Libraries After Dark continues to offer weekly programming with increased opening hours to encourage community participation.

Participation

Active library members	16.02%	15.01%	14.68%	15.60%	
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[Number of active library members/Municipal population] x100

Increased promotion of the collection, the purchase of new higher-performing digital collections, and increased investment in existing digital collections has seen an increase in active library members at a time of local population growth.

Service measure	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	Material Variations and Comments
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Maternal and Child Health (MCH)

Participation					
Participation in first MCH home visit [Number of first MCH home visits/ Number of birth notifications received] x100	99.80%	101.31%	99.48%	97.63%	All parents are provided with a home visit on receipt of a birth notice. Some parents decide to continue to work with their midwife for an additional six weeks. Hence, these parents do not receive a home visit from the Maternal and Child Health nurse.
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	96.80%	103.47%	102.88%	102.73%	The Maternal and Child Health service received marginally less birth notices this year compared to previous years. This may be due to various reasons such as a less births or a higher number of parents moving out of the area after the birth of their child.
Service cost					
Cost of the MCH service [Cost of the MCH service/Hours worked by MCH nurses]	\$74.18	\$73.73	\$77.41	\$77.38	The Maternal and Child health calendars are regularly reviewed to ensure internal staff are able provide a full coverage across multiple sites during annual leave periods
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	80.37%	78.47%	81.40%	79.99%	The Maternal and Child Health service has practices in place to ensure all families are contacted and reminded to attend the Key Age and Stage visit. A recent data cleansing exercise may have contributed to the marginally lower percentage.
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	52.94%	91.53%	90.91%	90.80%	All Aboriginal families are provided with a service that is flexible and culturally safe with the aim of supporting families to access and remain engaged with the Maternal and Child Health Service.

Service measure	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	Material Variations and Comments
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Roads

Satisfaction

Sealed local road requests [Number of sealed local road requests/Kilometres of sealed local roads] x100	27.21	18.54	19.92	43.59	The number of community requests varies from year to year. This year's requests included: increased requests relating to sealing right of ways, infrastructure permits from private works, and requests from other road authorities.
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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	99.81%	99.88%	99.94%	99.57%	
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Service cost

Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction/Square metres of sealed local roads reconstructed]	\$151.00	\$315.38	\$103.35	\$249.65	This year's works included: design, soil testing, concrete works, asphalt works, blue stone work, drainage, landscaping, traffic management devices, street tree replacement, rain gardens, removal of any contaminated material from site, and the use of new environment friendly products. Year-on-year comparisons are not always the best measure of a year's performance.
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Service cost

Cost of sealed local road resealing [Direct cost of sealed local road resealing/Square metres of sealed local roads resealed]	\$19.75	\$15.34	\$24.74	\$23.44	The works included 36 street locations from across the municipality. Streets included: Gertz Avenue, Cooper Street, Wood Street, Theobald Street and Charles Street. All were resurfaced with environmentally friendly asphalts that are made with over 90% recycled products in aggregate.
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Satisfaction

Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	70.80	70.00	70.00	71.50	
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Service measure	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	Material Variations and Comments
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Statutory Planning

Timeliness

Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	103.00	116.00	127.00	124.50	In 2018-2019, the proportion of more complex applications for medium to high density increased to 40%, which is part of the reason that processing time was long. Many required further information requests and design improvement to achieve high levels of compliance and good design outcomes. Council is aiming to cut the time taken in future years.
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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	40.01%	46.18%	31.23%	27.70%	Council is aiming to significantly increase the number of applications that it processes within statutory timeframes. It is working on a variety of improvements, including process and technology improvements.
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Service cost

Cost of statutory planning service [Direct cost of the statutory planning service/Number of planning applications received]	\$2,351.37	\$2,821.56	\$3,246.35	\$3,413.72	The overall operating costs were similar to the previous financial year. However, as the total number of applications dropped compared with 2017-2018, this shows as an increase per application.
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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	60.32%	41.33%	46.05%	44.90%	
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Service measure	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	Material Variations and Comments
Waste Collection					
Satisfaction					
Kerbside bin collection requests [Number of kerbside garbage and recycling bin collection requests/ Number of kerbside bin collection households] x1000	116.65	101.65	99.78	63.64	As part of the service improvements to reduce the number of requests, there has been an increase in runners to remove the bins from behind parked cars for collection by the driver.
Service standard					
Kerbside collection bins missed [Number of kerbside garbage and recycling collection bins missed/ Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	9.51	7.80	7.70	7.80	
Service cost					
Cost of kerbside garbage bin collection service [Direct cost of the kerbside garbage bin collection service/ Number of kerbside garbage collection bins]	\$97.03	\$96.30	\$94.70	\$96.07	
Service cost					
Cost of kerbside recyclables collection service [Direct cost of the kerbside recyclables bin collection service/ Number of kerbside recyclables collection bins]	\$25.55	\$26.63	\$22.30	\$26.82	The cost of kerbside recycling collection has increased due to a shutdown in the recycling processing service which resulted in additional cartage costs for a period of 4.5 weeks.
Waste diversion					
Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins/Weight of garbage, recyclables and green organics collected from kerbside bins] x100	47.42%	47.95%	49.10%	46.39%	A period of disruption in the recycling processing service resulted in 1,014 tonnes of recyclable material going to landfill, which has resulted in a decrease in diversion. Without this disruption, diversion would have slightly increased to 50%.



18. Governance and Management Checklist

Governance and Management Items	Assessment
<p>1. Community engagement policy (policy outlining council's commitment to engaging with the community on matters of public interest)</p>	<p>Policy Date of operation of current policy: 20 August 2012 Development of a new community engagement strategy is underway.</p>
<p>2. Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)</p>	<p>Guidelines Date of operation of current guidelines: 20 August 2012 Development of new community engagement guidelines is underway.</p>
<p>3. Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next 4 financial years)</p>	<p>Adopted in accordance with section 126 of the Act Date of adoption: 12 June 2019</p>
<p>4. Annual budget (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)</p>	<p>Adopted in accordance with section 130 of the Act Date of adoption: 12 June 2019</p>
<p>5. Asset management plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)</p>	<p>Incomplete set of plans Date of operation of current plan(s): Roads 20 June 2016 Plans for other asset classes are under review</p>
<p>6. Rating strategy (strategy setting out the rating structure of council to levy rates and charges)</p>	<p>Strategy Date of operation of current strategy: 12 June 2019</p>
<p>7. Risk policy (policy outlining council's commitment and approach to minimising the risks to council's operations)</p>	<p>Policy Date of operation of current policy: 20 December 2016</p>
<p>8. Fraud policy (Policy outlining council's commitment and approach to minimising the risk of fraud)</p>	<p>Policy Date of operation of current policy: 20 April 2016</p>
<p>9. Municipal emergency management plan (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)</p>	<p>Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> Date of preparation: 13 July 2018</p>

Governance and Management Items	Assessment
<p>10. Procurement policy (policy under section 186A of the Local Government Act 1989 outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)</p>	<p>No policy Reason for no policy: The review of the Procurement Policy adopted 21 August 2017 has been ongoing for some months and the new policy is currently being written.</p>
<p>11. Business continuity plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)</p>	<p>Plan Date of operation of current plan: 2 May 2019</p>
<p>12. Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)</p>	<p>No plan Reason for no plan: The Disaster Recovery Plan dated 1/5/2018 is currently being reviewed. It is expected to be updated and operational by 1/11/2019.</p>
<p>13. Risk management framework (framework outlining council's approach to managing risks to the council's operation)</p>	<p>Framework Date of operation of current framework: 20 December 2016</p>
<p>14. Audit Committee (advisory committee of council under section 139 of the Act whose role is to oversee the integrity of a council's financial reporting, processes to manage risks to the council's operations and for compliance with applicable legal, ethical and regulatory requirements)</p>	<p>Established in accordance with section 139 of the Act Date of establishment: 3 December 2018</p>
<p>15. Internal audit (independent accounting professionals engaged by the council to provide analyses and recommendations aimed at improving council's governance, risk and management controls)</p>	<p>Engaged Date of engagement: 16 April 2019</p>
<p>16. Performance reporting framework (a set of indicators measuring financial and non-financial performance indicators referred to in section 131 of the Act)</p>	<p>Framework Date of operation of current framework: 28 June 2018</p>
<p>17. Council Plan reporting (report reviewing the performance of the council against the council plan, including the results in relation to the strategic indicators, for the first six months of the financial year)</p>	<p>Report Date of reports: 25 February 2019 and 20 May 2019</p>
<p>18. Financial reporting (quarterly statements to council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)</p>	<p>Statements presented to council in accordance with section 138(1) of the Act Date statements presented: 3 September 2018, 3 December 2018, 25 February 2019 and 20 May 2019</p>

Governance and Management Items	Assessment
<p>19. Risk reporting (six-monthly reports of strategic risks to council's operations, their likelihood and consequences of occurring and risk minimisation strategies)</p>	<p>Reports Date of reports: 27 August 2018, 3 December 2018, 25 March 2019 and 17 June 2019</p>
<p>20. Performance reporting (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act)</p>	<p>Reports Date of reports: 28 August 2018 and 22 May 2019</p>
<p>21. Annual report (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements)</p>	<p>Considered at a meeting of council in accordance with section 134 of the Act Date statements presented: 15 October 2018</p>
<p>22. Councillor Code of Conduct (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by councillors)</p>	<p>Reviewed in accordance with section 76C of the Act Date reviewed: 13 February 2017</p>
<p>23. Delegations (a document setting out the powers, duties and functions of council and the Chief Executive Officer that have been delegated to members of staff)</p>	<p>Reviewed in accordance with section 98(6) of the Act Date of review: 13 August 2018</p>
<p>24. Meeting procedures (a local law governing the conduct of meetings of council and special committees)</p>	<p>Meeting procedures local law made in accordance with section 91(1) of the Act Date local law made: 18 September 2017</p>

19. Certification of the Governance and Management Checklist

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

Sue Wilkinson
Chief Executive Officer

Dated: 11 September 2019

Cr Susan Rennie
Mayor

Dated: 11 September 2019

Annual financial report and performance statement



Gym weights at Reservoir Leisure Centre



Guide to the Financial Statements

For the year ended 30 June 2019

This guide provides an overview of each of the statements including the 2018-19 financial statements for the Darebin City Council and the key financial results. The guide is best read in conjunction with the financial overview.

Financial Statements

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

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

The Financial Statements also contain 32 Notes, which set out Council's accounting policies and details of the line item amounts contained in each of the five main statements.

Comprehensive Income Statement

The Comprehensive Income Statement measures Council's financial performance for the year ending 30 June 2019 and shows the value of revenues, such as rates, that Council earned and the value of expenses, such as employee costs, Council incurred in delivering services. These expenses only relate to the operations of Council and do not include the costs associated with the purchase, renewal, upgrade or expansion of Council assets.

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

be paid (such as supplier invoices not yet paid for goods and services already received).

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

For the 2018-19 year the Darebin City Council recorded a surplus of \$19.27 million.

Balance Sheet

The Balance Sheet is a one-page summary that provides a snapshot of the financial situation of Council as at 30 June 2019. It details Council's net worth and discloses owned assets such as cash, investment, building, land, parks, roads and drains, what it owes as liabilities such as amounts owed to creditors, and the equity. The bottom line of this statement is net assets. This is the net worth of Council built up over many years.

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

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



At 30 June 2019 the Balance Sheet shows Council to be in a healthy financial position, with \$89.10 million in cash and financial assets and a net worth of \$1.44 billion. Council's liquidity or current ratio is 2.62:1 (current assets: current liabilities). This means that for every \$1 of current liabilities, Council has \$2.62 of current assets to settle these liabilities. This demonstrates that the Darebin City Council has sufficient funds on hand to pay liabilities as they fall due.

Statement of Changes in Equity

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

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

At 30 June 2019 the Statement of Changes in Equity shows a decrease in equity, or net worth, of \$76.51 million during the 2018-19 financial year, representing the recorded comprehensive result for the year which has been impacted by the net asset revaluation decrement of \$95.78 million.

Cash Flow Statement

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

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

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

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

The Cash Flow Statement shows that in 2018-19 Council generated a \$34.12 million cash inflow from operating activities. A cash outflow of \$22.20 million was incurred on investing activities and financing activities incurred a nil cash outflow. Total cash balances increased by \$11.92 million during the year to \$55.40 million at 30 June 2019.



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 2018–19 \$32.74 million was expended on capital works.

Notes to the Financial Statements

The Financial Statements contain 33 notes that form an important and informative section of the report. To enable readers to understand the basis on which the values shown in the statements are established, it is necessary to detail Council's accounting policies. These are described in Note 1.

Apart from the accounting policies, the notes also give details behind many of the summary figures contained in the statements.

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

Performance Statement

The Victorian Government developed a 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' 2018–19 Annual Reports.

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

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

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

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

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

Independent Audit Reports

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

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



FOR THE YEAR ENDED 30 JUNE 2019



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Certification of the Financial Statements

FOR THE YEAR ENDED 30 JUNE 2019

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 1989*, the *Local Government (Planning and Reporting) Regulations 2014*, Australian Accounting Standards and other mandatory professional reporting requirements.

Allan Cochrane CPA
Principal Accounting Officer

Melbourne
2 September 2019

In our opinion, the accompanying financial statements present fairly the financial transactions of the Darebin City Council for the year ended 30 June 2019 and the financial position of the Council as at that date.

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

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

Kim Le Cerf
Councillor

Lina Messina
Councillor

Sue Wilkinson
Chief Executive Officer

Melbourne
2 September 2019

Independent Auditor's Report

FOR THE YEAR ENDED 30 JUNE 2019



Independent Auditor's Report

To the Councillors of Darebin City Council

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

- balance sheet as at 30 June 2019
- 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 report.

In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2019 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the *Local Government Act 1989* and applicable Australian Accounting Standards.

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

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

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

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

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

Independent Auditor's Report

FOR THE YEAR ENDED 30 JUNE 2019

**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
15 September 2019

Jonathan Kyvelidis
as delegate for the Auditor-General of Victoria



Comprehensive Income Statement

FOR THE YEAR ENDED 30 JUNE 2019

	Note	2019 \$'000	2018 \$'000
Income			
Rates and charges	3.1	130,621	123,315
Statutory fees and fines	3.2	9,515	9,748
User fees	3.3	10,171	11,031
Grants - operating	3.4	16,058	15,946
Grants - capital	3.4	4,521	2,222
Contributions	3.5	8,773	5,990
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	3.6	2,294	713
Fair value adjustments for investment property	6.2	(30)	(302)
Other income	3.7	4,687	3,893
Total income		186,610	172,556
Expenses			
Employee costs	4.1	81,592	80,902
Materials and services	4.2	56,461	50,292
Depreciation and amortisation	4.3	22,359	23,003
Bad and doubtful debts	4.4	2,197	1,563
Other expenses	4.5	4,735	4,927
Total expenses		167,344	160,687
Surplus/(deficit) for the year		19,266	11,869
Other comprehensive income			
Items that will not be classified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	9.1	(95,779)	149,876
Total comprehensive result		(76,513)	161,745

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



Balance Sheet

AS AT 30 JUNE 2019

	Note	2019 \$'000	2018 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1 (a)	55,399	43,480
Trade and other receivables	5.1 (c)	13,820	12,855
Other financial assets	5.1 (b)	33,701	42,286
Inventories	5.2 (a)	94	89
Other assets	5.2 (b)	2,684	3,695
Total current assets		105,698	102,405
Non-current assets			
Trade and other receivables	5.1 (c)	3,751	176
Other financial assets	5.1 (b)	236	236
Property, infrastructure, plant and equipment	6.1	1,372,804	1,458,568
Investment property	6.2	2,810	2,840
Intangible assets	5.2 (c)	982	665
Total non-current assets		1,380,583	1,462,485
Total assets		1,486,281	1,564,890
Liabilities			
Current liabilities			
Trade and other payables	5.3 (a)	15,505	17,419
Trust funds and deposits	5.3 (b)	4,571	5,335
Provisions	5.4	20,294	19,568
Total current liabilities		40,370	42,322
Non-current liabilities			
Provisions	5.4	1,810	1,954
Total non-current liabilities		1,810	1,954
Total liabilities		42,180	44,276
Net assets		1,444,101	1,520,614
Equity			
Accumulated surplus		551,832	540,836
Reserves	9.1	892,269	979,778
Total equity		1,444,101	1,520,614

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



Statement of Changes in Equity

FOR THE YEAR ENDED 30 JUNE 2019

	Note	Total \$'000	Accumulated Surplus \$'000	Asset Revaluation Reserve \$'000	Other Reserves \$'000
2019					
Balance at beginning of the financial year		1,520,614	540,836	961,575	18,203
Surplus/(deficit) for the year		19,266	19,266	0	0
Net asset revaluation increment/ (decrement)	9.1 (a)	(95,779)	0	(95,779)	0
Transfers to other reserves	9.1 (b)	0	(12,960)	0	12,960
Transfers from other reserves	9.1 (b)	0	4,690	0	(4,690)
Balance at end of financial year		1,444,101	551,832	865,796	26,473
2018					
Balance at beginning of the financial year		1,358,869	534,108	811,699	13,062
Surplus/(deficit) for the year		11,869	11,869	0	0
Net asset revaluation increment/ (decrement)	9.1 (a)	149,876	0	149,876	0
Transfers to other reserves	9.1 (b)	0	(9,243)	0	9,243
Transfers from other reserves	9.1 (b)	0	4,102	0	(4,102)
Balance at end of financial year		1,520,614	540,836	961,575	18,203

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

Statement of Cash Flows

FOR THE YEAR ENDED 30 JUNE 2019

	Note	2019 Inflows/ (Outflows) \$'000	2018 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		126,041	122,959
Statutory fees and fines		7,016	7,928
User fees (inclusive of GST)		12,898	13,409
Grants - operating		16,043	16,188
Grants - capital		4,521	2,222
Contributions - monetary		8,365	5,737
Interest received		2,791	2,376
Net trust funds and deposits		(753)	352
Other receipts		2,014	1,586
Net GST refund/(payment)		7,482	7,550
Employee costs		(82,276)	(78,498)
Materials and services (inclusive of GST)		(70,013)	(61,097)
Net FSPL receipt/(payment)		(11)	(51)
Net cash provided by/(used in) from operating activities	9.2	34,118	40,661
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.1	(33,642)	(30,529)
Proceeds from sale of property, infrastructure, plant and equipment		2,849	744
Payments for investments		8,585	(14,440)
Repayment of loans and advances		9	9
Net cash provided by/(used in) investing activities		(22,199)	(44,216)
Net increase/(decrease) in cash and cash equivalents		11,919	(3,555)
Cash and cash equivalents at the beginning of the financial year		43,480	47,035
Cash and cash equivalents at the end of the financial year	5.1	55,399	43,480
Financing arrangements	5.5		
Restrictions on cash assets	5.1		

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



Statement of Capital Works

FOR THE YEAR ENDED 30 JUNE 2019

	Note	2019 \$'000	2018 \$'000
Property			
Land		1,710	0
Total land		1,710	0
Buildings		7,628	6,521
Building improvements		2,734	0
Total buildings		10,362	6,521
Total property		12,072	6,521
Plant and equipment			
Plant, machinery and equipment		2,574	3,408
Fixtures, fittings and furniture		127	138
Computers and telecommunications		718	790
Library books		477	562
Total plant and equipment		3,896	4,898
Infrastructure			
Roads		5,265	6,849
Bridges		2,050	712
Footpaths and cycleways		4,915	3,945
Drainage		1,324	1,812
Land improvements		768	4,194
Parks, open space and streetscapes		2,381	3,828
Off-street car parks		71	53
Total infrastructure		16,774	21,393
Total capital works expenditure		32,742	32,812
Represented by:			
New asset expenditure		6,841	5,764
Asset renewal expenditure		18,395	22,892
Asset expansion expenditure		838	544
Asset upgrade expenditure		6,668	3,612
Total capital works expenditure		32,742	32,812

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



Notes to the financial report

FOR THE YEAR ENDED 30 JUNE 2019

Introduction

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

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 1989*, and the *Local Government (Planning and Reporting) Regulations 2014*.

Significant accounting policies

(a) Basis of accounting

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

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

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

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.1)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.1)
- the determination of employee provisions (refer to Note 5.4).

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.

Note 1 Performance against budget

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

The budget figures detailed below are those adopted by Council on 12 June 2018. The budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for revenue and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

These notes are prepared to meet the requirements of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.



Notes to the financial report

FOR THE YEAR ENDED 30 JUNE 2019

Note 1 Performance against budget (continued)

1.1 Income and Expenditure

	Budget 2019 \$'000	Actual 2019 \$'000	Variance 2019 \$'000	Variance 2019 %	Ref
Income					
Rates and charges	132,500	130,621	(1,879)	-1%	
Statutory fees and fines	9,182	9,515	333	4%	
User fees	10,831	10,171	(660)	-6%	
Grants - operating	14,981	16,058	1,077	7%	I1
Grants - capital	2,636	4,521	1,885	72%	I2
Contributions - monetary	5,700	8,365	2,665	47%	I3
Contributions - non-monetary assets	0	408	408	+100%	I4
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(412)	2,294	2,706	-657%	I5
Fair value adjustments for investment property	0	(30)	(30)	+100%	I6
Other income	4,794	4,687	(107)	-2%	
Total income	180,212	186,610	6,398	4%	
Expenses					
Employee costs	82,287	81,592	695	1%	
Materials and services	54,401	56,461	(2,060)	-4%	E1
Bad and doubtful debts	1,267	2,197	(930)	-73%	E2
Depreciation and amortisation	23,535	22,359	1,176	5%	E3
Other expenses	4,198	4,735	(537)	-13%	E4
Total expenses	165,688	167,344	(1,656)	-1%	
Surplus/(deficit) for the year	14,524	19,266	4,742	33%	



Notes to the financial report

FOR THE YEAR ENDED 30 JUNE 2019

Note 1 Performance against budget (continued)

(i) Explanation of material variations

Var Ref	Item	Explanation
I1	Grants - operating	Operating grants were exceeded due to Family and Children grants (\$0.2 million), receipts from Commonwealth Home Support Program (\$0.3 million), recycling and environmental education funding (\$0.2 million) offset by the timing of receipt of the 1st and 2nd quarter 2017/18 and 2018/19 Victorian Grants Commission funding (\$0.1 million) received in June 2019.
I2	Grants - capital	Capital grants were exceeded due to new funding being received for the Inner City Netball Program (\$2.0 million) (due to be received in the previous year), the Rathcoun Road - Tee Street bridge (\$0.6 million), Bill Lawry Oval pavilion (\$0.4 million) and Streets for People (\$0.3 million). Funding for the Beavers Road bridge was not received (\$1.5 million).
I3	Contributions - monetary	Contributions - monetary were exceeded due to the receipt of small-scale technology certificates (STC) for the Solar \$aver special charge (\$1.9 million) and the receipt of other contributions for minor works (\$0.4 million).
I4	Contributions - non-monetary assets	Contributions - non-monetary assets were exceeded due to contributed infrastructure assets from development received during the year. Contributed assets are not budgeted for during the year.
I5	Net gain/(loss) on disposal of property, infrastructure, plant and equipment	Anticipated net loss on disposal of property, infrastructure, plant and equipment was not achieved as it was more than offset by higher than anticipated sale proceeds received for the sale of discontinued road in Plenty Road (\$1.6 million) and for fleet items replaced during the year (\$0.5 million).
I6	Fair value adjustments for investment property	Fair value adjustment for investment property was not achieved due to a decrease in the fair value of the Sullivan Reserve stadium land (\$0.1 million). Fair value movements in investment property are not budgeted for during the year.
E1	Materials and services	Materials and services were exceeded due to a higher than anticipated major maintenance expenditure that was originally anticipated as capital works expenditure. This includes purchases or projects not recognised as assets in accordance with Council's asset capitalisation policy thresholds (see Note 6). Projects include, Urban Forest Strategy (\$0.3 million), Gellibrand Kindergarten refurbishment (\$0.5 million) and IT Strategy implementation (\$0.9 million).
E2	Bad and doubtful debts	Bad and doubtful debts were exceeded mainly due to a higher provision for doubtful debts required for traffic fines, animal registrations and miscellaneous local law fines (\$0.9 million).
E3	Depreciation and amortisation	Depreciation and amortisation were not achieved due to the full-year impact of last year's road infrastructure revaluation (\$1.0 million) which identified improved condition of road and footpaths within the municipality.
E4	Other expenses	Other expenses were exceeded mainly due to legal fees incurred for development issues and employee relations (\$0.3 million).

Notes to the financial report

FOR THE YEAR ENDED 30 JUNE 2019

Note 1 Performance against budget (continued)

1.2 Capital Works

	Budget 2019 \$'000	Actual 2019 \$'000	Variance 2019 \$'000	Variance 2019 %	Ref
Property					
Land	0	1,710	1,710	+100%	CW1
Total Land	0	1,710	1,710	+100%	
Buildings	14,806	7,628	(7,178)	-48%	CW2
Building improvements	3,955	2,734	(1,221)	-31%	CW3
Total Buildings	18,761	10,362	(8,399)	-45%	
Total Property	18,761	12,072	(6,689)	-36%	
Plant and Equipment					
Plant, machinery and equipment	4,480	2,574	(1,906)	-43%	CW4
Fixtures, fittings and furniture	0	127	127	+100%	CW5
Computers and telecommunications	4,321	718	(3,603)	-83%	CW6
Library books	804	477	(327)	-41%	CW7
Total Plant and Equipment	9,605	3,896	(5,709)	-59%	
Infrastructure					
Roads	6,845	5,265	(1,580)	-23%	CW8
Bridges	4,582	2,050	(2,532)	-55%	CW9
Footpaths and cycleways	4,552	4,915	363	8%	
Drainage	1,968	1,324	(644)	-33%	CW10
Land improvements	1,161	769	(392)	-34%	CW11
Recreational, leisure and community facilities	160	128	(32)	-20%	
Parks, open space and streetscapes	4,569	2,252	(2,317)	-51%	CW12
Off street car parks	0	71	71	+100%	
Total Infrastructure	23,837	16,774	(7,063)	-30%	
Total Capital Works Expenditure	52,203	32,742	(19,461)	-37%	
Represented by:					
New asset expenditure	16,005	6,841	(9,164)	-57%	
Asset renewal expenditure	24,571	18,395	(6,176)	-25%	
Asset expansion expenditure	1,705	838	(867)	-51%	
Asset upgrade expenditure	9,922	6,668	(3,254)	-33%	
Total Capital Works Expenditure	52,203	32,742	(19,461)	-37%	

Notes to the financial report

FOR THE YEAR ENDED 30 JUNE 2019

Note 1 Performance against budget (continued)

(i) Explanation of material variations

Var Ref	Item	Explanation
CW1	Land	The budget for land was exceeded due to the purchase of 421 High Street Preston (\$1.7 million).
CW2	Buildings	The budget for buildings was not achieved largely due to delays completing works on the Multi-Sport Stadium (\$4.5 million), planned demolition of 421 High Street (\$0.5 million), Bill Lawry Oval pavilion (\$1.5 million) and GE Robinson Reserve pavilion (\$0.7 million).
CW3	Building improvements	The budget for building improvements was not achieved largely due to delays in environmental sustainable building upgrades at Council facilities (\$0.6 million) and office accommodation works (\$0.2 million).
CW4	Plant, machinery and equipment	The budget for plant, machinery and equipment was not achieved due to delays in the delivery of several heavy and light vehicles purchased late in the reporting period (\$1.7 million), chiller/boiler replacement at Preston Civic Centre (\$0.2 million) and several purchases not recognised as assets (\$0.4 million) in accordance with Council's policy (see Note 6).
CW5	Fixtures, fittings and furniture	The budget for fixtures, fittings and furniture was exceeded due to several of purchases included with office accommodation (\$0.1 million).
CW6	Computers and telecommunications	The budget for computers and telecommunications was not achieved due to delays in the implementation of the IT strategy (\$2.6 million), Darebin Library website upgrade (\$0.2 million) and several purchases that were not recognised as assets (\$0.5 million) in accordance with Council's policy (see Note 6).
CW7	Library books	The budget for library books was not achieved due to several purchases not recognised as assets (\$0.3 million) in accordance with Council's policy (see Note 6).
CW8	Roads	The budget for roads was not achieved due to delays in Edwin Street reconstruction (\$0.2 million) and other road rehabilitation and design works (\$0.7 million).
CW9	Bridges	The budget for bridges was not achieved due to delays in completing the Beavers Road bridge (\$2.3 million).
CW10	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).
CW11	Land improvements	The budget for land improvements was not achieved due to delays in completion of the Edwardes Lake Park athletic track (\$0.3 million).
CW12	Parks, open space and streetscapes	The budget for parks, open space and streetscapes was not achieved largely due to delays completing works including play space upgrades (\$1.1 million), sports field lighting (\$0.2 million) and streetscape upgrades (\$0.4 million).



Notes to the financial report

FOR THE YEAR ENDED 30 JUNE 2019

Note 2.1 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

2.1 (a) City Sustainability and Strategy

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

Operations and Capital

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

Community

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

Governance and Engagement

The Governance and Engagement Division's role is to act as a business partner by understanding the organisation's needs, risks and limitations and provide timely specialist advice as well as smart, agile customer orientated support. The Governance and Engagement division includes the following departments: Communications and Engagement; Finance; Information Services; People and Development; and Governance and Performance. Significant items allocated to the division include; general rates and charges, interest on rates and investments, Victorian grants commission funding and fair value adjustment for investment property.



Notes to the financial report

FOR THE YEAR ENDED 30 JUNE 2019

Note 2.1 Analysis of Council results by program (continued)

2.1 (b) Summary of revenues, expenses, assets and capital expenses by program

	Income \$'000	Expenses \$'000	Surplus / (Deficit) \$'000	Grants included in income \$'000	Total assets \$'000
2019					
City Sustainability and Strategy	23,776	33,505	(9,729)	1,007	175,231
Operations and Capital	7,077	60,838	(53,761)	4,463	819,042
Community	21,355	48,007	(26,652)	11,030	249,668
Governance and Engagement	134,402	24,994	109,408	4,079	153,240
Non-attributable	0	0	0	0	89,100
	186,610	167,344	19,266	20,579	1,486,281
2018					
City Sustainability and Strategy	18,157	27,620	(9,463)	692	176,660
Operations and Capital	5,155	59,789	(54,634)	2,457	806,395
Community	20,996	48,824	(27,828)	10,941	318,852
Governance and Engagement	128,248	24,454	103,794	4,078	177,217
Non-attributable	0	0	0	0	85,766
	172,556	160,687	11,869	18,168	1,564,890



Notes to the financial report

FOR THE YEAR ENDED 30 JUNE 2019

	2019 \$'000	2018 \$'000
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Note 3 Funding for the delivery of our services

3.1 Rates and charges

Council uses 'capital improved value' as the basis of valuation of all properties within the municipal district. Capital improved value means the sum that land and all its improvements might be expected to realise at the time of valuation, if offered for sale on any reasonable terms and conditions.

The valuation base used to calculate general rates for 2018/19 was \$59,109,797,470 (2017/18: \$46,208,273,361).

General rates	123,214	118,702
Cultural and recreational properties	44	32
Green waste services	2,526	2,418
Special rates and charges	3,517	337
Supplementary rates and rate adjustments	747	1,321
Interest on rates and charges	573	505
Total rates and charges	130,621	123,315

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2018, and the valuation was first applied in the rating year commencing 1 July 2018.

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.

3.2 Statutory fees and fines

Animal registration	667	724
Building services	957	979
Environmental health	770	792
Statutory planning	1,928	1,981
Traffic enforcement	3,461	3,307
Infringement court recoveries	1,265	1,337
Other statutory fees and fines	467	628
Total statutory fees and fines	9,515	9,748

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.

3.3 User fees

Aged and health services	1,023	1,044
Arts and culture	1,925	2,027
Family, children and community programs	180	185
Golf course attendance	1,024	941
Leisure centres and recreation	3,544	3,873
Library	197	197
Recycling	15	577
Registrations and other permits	2,167	2,028
Other fees and charges	96	159
Total user fees	10,171	11,031

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

Notes to the financial report

FOR THE YEAR ENDED 30 JUNE 2019

	2019 \$'000	2018 \$'000
Note 3 Funding for the delivery of our services (continued)		
3.4 Funding from other levels of government		
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	11,211	11,675
State funded grants	9,368	6,493
Total grants	20,579	18,168
Recurrent - Commonwealth Government		
Diesel fuel rebate scheme	83	88
Centre-based care	315	352
General home care	5,927	5,614
Financial assistance grant - general purpose	3,182	3,215
Financial assistance grant - local roads	896	882
Recurrent - State Government/Other		
Centre-based care	13	13
Disability resource	176	182
Family support	471	450
General home care	652	883
Health and safety	117	116
Immunisation	132	150
Libraries	971	956
Maternal and child health	1,269	1,218
Metro access	145	139
Playgroup initiatives	243	237
School crossings	489	474
Youth services	41	43
Other programs	7	6
Total recurrent operating grants	15,129	15,018
Non-recurrent - Commonwealth Government		
Non-recurrent - State Government/Other		
Immunisation	0	101
Disability inclusion in sport	72	0
Gender equity early years	73	0
Housing strategy	88	0
Maternal and child health	71	130
Northland urban renewal	0	150
Recycling	138	146
Darebin speak	0	60
Youth services	96	96
Other programs	391	245
Total non-recurrent operating grants	929	928
Total operating grants	16,058	15,946
Capital Grants		
Recurrent - Commonwealth Government		
Roads to recovery	648	1,523
Recurrent - State Government/Other		
Minor Works	18	18
Total recurrent capital grants	666	1,541

Notes to the financial report

FOR THE YEAR ENDED 30 JUNE 2019

	2019 \$'000	2018 \$'000
Note 3 Funding for the delivery of our services (continued)		
3.4 Funding from other levels of government (continued)		
Non-recurrent - Commonwealth Government		
Edwardes Lake Park synthetic surface	160	0
Non-recurrent - State Government/Other		
Bill Lawry Oval pavillion	425	0
Blackspot funding	94	0
BT Connor Reserve lighting	135	0
Mayer Park lighting	135	0
Minor works	25	10
Multi-Sports stadium	916	0
Bicycle-friendly roads	0	100
Pavillion upgrades	0	180
Public convenience works	0	100
Public safety infrastructure	91	0
Rathcown Road / Tee Street bridge	535	0
Inner City Netball Program	1,058	291
Streets for People	281	0
Total non-recurrent capital grants	3,855	681
Total capital grants	4,521	2,222
Total grants	20,579	18,168

Unspent grants received on condition that they be spent in a specific manner

Balance at start of year	5,048	4,415
Received during the financial year and remained unspent at balance date	4,106	2,655
Received in prior years and spent during the financial year	(3,654)	(2,022)
Balance at end of year	5,500	5,048

Grant income is recognised when Council obtains control of the contribution. This is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant has been secured, and are valued at their fair value at the date of transfer.

3.5 Contributions

(a) Monetary

Drainage and open space	5,795	5,386
Small-scale technology certificates	1,927	0
Other capital and minor works	643	351
Monetary	8,365	5,737
Non-monetary	408	253
Total contributions	8,773	5,990

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

Land	0	36
Land under roads	52	10
Roads	69	12
Drainage	287	195
Total non-monetary contributions	408	253

Monetary and non-monetary contributions are recognised as revenue when Council obtains control over the contributed asset.



Notes to the financial report

FOR THE YEAR ENDED 30 JUNE 2019

	2019 \$'000	2018 \$'000
Note 3 Funding for the delivery of our services (continued)		
3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment		
Proceeds of sale - Rights of way	2,135	590
Proceeds of sale - Other assets	595	793
Write down value of assets disposed	(436)	(670)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	2,294	713

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

3.7 Other income

Interest on investments, loans and advances	1,962	1,853
Property rental and leases	711	454
Workers compensation insurance recovery	340	416
Other recovery of costs	1,674	1,170
Total other income	4,687	3,893

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

4.1 (a) Employee costs

Wages, salaries and related on-costs	65,312	65,873
Casual staff	6,714	6,013
Superannuation	7,837	7,537
Personal gratuity leave	169	118
WorkCover	1,259	1,010
Fringe benefits tax	301	351
Total employee costs	81,592	80,902

(b) Superannuation

Council made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	778	919
Employer contributions - other funds	0	0
	778	919

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	4,612	4,572
Employer contributions - other funds	2,447	2,046
	7,059	6,618

Employer contributions payable at reporting date.	548	514
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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 2019

	2019 \$'000	2018 \$'000
Note 4 The cost of delivering services (continued)		
4.2 Materials and services		
Advertising, marketing and promotions	628	668
Apprentices and trainees	415	481
Banking fees and charges	406	400
Consultants	3,177	2,449
Contract payments for goods and services	33,092	27,588
Facility rental and hire	382	368
Fleet parts, consumables and registration	872	817
Fuel and oil	971	939
Insurances and excess	1,544	1,365
Licence fees	119	114
Materials and consumables	2,292	2,179
Memberships and subscriptions	336	270
Minor equipment purchases	434	495
Office administration	3,660	3,358
Repairs and maintenance	3,547	4,675
Other supplies and services	357	577
Utilities	4,229	3,549
Total materials and services	56,461	50,292

4.3 Depreciation and amortisation

Property	6,016	5,838
Plant and equipment	4,379	4,654
Infrastructure	11,649	12,044
Total depreciation	22,044	22,536
Intangibles	315	467
Total depreciation and amortisation	22,359	23,003

Refer to Notes 5.2 (c) and 6.1 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

4.4 Bad and doubtful debts

Parking fine debtors	243	192
Parking-related debtors - Fines Victoria	1,530	1,202
Other debtors	424	169
Total bad and doubtful debts	2,197	1,563
Movement in Provision for Doubtful Debts		
Balance at the beginning of the year	6,269	5,147
New provisions recognised during the year	2,155	1,668
Amounts already provided for and written off as uncollectible	(276)	(546)
Amounts provided for but recovered during the year	0	0
Balance at end of year	8,148	6,269

Provision for doubtful debt is recognised based on an expected credit loss model. This model considers both historic and forward-looking information in determining the level of impairment.

Notes to the financial report

FOR THE YEAR ENDED 30 JUNE 2019

	2019 \$'000	2018 \$'000
Note 4 The cost of delivering services (continued)		
4.5 Other expenses		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	75	73
Auditors' remuneration - internal audit	32	136
Community grants and other contributions	2,216	1,857
Councillors' emoluments	376	368
Fire Services Property levy	119	111
Lease payments	182	122
Legal expenses	1,264	1,047
Fines Victoria processing costs	166	169
Special rate payments	285	302
Write-off of property, infrastructure and plant and equipment	20	742
Total other expenses	4,735	4,927

Note 5 Our financial position

5.1 Financial assets

(a) Cash and cash equivalents		
Cash on hand	19	20
Cash at bank	2,028	902
Money market call accounts	34,109	24,919
Term deposits	19,243	17,639
	55,399	43,480

Restrictions

Council's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:

- Developer contribution scheme	5,070	5,630
- Drainage development reserve	23	23
- Public resort and recreation reserve	13,526	10,123
- Fire Services Property Levy payable	15	27
- Contractor and security deposits (see Note 5.3 (b))	4,556	5,309
Total restricted funds	23,190	21,112
Total unrestricted cash and cash equivalents	32,209	22,368

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	7,631	5,854
- Car park development reserve	227	228
- Unspent conditional grants	5,500	5,048
Total funds subject to intended allocations	13,358	11,130



Notes to the financial report

FOR THE YEAR ENDED 30 JUNE 2019

	2019 \$'000	2018 \$'000
Note 5 Our financial position (continued)		
(b) Other financial assets		
Current		
Term deposits	33,701	42,286
Non-current		
Unlisted shares in corporations at cost	236	236
Total other financial assets	33,937	42,522
Total financial assets	89,336	86,002

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 90 days or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, being market value, at balance date. Term deposits are measured at amortised cost. Unlisted shares are valued at the lower of cost and net realisable amount. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

The shares in unlisted corporations reflect Council's holdings in Maps Group Limited, Regional Kitchen Pty Ltd, and RFK Pty Ltd.

(c) Trade and other receivables		
Current		
Rates debtors	8,275	7,144
Special rate assessment	462	1,030
Infringement debtors	8,837	7,100
Less: Provision for doubtful debts - infringements	(7,828)	(6,006)
<i>Non statutory receivables</i>		
Other debtors	2,620	2,176
Less: Provision for doubtful debts - other	(320)	(264)
GST receivable	1,765	1,666
Loans and advances	9	9
Total current trade and other receivables	13,820	12,855
Non-current		
Special rate assessment	3,584	0
<i>Non statutory receivables</i>		
Loans and advances	167	176
Total non-current trade and other receivables	3,751	176
Total trade and other receivables	17,571	13,031

Short-term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long-term receivables are carried at amortised cost using the effective interest rate method.

(d) Ageing of Receivables		
At balance date other debtors representing financial assets were past due but not impaired. The ageing of the Council's trade and other receivables (excluding statutory receivables) was:		
Current (not yet due)	13	142
Past due by up to 30 days	1,400	595
Past due between 31 and 60 days	109	181
Past due between 61 and 90 days	53	495
Past due above 90 days	1,045	763
Total trade and other receivables	2,620	2,176



Notes to the financial report

FOR THE YEAR ENDED 30 JUNE 2019

	2019 \$'000	2018 \$'000	
Note 5 Our financial position (continued)			
5.1 Financial assets (continued)			
(e) Ageing of individually impaired trade and other receivables			
At balance date, other debtors representing financial assets with a nominal value of \$1,045,000 (2018: \$763,000) were impaired. The amount of the provision raised against these debtors was \$320,000 (2018: \$261,000). 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:			
More than three months	320	261	
Total trade and other receivables	320	261	
5.2 Non-financial assets			
(a) Inventories			
Inventories held for distribution	57	51	
Inventories held for sale	37	38	
Total inventories	94	89	
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	584	1,550	
Prepayments	2,100	2,145	
Total other assets	2,684	3,695	
(c) Intangible assets			
Software and system development costs	855	538	
Water access rights	127	127	
Total intangible assets	982	665	
	Software \$'000	Water rights \$'000	Total \$'000
Gross carrying amount			
Balance at 1 July 2018	5,150	127	5,277
Other additions	632	0	632
Balance at 30 June 2019	5,782	127	5,909
Accumulated amortisation and impairment			
Balance at 1 July 2018	(4,612)	0	(4,612)
Amortisation expense	(315)	0	(315)
Balance at 30 June 2019	(4,927)	0	(4,927)
Net book value at 30 June 2018	538	127	665
Net book value at 30 June 2019	855	127	982

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.

Notes to the financial report

FOR THE YEAR ENDED 30 JUNE 2019

	2019 \$'000	2018 \$'000
Note 5 Our financial position (continued)		
5.3 Payables		
(a) Trade and other payables		
Trade payables	14,158	14,778
Employee costs	1,306	2,577
Unearned revenue	41	64
Total trade and other payables	15,505	17,419
(b) Trust funds and deposits		
Contractor and security deposits	4,359	5,112
Fire Services Property Levy payable	15	26
Retention amounts	197	197
Total trust funds and deposits	4,571	5,335

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in Council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

Purpose and nature of items

Contractor and security deposits – Deposits are taken by Council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits, and the use of civic facilities and other Council assets.

Fire Services Property Levy – Council is the collection agent for Fire Services Property Levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the State Government in line with that process.

Retention amounts – Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

5.4 Provisions

	Employee \$'000	Other \$'000	Total \$'000
2019			
Balance at beginning of the financial year	21,477	45	21,522
Additional provisions	7,973	0	7,973
Amounts used	(7,493)	0	(7,493)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	102	0	102
Balance at the end of the financial year	22,059	45	22,104
2018			
Balance at beginning of the financial year	20,347	45	20,392
Additional provisions	7,707	0	7,707
Amounts used	(6,894)	0	(6,894)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	317	0	317
Balance at the end of the financial year	21,477	45	21,522



Notes to the financial report

FOR THE YEAR ENDED 30 JUNE 2019

	2019 \$'000	2018 \$'000
Note 5 Our financial position (continued)		
5.4 Provisions (continued)		
(a) Employee provisions		
Current employee provisions expected to be wholly settled within 12 months		
Annual leave	4,473	4,117
Long service leave	1,718	1,477
Personal gratuity	255	268
Redundancy	0	377
	6,446	6,239
Current employee provisions expected to be wholly settled after 12 months		
Annual leave	2,547	2,300
Long service leave	9,434	9,098
Personal gratuity	1,822	1,886
	13,803	13,284
Total current employee provisions	20,249	19,523
Non-current		
Long service leave	1,810	1,954
Total non-current employee provisions	1,810	1,954
Current	20,294	19,568
Non-current	1,810	1,954
Total aggregate carrying amount of employee provisions	22,104	21,522

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

Wages and salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulated sick leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. LSL is measured at present value. Unconditional LSL is disclosed as a current liability. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability.

Personal gratuity leave

Liabilities for personal gratuity leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.



Notes to the financial report

FOR THE YEAR ENDED 30 JUNE 2019

Note 5 Our financial position (continued)

5.4 Provisions (continued)

The following assumptions were adopted in measuring present values of employee benefits:

	%	%
Weighted average rates of increase in employee costs	2.9	3.9
Weighted average discount rates	1.1	2.3
	Years	Years
Weighted average settlement period	3.7	4.0
Long Service Leave	2.3	2.2
Annual Leave	2019	2018
	\$'000	\$'000
(b) Other provisions		
Current	45	45

5.5 Financing arrangements

Credit card facility	45	43
Used facilities	21	15
Unused facilities	24	28

Council had no access to a bank overdraft facility at balance date.

5.6 Commitments

Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
2019					
Operating					
Animal welfare services	411	411	1,645	828	3,295
Information systems and technology	1,627	0	0	0	1,627
Internal audit	144	140	459	0	743
Collection/processing of recyclable waste (i)	209	0	0	0	209
Cleaning contracts for council buildings	400	0	0	0	400
Golf course management and maintenance	462	0	0	0	462
Insurance	1,566	0	0	0	1,566
Valuations	142	0	0	0	142
Traffic signal maintenance	80	81	80	0	241
Tree management	1,421	0	0	0	1,421
Waste disposal	320	0	0	0	320
Total	6,782	632	2,184	828	10,426
Capital					
Construction works	12,674	0	0	0	12,674
Total	12,674	0	0	0	12,674



Notes to the financial report

FOR THE YEAR ENDED 30 JUNE 2019

Note 5 Our financial position (continued)

5.6 Commitments (continued)

	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
2018					
Operating					
Animal welfare services	411	411	1,645	1,509	3,976
Information systems & technology	1,420	0	0	0	1,420
Collection/processing of recyclable waste (i)	298	0	0	0	298
Collection/processing of hard waste (i)	617	0	0	0	617
Cleaning contracts for council buildings	239	0	0	0	239
Golf course management and maintenance	501	501	0	0	1,002
Insurance	1,292	0	0	0	1,292
Valuations	78	0	0	0	78
Waste disposal	262	0	0	0	262
Traffic signal maintenance	52	52	198	0	302
Tree management	631	0	0	0	631
Total	5,801	964	1,843	1,509	10,117
Capital					
Construction works	6,604	0	0	0	6,604
Total	6,604	0	0	0	6,604

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

	2019 \$'000	2018 \$'000
Operating lease commitments		
At the reporting date, Council had the following obligations under non-cancellable operating leases for the lease of equipment and land and buildings for use within Council's activities (these obligations are not recognised as liabilities):		
Not later than one year	304	236
Later than one year and not later than 5 years	560	329
Later than 5 years	0	31
	864	596

Lease payments for operating leases are required by the accounting standard to be recognised on a straight line basis, rather than expensed in the years in which they are incurred.



Notes to the financial report

FOR THE YEAR ENDED 30 JUNE 2019

Note 6 Assets we manage

6.1 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	At Fair Value 30 June 2018 \$'000	Additions \$'000	Contributions \$'000	Revaluation \$'000	Depreciation \$'000	Disposal \$'000	Write-off \$'000	Transfer \$'000	At Fair Value 30 June 2019 \$'000
Land	736,805	1,710	52	(92,866)	0	0	0	0	645,701
Buildings	208,323	6,413	0	(2,913)	(6,016)	0	(20)	1,878	207,664
Plant and equipment	18,027	3,337	0	0	(4,379)	(436)	0	255	16,804
Infrastructure	488,978	13,937	356	0	(11,649)	0	0	1,930	493,553
Work in progress	6,435	6,784	0	0	0	0	0	(4,137)	9,082
	1,458,568	32,181	408	(95,779)	(22,044)	(436)	(20)	(74)	1,372,804

Summary of Work in Progress

	Opening WIP \$'000	Additions \$'000	Transfers \$'000	Write-offs \$'000	Closing WIP \$'000
Buildings	3,241	3,949	(1,878)	0	5,312
Plant and equipment	122	0	(122)	0	0
Infrastructure	3,072	2,835	(2,137)	0	3,770
Total	6,435	6,784	(4,137)	0	9,082



Notes to the financial report

FOR THE YEAR ENDED 30 JUNE 2019

Note 6 Assets we manage (continued)

6.1 Property, infrastructure, plant and equipment (continued)

(a) Property

	Land - specialised \$'000	Land - non specialised \$'000	Total Land \$'000	Buildings - heritage \$'000	Buildings - specialised \$'000	Buildings - non specialised \$'000	Work in progress \$'000	Total Buildings \$'000	Total Property \$'000
At fair value 1 July 2018	697,161	39,644	736,805	44,315	325,225	11,790	3,241	384,571	1,121,376
Accumulated depreciation at 1 July 2018	0	0	0	(28,125)	(138,360)	(6,522)	0	(173,007)	(173,007)
	697,161	39,644	736,805	16,190	186,865	5,268	3,241	211,564	948,369
Movements in fair value									
Additions	0	1,710	1,710	1,119	5,294	0	3,949	10,362	12,072
Contributed assets	52	0	52	0	0	0	0	0	52
Revaluation increments/ decrements	(88,045)	(4,821)	(92,866)	0	(6,852)	0	0	(6,852)	(99,718)
Fair value of assets disposed	0	0	0	0	0	0	0	0	0
Write-off	0	0	0	0	(110)	0	0	(110)	(110)
Transfers	0	0	0	132	1,746	0	(1,878)	0	0
	(87,993)	(3,111)	(91,104)	1,251	78	0	2,071	3,400	(87,704)
Movements in accumulated depreciation									
Depreciation and amortisation	0	0	0	(289)	(5,512)	(215)	0	(6,016)	(6,016)
Accumulated depreciation of disposals	0	0	0	0	89	0	0	89	89
Revaluation increments/ decrements	0	0	0	0	3,939	0	0	3,939	3,939
Impairment losses recognised in operating result	0	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0	0
	0	0	0	(289)	(1,484)	(215)	0	(1,989)	(1,989)
At fair value 30 June 2019	609,168	36,533	645,701	45,566	325,303	11,790	5,312	387,971	1,033,672
Accumulated depreciation at 30 June 2019	0	0	0	(28,414)	(139,844)	(6,737)	0	(174,995)	(174,996)
	609,168	36,533	645,701	17,152	185,459	5,053	5,312	212,976	858,677



Notes to the financial report

FOR THE YEAR ENDED 30 JUNE 2019

Note 6 Assets we manage (continued)

6.1 Property, infrastructure, plant and equipment (continued)

(b) Plant and Equipment

	Plant machinery and equipment \$'000	Computers and telecomms \$'000	Fixtures fittings and furniture \$'000	Library books \$'000	Artwork and historical collections \$'000	Other \$'000	Work in progress \$'000	Total plant and equipment \$'000
At fair value 1 July 2018	16,918	22,013	7,774	9,180	1,819	6,116	122	63,942
Accumulated depreciation at 1 July 2018	(8,963)	(18,446)	(6,946)	(6,806)	0	(4,632)	0	(45,793)
	7,955	3,567	828	2,374	1,819	1,484	122	18,149
Movements in fair value								
Additions	1,701	523	127	477	42	467	0	3,337
Contributed assets	0	0	0	0	0	0	0	0
Revaluation increments/ decrements	0	0		0	0	0	0	0
Fair value of assets disposed	(1,490)	0	(17)	0	0	0	0	(1,507)
Write-off	0	0	0	0	0	0	0	0
Transfers	0	45	0	0	0	210	(122)	133
	211	568	110	477	42	677	(122)	1,963
Movements in accumulated depreciation								
Depreciation and amortisation	(2,018)	(1,224)	(147)	(705)	0	(285)	0	(4,379)
Accumulated depreciation of disposals	1,054	0	17	0	0	0	0	1,071
	(964)	(1,224)	(130)	(705)	0	(285)	0	(3,307)
At fair value 30 June 2019	17,129	22,581	7,884	9,657	1,861	6,793	0	65,905
Accumulated depreciation at 30 June 2019	(9,927)	(19,670)	(7,076)	(7,511)	0	(4,917)	0	(49,101)
	7,202	2,911	808	2,146	1,861	1,876	0	16,804



Notes to the financial report

FOR THE YEAR ENDED 30 JUNE 2019

Note 6 Assets we manage (continued)

6.1 Property, infrastructure, plant and equipment (continued)

(c) Infrastructure

	Roads \$'000	Footpaths and cycleways \$'000	Bridges \$'000	Drainage \$'000	Land improvements \$'000	Parks, open spaces and streetscapes \$'000	Off street car parks \$'000	Work in progress \$'000	Total Infrastructure \$'000
At fair value 1 July 2018	302,248	121,965	8,771	185,275	51,741	39,145	8,273	3,072	720,490
Accumulated depreciation at 1 July 2018	(71,740)	(39,275)	(1,195)	(77,720)	(16,062)	(18,086)	(4,362)	0	(228,440)
	<u>230,508</u>	<u>82,690</u>	<u>7,576</u>	<u>107,555</u>	<u>35,679</u>	<u>21,059</u>	<u>3,911</u>	<u>3,072</u>	492,050
Movements in fair value									
Additions	4,634	4,832	1,224	1,237	427	1,513	70	2,835	16,772
Contributed assets	69	0	0	287	0	0	0	0	356
Revaluation increments/ decrements	0	0	0	0	0	0	0	0	0
Fair value of assets disposed	0	0	0	0	0	0	0	0	0
Write-off	0	0	0	0	0	0	0	0	0
Transfers	229	0	672	83	594	344	9	(2,137)	(206)
	<u>4,932</u>	<u>4,832</u>	<u>1,896</u>	<u>1,607</u>	<u>1,021</u>	<u>1,857</u>	<u>79</u>	<u>698</u>	16,921
Movements in accumulated depreciation									
Depreciation and amortisation	(4,177)	(2,031)	(108)	(1,548)	(1,170)	(2,510)	(105)	0	(11,649)
Revaluation increments/ decrements	0	0	0	0	0	0	0	0	0
	<u>(4,177)</u>	<u>(2,031)</u>	<u>(108)</u>	<u>(1,548)</u>	<u>(1,170)</u>	<u>(2,510)</u>	<u>(105)</u>	<u>0</u>	(11,649)
At fair value 30 June 2019	307,180	126,797	10,667	186,882	52,762	41,002	8,352	3,770	737,412
Accumulated depreciation at 30 June 2019	(75,917)	(41,306)	(1,303)	(79,268)	(17,232)	(20,596)	(4,467)	0	(240,089)
	<u>231,263</u>	<u>85,491</u>	<u>9,364</u>	<u>107,614</u>	<u>35,530</u>	<u>20,406</u>	<u>3,885</u>	<u>3,770</u>	497,323



Notes to the financial report

FOR THE YEAR ENDED 30 JUNE 2019

Note 6 Assets we manage (continued)

6.1 Property, infrastructure, plant and equipment (continued)

Acquisition

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

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

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

Asset recognition thresholds and depreciation periods

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



Notes to the financial report

FOR THE YEAR ENDED 30 JUNE 2019

Note 6 Assets we manage (continued)

6.1 Property, infrastructure, plant and equipment (continued)

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 a 15-year period.

Valuation of land and buildings

Valuation of land and buildings were undertaken by a qualified valuer Mr A Lee, AAPI, (Valuer General's contract valuer). The last valuation was undertaken as at 30 June 2019. 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 was conducted in 2018/19.

Notes to the financial report

FOR THE YEAR ENDED 30 JUNE 2019

Note 6 Assets we manage (continued)

6.1 Property, infrastructure, plant and equipment (continued)

Details of the Council's land, land improvements and buildings and information about the fair value hierarchy as at 30 June 2019 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000	Date of Valuation
Assets measured at fair value					
Land	0	36,533	609,168	645,701	June 2019
Buildings	0	5,053	202,611	207,664	June 2018
	0	41,586	811,779	853,365	

No transfers between levels occurred during the year.

Valuations of infrastructure

Infrastructure includes road surface and substructures, footpaths, kerb and channel, traffic devices parking bays, off-street car parks, drainage pipes, pits, gross pollutant traps and bridges. The valuations for infrastructure assets were determined by Mr P Wansborough, B Eng (Civil), Co-ordinator Infrastructure Planning. The valuations were performed as at 30 June 2018 on the basis of fair value being the current replacement cost less accumulated depreciation at the date of the valuation.

Road and off-street car park replacement cost is calculated with reference to a representative range of unit costs received from contractors and other relevant sources. Accumulated depreciation has been assessed with reference to the AUSTRROADS National Pavement Condition Indicators and road condition surveys.

Bridge replacement cost is based on the major components of the structure and sourced from representative bridge construction projects. Accumulated depreciation has been assessed based on knowledge of Council's bridge network and industry standards.

Drainage replacement cost is calculated with reference to a representative range of unit costs received from contractors and other relevant sources. Accumulated depreciation has been assessed based on knowledge of Council's drainage network and industry standards.

Land improvements are valued using the depreciated replacement cost method. This cost represents the replacement cost of the building/component after applying depreciation rates on a useful life basis. Replacement costs relate to costs to produce the property to an "as new" standard. Economic obsolescence has also been factored into the depreciated replacement cost calculation.

Land improvements includes playing surfaces, retarding basins and other land improvements. The valuations for land improvements were determined by Mr D Archer, AAPI, the City Valuer. The valuations were performed as at 30 June 2018 on the basis of fair value being the current replacement cost less accumulated depreciation at the date of the valuation.

The next scheduled full revaluation for this purpose will be conducted in 2020/21.

There were no changes in valuation techniques throughout the period to 30 June 2019.

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 2019 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000	Date of Valuation
Assets measured at fair value					
Roads	0	0	231,263	231,263	June 2018
Footpaths and cycleways	0	0	85,491	85,491	June 2018
Bridges	0	0	9,364	9,364	June 2018
Drainage	0	0	107,614	107,614	June 2018
Land improvements	0	0	35,530	35,530	June 2018
Parks, open spaces and streetscapes	0	0	20,406	20,406	June 2018
Off-street carparks	0	0	3,885	3,885	June 2018
	0	0	493,554	493,554	

No transfers between levels occurred during the year.

Notes to the financial report

FOR THE YEAR ENDED 30 JUNE 2019

Note 6 Assets we manage (continued)

6.1 Property, infrastructure, plant and equipment (continued)

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads

Specialised land and land under roads is valued using a market-based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 10% and 90%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$20 and \$3,218 per square metre.

Specialised buildings

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs is calculated on a square metre basis and ranges from \$500 to \$8,775 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 50 years to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 30 years to 120 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets. Current replacement cost for infrastructure is calculated as follows:

Roads and off-street car parks range between \$28 to \$418 per square metre.

Shared paths and cycleways range between \$48 to \$417 per square metre.

Drainage assets range between \$92 to \$1,785 per unit.

Bridge assets range varies depending on construction type.

	2019	2018
	\$'000	\$'000
Reconciliation of specialised land		
Land under roads	1,126	1,074
Community facilities	60,540	69,540
Council administration and depots	24,992	28,598
Off street car parks	12,703	14,497
Parks and reserves	509,807	583,452
Total specialised land	609,168	697,161

6.2 Investment property

Balance at beginning of financial year	2,840	3,142
Fair value adjustments	(30)	(302)
Balance at end of financial year	2,810	2,840

Investment property is held to generate long-term rental yields. Investment property is measured initially at cost, including transaction costs. Costs incurred subsequent to initial acquisition are capitalised when it is probable that future economic benefit in excess of the originally assessed performance of the asset will flow to Council. Subsequent to initial recognition at cost, investment property is carried at fair value, determined annually by independent valuers. Changes to fair value are recorded in the comprehensive income statement in the period that they arise. Rental income from the leasing of investment properties is recognised in the comprehensive income statement on a straight line basis over the lease term.

Valuation of investment property

The valuation of investment property has been determined by Mr A Lee, AAPI (Valuer General's contract valuer), who has recent experience in the location and category of the property being valued. The valuation is at fair value, based on the current market value for the property.

Notes to the financial report

FOR THE YEAR ENDED 30 JUNE 2019

Note 7 People and relationships

7.1 Council and key management remuneration

(a) Related Parties

Council is the parent entity.

(b) Key Management Personnel

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

Councillors

Stephanie Amir (01/07/2017 - Current)
Tim Laurence (01/07/2017 - Current)
Lina Messina (01/07/2017 - Current)
Susanne Newton (01/07/2017 - Current)
Julie Williams (01/07/2017 - Current)

Gaetano Greco (01/07/2017 - Current)
Kim Le Cerf (Mayor 14/11/2017 - Current)
Trent McCarthy (01/07/2017 - Current)
Susan Rennie (01/07/2017 - Current)

Chief Executive Officer

Sue Wilkinson (18/09/2017 - Current)

Other Key Management Personnel

GM Operations and Capital

Vito Albicini (12/02/2018 - 28/06/2019)

GM City Sustainability and Strategy

Rachael Ollivier (01/02/2018 - Current)

GM Governance and Engagement

Ingrid Bishop (19/03/2018 - Current)

GM Community

Cathy Henderson (19/03/2018 - Current)

	2019 Number	2018 Number
Total Number of Councillors	9	9
Chief Executive Officer and other Key Management Personnel	5	11
Total Key Management Personnel	14	20

(c) Remuneration of Key Management Personnel

	2019 \$'000	2018 \$'000
Total remuneration of key management personnel was as follows:		
Short-term benefits	1,664	1,663
Post-employment benefits	129	123
Long-term benefits	42	206
Termination benefits	0	301
Total	1,835	2,293



Notes to the financial report

FOR THE YEAR ENDED 30 JUNE 2019

Note 7 People and relationships (continued)

7.1 Council and key management remuneration

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

	2019 Number	2018 Number
\$30,000 - \$39,999	7	8
\$60,000 - \$69,999	1	0
\$70,000 - \$79,999	1	4
\$80,000 - \$89,999	0	1
\$100,000 - \$109,999	0	1
\$150,000 - \$159,999	0	1
\$190,000 - \$199,999	0	1
\$220,000 - \$229,999	1	0
\$240,000 - \$249,999	1	0
\$260,000 - \$269,999	0	1
\$270,000 - \$279,999	1	0
\$290,000 - \$299,999	1	1
\$310,000 - \$319,999	0	2
\$350,000 - \$359,999	1	0
	14	20

(d) Senior Officers' Remuneration

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

- a) has management responsibilities and reports directly to the Chief Executive Officer; or
- b) whose total annual remuneration exceeds \$148,000.

The number of Senior Officers are shown below in their relevant income bands:

	2019 Number	2018 Number
< \$148,000	1	1
\$149,000 - \$149,999	1	1
\$150,000 - \$159,999	3	4
\$160,000 - \$169,999	4	2
\$170,000 - \$179,999	6	2
\$180,000 - \$189,999	3	3
\$190,000 - \$199,999	2	1
\$210,000 - \$219,999	1	2
\$220,000 - \$229,999	1	0
\$230,000 - \$239,999	1	1
\$240,000 - \$249,999	0	1
\$260,000 - \$269,999	0	1
\$290,000 - \$299,999	0	1
	23	20
	\$'000	\$'000
Total remuneration for the year for Senior Officers included above amounted to:	4,008	3,805

Notes to the financial report

FOR THE YEAR ENDED 30 JUNE 2019

Note 7 People and relationships (continued)

7.2 Related party disclosure

(a) Transactions with related parties

During the period Council had no reportable transactions with related parties.

(b) Outstanding balances with related parties

There are no balances outstanding at the end of the reporting period in relation to transactions with related parties.

(c) Loans to/from related parties

Council does not make loans to or receive loans from related parties. No guarantees have been provided.

(d) Commitments to/from related parties

Council has no outstanding commitments to/from other related parties.

Note 8 Managing uncertainties

8.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed by way of a note and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

(a) Contingent assets

Operating lease receivables

Council has entered into commercial property leases on its investment property, consisting of surplus freehold buildings. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 75 years. All leases include a CPI-based revision of the rental charge annually.

Future minimum rentals receivable under non-cancellable operating leases at the end of the year are as follows:

	2019 \$'000	2018 \$'000
Not later than one year	210	205
Later than one year and not later than 5 years	359	493
Later than 5 years	741	770
	1,310	1,468

(b) Contingent liabilities

Superannuation

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

Future superannuation contributions

In addition to the disclosed contributions, Council has paid unfunded liability payments to Vision Super totalling \$73,000 during the year 2018/19 year (2017/18 \$0). There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2019. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2020 are \$883,000.

Former landfill sites

Council has responsibility for several facilities contained on former landfill sites. Council may have to carry out site rehabilitation works in the future. At balance date, Council is unable to accurately assess the financial implications of such works.

Legal matters

Council is presently involved in several confidential legal matters, which are being conducted through Council's solicitors. As these matters are yet to be finalised, and the financial outcomes are unable to be reliably estimated, no allowance for these contingencies has been made in the financial report.

Building cladding

Council has several building that may require rectification works as a result of flammable building cladding. Council is currently working with the Victorian Building Authority and Cladding Safety Victoria on monitoring and potential remediation of non-compliant cladding.



Notes to the financial report

FOR THE YEAR ENDED 30 JUNE 2019

Note 8 Managing uncertainties (continued)

8.2 Change in accounting standards

The following new Australian Accounting Standards have been issued that are not mandatory for the 30 June 2019 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.

Revenue from contracts with customers (AASB 15) (applies 2019/20 for LG sector)

The standard shifts the focus from the transaction-level to a contract-based approach. Recognition is determined based on what the customer expects to be entitled to (rights and obligations), while measurement encompasses estimation by the entity of the amount expected to be entitled for performing under the contract. The full impact of this standard is not known. However, it is most likely to impact where contracts extend over time, where there are rights and obligations that may vary the timing or amount of the consideration, or where there are multiple performance elements. This has the potential to impact on the recognition of certain grant income. Based on initial assessment, the change in accounting treatment will not have a material impact on Council's year-end result.

Amendments to Australian Accounting Standards - Deferral of AASB 15 for Not-for-Profit Entities (AASB 2016-7) (applies 2019/20)

This standard defers the mandatory effective date of AASB 15 for not-for-profit entities from 1 January 2018 to 1 January 2019.

Leases (AASB 16) (applies 2019/20)

The classification of leases as either finance leases or operating leases is eliminated for lessees. Leases will be recognised in the Balance Sheet by capitalising the present value of the minimum lease payments and showing a 'right-of-use' asset, while future lease payments will be recognised as a financial liability. The nature of the expense recognised in the profit or loss will change. Rather than being shown as rent or as leasing costs, it will be recognised as depreciation on the 'right-of-use' asset, and an interest charge on the lease liability. The interest charge will be calculated using the effective interest method, which will result in a gradual reduction of interest expense over the lease term.

Council has elected to adopt the modified retrospective approach to the transition to the new lease standard. This will mean that only existing operating leases for non low value assets, with remaining terms greater than 12 months, will be recognised on transition (1 July 2019). Based on our current lease commitments and an assumption of a continuation of the current leasing arrangements Council expects that the transition to the new standard will see the initial recognition of \$292,000 in lease-related assets and an equivalent liability

Income of Not-for-Profit Entities (AASB 1058) (applies 2019/20)

This standard replaces AASB 1004 Contributions and establishes revenue recognition principles for transactions where the consideration to acquire an asset is significantly less than fair value to enable a not-for-profit entity to further its objectives. Based on initial assessment, the change in accounting treatment will not have a material impact on Council's year-end result.



Notes to the financial report

FOR THE YEAR ENDED 30 JUNE 2019

Note 8 Managing uncertainties (continued)

8.3 Financial instruments

(a) Objectives and policies

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

(b) Market risk

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

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Our interest rate liability risk arises primarily from long term loans and borrowings at fixed rates that exposes us to fair value interest rate risk. Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the Local Government Act 1989. We manage interest rate risk by adopting an investment policy that ensures:

- diversification of investment product,
- monitoring of return on investment,
- benchmarking of returns and comparison with budget.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause us to make a financial loss. We have exposure to credit risk on some financial assets included in our balance sheet. To help manage this risk, Council:

- has a policy for establishing credit limits for the entities it deals with;
- may require collateral where appropriate; and
- only invests surplus funds with financial institutions that have a recognised credit rating specified in our investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets that are individually determined to be impaired.

Council may also be subject to credit risk for transactions that are not included in the balance sheet, such as when we provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1.

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral against these financial assets.



Notes to the financial report

FOR THE YEAR ENDED 30 JUNE 2019

Note 8 Managing uncertainties (continued)

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; and
- sets limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1, and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, the Council believes the following movements are 'reasonably possible' over the next 12 months (base rates are sourced from the Reserve Bank of Australia):

- A parallel shift of +0.5% and -0.5% in market interest rates (AUD) from year-end rates of 2.32%.

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

8.4 Fair value measurement

Fair value hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, rather, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.



Notes to the financial report

FOR THE YEAR ENDED 30 JUNE 2019

Note 8 Managing uncertainties (continued)

8.4 Fair value measurement (continued)

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

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

Revaluation

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

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

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

Impairment of assets

At each reporting date, Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared with the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

8.5 Events occurring after balance date

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 2019

Note 9 Other matters

9.1 Reserves

	Balance at beginning of reporting period \$'000	Increment (decrement) on revaluation \$'000	Share of increment (decrement) on revaluation by an associate \$'000	Balance at end of reporting period \$'000
(a) Asset revaluation				
2019				
Property				
Land	612,078	(92,866)	0	519,212
Buildings	95,483	(2,913)	0	92,570
	707,561	(95,779)	0	611,782
Plant and equipment				
Other	6,143	0	0	6,143
Infrastructure				
Roads	168,881	0	0	168,881
Drainage	72,614	0	0	72,614
Bridges	6,376	0	0	6,376
	247,871	0	0	247,871
Total asset revaluation reserves	961,575	(95,779)	0	865,796
2018				
Property				
Land	564,634	47,444	0	612,078
Buildings	76,369	19,114	0	95,483
	641,003	66,558	0	707,561
Plant and equipment				
Other	6,143	0	0	6,143
Infrastructure				
Roads	94,360	74,521	0	168,881
Drainage	66,756	5,858	0	72,614
Bridges	3,437	2,939	0	6,376
	164,553	83,318	0	247,871
Total asset revaluation reserves	811,699	149,876	0	961,575

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

Notes to the financial report

FOR THE YEAR ENDED 30 JUNE 2019

Note 9 Other matters (continued)

9.1 Reserves (continued)

	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting period \$'000
(b) Other reserves				
2019				
Car park development	228	0	0	228
Capital works	1,775	0	0	1,775
Developer Contribution Scheme	5,631	0	561	5,070
Drainage development	23	0	0	23
Information technology	0	1,422	0	1,422
Plant replacement	424	2,065	1,736	753
Public open space and recreation	10,122	5,796	2,393	13,525
Unspent grants and contributions	0	3,677	0	3,677
Total other reserves	18,203	12,960	4,690	26,473
2018				
Car park development	228	0	0	228
Capital works	0	1,775	0	1,775
Developer Contribution Scheme	6,104	0	473	5,631
Drainage development	23	0	0	23
Plant replacement	0	2,082	1,658	424
Public open space and recreation	6,707	5,386	1,971	10,122
Total other reserves	13,062	9,243	4,102	18,203

Nature and purpose of reserves

Statutory and discretionary reserves:

Car park development

The Car Park Development reserve is used to provide funding for future development and ongoing maintenance of car parks within the municipality. Funding is derived from unspent contributions from commercial developers for cash in lieu of constructed car parks. This funding is initially recognised in the comprehensive income statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent.

Capital works

The Capital Works reserve was established with effect from 19 March 2018 by Council resolution for the purpose of financing future capital works projects. Funding is derived from identified capital works project savings. Council may expend funds from the reserve for the purposes of major capital works.

Developer contribution scheme

The Developer Contribution Scheme reserve is used to provide for the future funding of Council's asset base. These assets include community facilities, parkland, and the drainage and road networks. Funding is provided by way of a developer's contribution, whereby the developer funds only the renewal of assets from that location. This funding is initially recognised in the comprehensive income statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent.

Drainage development

The Drainage Development reserve is used to provide partial funding for the replacement of Council's drainage network. Funding is provided from developer contributions for drainage which is initially recognised in the comprehensive income statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent.

IT technology reserve

The Information Technology reserve was established by Council resolution for the purpose of financing Council's IT strategy over the coming years. Funding is derived from identified IT-related capital works project savings. Council may expend funds from the reserve for the purposes of information technology development and implementation projects.

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.



Notes to the financial report

FOR THE YEAR ENDED 30 JUNE 2019

Note 9 Other matters (continued)

9.1 Reserves (continued)

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 contribution 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.

9.2 Reconciliation of cash flows from operating activities to surplus

	2019 \$'000	2018 \$'000
Surplus/(Deficit) for the year	19,266	11,869
Depreciation and amortisation	22,359	23,003
Net (gain)/loss on disposal of property, infrastructure, plant and equipment	(2,294)	(713)
Bad and doubtful debts	2,197	1,563
Fair value adjustments for investment property	30	302
Contributions - non-monetary assets	(408)	(253)
Write-off of property, plant and equipment	20	742
	21,904	24,644
Change in operating assets and liabilities		
Decrease (increase) in trade and other receivables	(6,286)	(1,227)
Decrease (increase) in inventories	(5)	(22)
Decrease (increase) in accrued income	389	375
Decrease (increase) in prepayments	45	114
Increase (decrease) in trade and other payables	(1,024)	3,426
Increase (decrease) in trust funds and deposits	(753)	352
Increase (decrease) in provisions	582	1,130
	(7,052)	4,148
Net cash provided by/(used in) operating activities	34,118	40,661

9.3 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2019, this was 9.5% as required under Superannuation Guarantee legislation).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.



Notes to the financial report

FOR THE YEAR ENDED 30 JUNE 2019

Note 9 Other matters (continued)

9.3 Superannuation (continued)

Funding arrangements

Council makes employer contributions to the defined benefit category of the Fund at rates determined by the Trustee on the advice of the Fund's Actuary.

As at 30 June 2018, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 106.0%. The financial assumptions used to calculate the VBIs were:

Net investment returns 6.5% pa

Salary information 3.5% pa

Price inflation (CPI) 2.0% pa

Vision Super has advised that the VBI for the LASF Defined Benefit sub-plan is 107.1% as at 30 June 2019.

The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2018 interim actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

Regular contributions

On the basis of the results of the 2018 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2019, this rate was 9.5% of members' salaries (9.5% in 2017/2018). This rate will increase in line with any increase to the contribution rate.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit..

Funding calls

If the defined benefit category is in an unsatisfactory financial position at actuarial investigation or the defined benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the defined benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall. Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

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

In the event that a participating employer is wound up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2018 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2018 and a full actuarial investigation was conducted as at 30 June 2017.

The Fund's actuarial investigation identified the following for the Defined Benefit category of which Council is a contributing employer:

	2018 \$m	2017 \$m
• A VBI surplus	\$131.9	\$69.8
• A total service liability surplus	\$218.3	\$193.5
• A discounted accrued benefits surplus	\$249.1	\$228.8

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2018.



Performance Statement

FOR THE YEAR ENDED 30 JUNE 2019

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 161,609 which is projected to increase to 192,142 over the next 20 years. Darebin is home to one of the largest, most diverse communities in Victoria in terms of cultures, languages (148 languages are spoken), religions, socio-economic backgrounds, employment status, occupation and housing needs. Darebin's largest industries include education, training, retail trade, health care and social assistance.

Sustainable Capacity Indicators

FOR THE YEAR ENDED 30 JUNE 2019

INDICATOR	Measure	Results				Material Variations
		2016	2017	2018	2019	
POPULATION						
C1	Expenses per head of municipal population [Total expenses / Municipal population]	\$930	\$967	\$1,013	\$1,035	No material variation from the previous year
C2	Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$4,032	\$3,934	\$4,552	\$4,499	No material variation from the previous year
C3	Population density per length of road [Municipal population / Kilometres of local roads]	296	305	311	318	No material variation from the previous year
OWN-SOURCE REVENUE						
C4	Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$922	\$940	\$936	\$973	No material variation from the previous year
RECURRENT GRANTS						
C5	Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$94	\$117	\$104	\$98	No material variation from the previous year
DISADVANTAGE						
C6	Relative socio-economic disadvantage [Index of Relative Socio-Economic Disadvantage by decile]	5.0	5.0	7.0	7.0	The Commonwealth Government calculates an index of relative socio-economic disadvantage which outlines an overall measure of disadvantage across the municipality. Darebin has risen in the relative ranking indicating a general improvement in economic conditions between 2011-2016.

Definitions

“adjusted underlying revenue” means total income other than –

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to in paragraphs (a) and (b)

“infrastructure” means non-current property, plant and equipment excluding land

“local road” means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*

“population” means the resident population estimated by council

“own-source revenue” means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

“relative socio-economic disadvantage”, in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

“SEIFA” means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website



Service Performance Indicators

FOR THE YEAR ENDED 30 JUNE 2019

SERVICE	INDICATOR	Measure	Results				Material Variations
			2016	2017	2018	2019	
AQUATIC FACILITIES							
UTILISATION							
AF6	Utilisation of aquatic facilities	[Number of visits to aquatic facilities / Municipal population]	5.6	5.4	5.3	5.3	Currently two leisure centres operate within the City of Darebin; Northcote Aquatic and Recreation Centre (NARC) which is managed externally by YMCA Victoria, and Reservoir Leisure Centre (RLC) which is managed in-house.
ANIMAL MANAGEMENT							
HEALTH AND SAFETY							
AM4	Animal management prosecutions	[Number of successful animal management prosecutions]	3	8	3	2	Increased public education with a particular focus on early morning and late evening park patrols has increased compliance. This has resulted in fewer offences being committed and therefore fewer matters proceeding to court.
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%	92.1%	100.0%	100.0%	Council achieved a 100% result again in 2018-19, thereby demonstrating Council's commitment to addressing high-risk, non-compliant premises.
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]	66.9	65.0	66.7	70.8	
HOME AND COMMUNITY CARE							
PARTICIPATION							
HC6	Participation in HACC service	[Number of CALD people who receive a HACC service / Municipal target population for HACC services] x100	19.6%	N/A	N/A	N/A	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
HC7	Participation in HACC service by CALD people	[Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	18.5%	N/A	N/A	N/A	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs

Service Performance Indicators

FOR THE YEAR ENDED 30 JUNE 2019

SERVICE	INDICATOR	Measure	Results				Material Variations
			2016	2017	2018	2019	
LIBRARIES							
PARTICIPATION							
LB4	Active library members	[Number of active library members / Municipal population] x100	16.0%	15.0%	14.7%	15.6%	Increased promotion of the collection, the purchase of new higher performing digital collections, and increased investment in existing digital collections has seen an increase in active library members at a time of local population growth.
MATERNAL AND 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	N/A	78.5%	81.4%	80.0%	The Maternal and Child Health service has practices in place to ensure all families are contacted and reminded to attend the Key Age and Stage visit. A recent data cleansing exercise may have contributed to the marginally lower percentage.
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	N/A	91.5%	90.9%	90.8%	All Aboriginal families are provided with a service that is flexible and culturally safe with the aim of supporting families to access and remain engaged with the Maternal and Child Health Service.
ROADS							
SATISFACTION							
R5	Satisfaction with sealed local roads	[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	70.8	70.4	69.9	71.5	
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	60.3%	41.3%	46.1%	44.9%	
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	47.4%	48.0%	49.1%	46.4%	The period of disruption in the contracted recycling service resulted in 1,014 tonnes of recyclable material going to landfill, which has resulted in a decrease in diversion. Without this disruption, diversion would have slightly increased to 50%.



Service Performance Indicators

FOR THE YEAR ENDED 30 JUNE 2019

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 Government.

“critical non-compliance outcome notification” means a notification received by Council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to Council by an authorised officer under that Act, of a deficiency that poses an immediate serious threat to public health.

“food premises” has the same meaning as in the *Food Act 1984*.

“local road” means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*.

“major non-compliance outcome notification” means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to a council by an authorised officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken.

“MCH” means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age.

“population” means the resident population estimated by Council.

“target population” has the same meaning as in the Agreement entered into for the purposes of the Home and *Community Care Act 1985* of the Commonwealth.

“WorkSafe reportable aquatic facility safety incident” means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the *Occupational Health and Safety Act 2004*.



Financial Performance Indicators

FOR THE YEAR ENDED 30 JUNE 2019

		Results				Forecasts				Material Variations
		2016	2017	2018	2019	2020	2021	2022	2023	
DIMENSION		INDICATOR		Measure						
EFFICIENCY										
REVENUE LEVEL										
E1	Average residential rate per residential property assessment [Residential rate revenue / Number of residential property assessments]	\$1,448	\$1,487	\$1,519	\$1,553	\$1,570	\$1,577	\$1,584	\$1,591	No material variation from the previous year
EXPENDITURE LEVEL										
E2	Expenses per property assessment [Total expenses / Number of property assessments]	\$2,087	\$2,175	\$2,290	\$2,344	\$2,420	\$2,387	\$2,407	\$2,469	Total expenditure increased by \$6.7 million from previous year.
WORKFORCE TURNOVER										
E3	Resignations and terminations compared to average staff [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	5.0%	9.6%	12.0%	14.2%	9.3%	9.3%	9.3%	9.3%	Terminations and resignation impacted by ongoing organisational reviews during 2018/19.
WORKING CAPITAL										
L1	Current assets compared to current liabilities [Current assets / Current liabilities] x100	226.8%	259.6%	242.0%	261.8%	188.6%	131.3%	62.4%	(7.6%)	Current liabilities impacted by holding less trade payables and deposits than previous year. Current assets impacted by increased cash and cash equivalents arising mainly from delays in completing the planned capital works program and receipt of 50% of the 2019/20 Victorian Grants Commission funding. Future years are impacted by the planned capital expenditure for the Multi-sport Stadium, Northcote Aquatic and Recreation Centre, and Reservoir Leisure Centre.
UNRESTRICTED CASH										
L2	Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	91.5%	116.8%	127.0%	130.7%	68.2%	16.4%	(30.2%)	(97.9%)	Delays in completing the planned capital works program and receipt of the 2019/20 Victorian Grants Commission funding has impacted unrestricted cash balances. Future years are impacted by the planned capital expenditure for the Multi-sport Stadium, Northcote Aquatic and Recreation Centre, and Reservoir Leisure Centre.



Financial Performance Indicators

FOR THE YEAR ENDED 30 JUNE 2019

		Results				Forecasts				Material Variations
		2016	2017	2018	2019	2020	2021	2022	2023	
DIMENSION		INDICATOR		Measure						
OBLIGATIONS										
ASSET RENEWAL										
01	Asset renewal compared to depreciation [Asset renewal expenses / Asset depreciation] x100	66.1%	79.0%	101.6%	83.4%	112.1%	1113.3%	139.4%	147.8%	Renewal expenditure in the previous year was impacted by the resurfacing of the Darebin International Sports Centre synthetic surfaces.
LOANS AND BORROWINGS										
02	Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	No material variation from the previous year
03	Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	0.16%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	No material variation from the previous year
INDEBTEDNESS										
04	Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	1.2%	1.2%	1.3%	1.2%	1.1%	1.1%	1.1%	1.0%	No material variation from the previous year
OPERATING POSITION										
ADJUSTED UNDERLYING RESULT										
OP 1	Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	8.0%	8.6%	6.2%	7.9%	2.8%	2.9%	3.2%	1.8%	Adjusted underlying surplus has increased by \$3.8 million from previous year.
STABILITY										
RATES CONCENTRATION										
S1	Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	73.9%	72.3%	71.5%	69.6%	74.4%	76.4%	76.6%	76.7%	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	0.25%	0.26%	0.26%	0.21%	0.24%	0.24%	0.25%	0.26%	No material variation from the previous year



Financial Performance Indicators

FOR THE YEAR ENDED 30 JUNE 2019

Definitions

“adjusted underlying revenue” means total income other than—

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to in paragraphs (a) and (b)

“adjusted underlying surplus (or deficit)” means adjusted underlying revenue less total expenditure

“asset renewal expenditure” means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

“current assets” has the same meaning as in the AAS

“current liabilities” has the same meaning as in the AAS

“non-current assets” means all assets other than current assets

“non-current liabilities” means all liabilities other than current liabilities

“non-recurrent grant” means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council’s Strategic Resource Plan

“own-source revenue” means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

“population” means the resident population estimated by council

“rate revenue” means revenue from general rates, municipal charges, service rates and service charges

“recurrent grant” means a grant other than a non-recurrent grant

“residential rates” means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

“restricted cash” means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year

“unrestricted cash” means all cash and cash equivalents other than restricted cash.



Other Information

FOR THE YEAR ENDED 30 JUNE 2019

Note 1 Basis of Preparation

“Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 1989* and *Local Government (Planning and Reporting) Regulations 2014*.”

“Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council

information systems or from third parties (e.g. Australian Bureau of Statistics).”

“The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council’s strategic resource plan. *The Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.”

Certification of performance statement

FOR THE YEAR ENDED 30 JUNE 2019

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

Allan Cochrane CPA
Principal Accounting Officer

Melbourne
2 September 2019

In our opinion, the accompanying performance statement of the Darebin City Council for the year ended 30 June 2019 presents fairly the results of council's performance in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify this performance statement in its final form.

Kim Le Cerf
Councillor

Lina Messina
Councillor

Sue Wilkinson
Chief Executive Officer

Melbourne
2 September 2019

Independent Auditor's Report

FOR THE YEAR ENDED 30 JUNE 2019



Independent Auditor's Report

To the Councillors of Darebin City Council

Opinion

I have audited the accompanying performance statement of Darebin City Council (the council) which comprises the:

- description of municipality for the year ended 30 June 2019
- sustainable capacity indicators for the year ended 30 June 2019
- service performance indicators for the year ended 30 June 2019
- financial performance indicators for the year ended 30 June 2019
- other information
- certification of the performance statement.

In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2019, in accordance with the performance reporting requirements of Part 6 of the *Local Government Act 1989*.

Basis for Opinion

I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the Performance Statement* section of my report.

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

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

Councillors' responsibilities for the performance statement

The Councillors of the council are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the *Local Government Act 1989*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.

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.

Level 31 / 35 Collins Street, Melbourne Vic 3000
T 03 8601 7000 enquiries@audit.vic.gov.au www.audit.vic.gov.au

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 the 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
15 September 2019


Jonathan Kyvelidis
as delegate for the Auditor-General of Victoria



Glossary of financial terms

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



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



Term	Definition
Prepaid income	Income received by Council in advance of services being performed. This includes prepaid gym memberships at Council's recreation centres.
Prepayments	Payments made by Council in advance of receiving the goods or services.
Property, infrastructure, plant and equipment assets	Often referred to as fixed assets. This is the largest component of Council's asset base or worth and represents the value of all land, buildings, roads, footpaths, drains, bridges, vehicles, plant and equipment and so on that are recorded on Council's asset register.
Provisions	Includes accrued long service leave, annual leave and rostered days off owing to employees at the reporting date.
Rate and charges income	Income received from ratepayers in relation to general rates, garbage rates and special rate schemes.
Reserves	Includes the asset revaluation reserve and the drainage contributions reserve. The asset revaluation reserve includes the net revaluation increments and decrements arising from revaluing fixed assets in accordance with AASB 1041 'Revaluation of Non-Current Assets'. The drainage contributions reserve includes non-refundable contributions sought from developers to upgrade drainage as a result of development in the municipality.
Revenue	Revenue is the amount of money that Council actually receives from its activities, mostly from rates and services provided to customers and ratepayers.
Right-of-way	Former laneway no longer required for access to surrounding properties.
Share of net profits (losses) of associates and joint ventures accounted for by the equity method	Council's share of the net profit/loss recognised in its joint venture partnerships.
Statutory fees and fines income	Includes parking infringements and costs, infringement court recoveries, town planning fees, land information certificates and trader parking and street furniture permits.
Surplus (deficit)	Represents the difference between total revenues, expenses, net gain (loss) on disposal of property, plant and equipment, infrastructure and share of net profits (losses) of associates and joint ventures accounted for by the equity method.
Trade and other payables	Monies owed by Council to other entities/individuals.
Trade and other receivables	Monies owed to Council by ratepayers and other parties less provisions for doubtful debts.
Trust funds and deposits	Monies received by Council for a specific purpose, which are to be refunded upon a specific event occurring (e.g. Council assets are not damaged). If that specific event does not occur, Council is entitled to recognise these monies as income.
Underlying operating surplus/(deficit)	Represents the surplus/(deficit) after adjusting for capital contributions including donated assets, the timing differences of grant funding and once-off items, such as superannuation funding calls.
User fees	Income received by Council from a variety of fees and charges such as aged and health services fees, animal and local law fines and registrations, building permits and other charges, child care/children's program fees, debt collection recovery charges, election fines, parking meter fees, ticket machine fees, leisure centre and recreation fees, library fines and other charges and tow-away charges.



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Contact us

Planning and Reporting Unit

PO Box 91
Preston Victoria 3072

274 Gower Street
Preston Victoria 3072

Telephone

(03) 8470 8888

Facsimile

(03) 8470 8877

After hours

(03) 8470 8889

mailbox@darebin.vic.gov.au

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 Planning and Reporting Unit.

Council Customer Service Centres

Preston Customer Service Centre

Darebin Civic Centre
274 Gower Street, Preston
Hours: 8:30am – 5:00pm,
Monday to Friday

Northcote Customer Service Centre

Northcote Library Complex
32–38 Separation Street,
Northcote
Hours: 8:30am – 5:00pm,
Monday to Friday

Reservoir Customer Service Centre

Reservoir Community and Learning Centre
23 Edwardes Street,
Reservoir
Hours: 10:00am – 5:00pm,
Monday to Friday

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

Ovoј извештај содржи краток преглед на сработеното од страна на Општината на Даребин во текот на финансиската година.

Nepali

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

Punjabi

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

Spanish

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

Somali

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

Urdu

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

Vietnamese

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

CITY OF DAREBIN

274 Gower Street, Preston
PO Box 91, Preston, Vic 3072
T 8470 8888 F 8470 8877
E mailbox@darebin.vic.gov.au
darebin.vic.gov.au

National Relay Service relayservice.gov.au

If you are deaf, or have a hearing or speech impairment, contact us through the National Relay Service.

Speak your language T 8470 8470

العربية Italiano Soomalii
繁體中文 Македонски Español
Ελληνικά नेपाली اردو
हिंदी ਪੰਜਾਬੀ Tiếng Việt